

**THE GLASGOW  
SCHOOL OF ART**

# EDUCATION STRATEGY 2023- 2027

STRATEGIC PLAN 2023-2027



## Our Educational Vision

The Glasgow School of Art is a global, internationally significant and influential leader in studio based creative education. Through our people, our education and our research, we empower change and create impact that is both transformative and collaborative.

Our [Strategic Plan](#) sets out our Educational Vision to: transform our already distinct models of creative education; deliver new and inclusive ways of learning and teaching; provide greater opportunities for collaboration and flexibility; and give our students more agency over how they learn and make a positive impact through their practice.

## Our Values

Our [Strategic Plan](#) sets out our values which inform this Education Strategy and are mainstreamed through our objectives and workstreams to deliver our Educational Vision. These values are:

- Rooted in studio, making and collaboration.
- Deep specialism alongside interdisciplinary practice.
- A rich partnership approach to education, research and innovation.
- A culture that enables and empowers us in everything we do.
- A responsible and caring culture that values our people and our environments.
- A sustainable and equitable approach to our work.
- Always looking forward, while celebrating our past.

## Our Strategic Objectives

To deliver our Educational Vision we have established five strategic objectives which set our enhancement journey over the next four years. These objectives will be delivered through a series of workstreams which consolidate our current enhancement priorities, respond to the evolving priorities and challenges facing creative higher education and set our ambitions for the future.



# 1. STRATEGIC OBJECTIVES

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OBJECTIVES	ENABLERS
<p><b>1. We will deliver an extraordinary student experience</b></p>	<p>1.1 By refreshing our curriculum to equip our students with core literacies in: social justice; climate action; digital literacy and collaboration for the 21st century world.</p> <p>1.2 Ensuring all of our student are supported at each stage of their journey from pre-application through to graduation.</p> <p>1.3 By ensuring all of our student are supported at each stage of their journey from preapplication through to graduation and becoming active members of our creative alumni community.</p> <p>1.4 By enhancing our courseware to provide clear and consistent information to students on their programmes.</p> <p>1.5 By developing and implementing our Student Communications Strategy.</p> <p><b>LEAD INDICATORS</b> NSS and SES Overall Satisfaction</p>
<p><b>2. We will transform our models of creative education to meet the needs of students and challenges of our time</b></p>	<p>2.1 By implementing our Common Academic Framework, ensuring all GSA students are equipped with the skills and common Graduate Attributes to make a positive contribution to society and lead a creative life.</p> <p>2.2 By developing a portfolio of low residency and online courses and programmes to support upskilling and life-long learning.</p> <p>2.3 By building upon our experiences of online and blended learning and teaching to develop new and innovative approaches to studio-based education, maximising our resources and providing greater flexibility for students.</p> <p><b>LEAD INDICATORS</b> Graduate Outcomes, Portfolio and student FTE growth</p>
<p><b>3. We will support all students to achieve their potential and make positive contributions</b></p>	<p>3.1 By ensuring our admissions, pedagogies and curricula are inclusive and intercultural; decolonising our curriculum and strengthening our commitment to anti-racism and social justice.</p> <p>3.2 By embedding graduate attributes throughout our curriculum and in the delivery of academic services to support our students to realise positive graduate outcomes and destinations.</p> <p>3.3 By reviewing our offer for our graduates and developing sustainable business and practice incubation and accelerator services.</p> <p><b>LEAD INDICATORS</b> Admissions, retention, attainment and graduate outcomes</p>

OBJECTIVES	ENABLERS
<p><b>4. We will work in ambitious, creative partnership with students</b></p>	<p>4.1 By strengthening partnerships with our Students' Association through the implementation of our Student Partnership Agreement and delivery of ambitious student partnership projects.</p> <p>4.2 By supporting our students to become effective representatives, advocates and thought leaders to effect change, shape their educational journey and be ready for future creative lives and careers.</p> <p>4.3 By engaging with our students in meaningful partnerships and co-creation, supporting and developing our staff to recognise partnership, celebrating practice and embedding partnership in all enhancement activities.</p> <p><b>LEAD INDICATORS</b> Student Partnership Agreement measures of success</p>
<p><b>5. We will strengthen and enhance practice</b></p>	<p>5.1 By establishing and supporting staff communities of practice to share innovations and enhancements in learning and teaching and develop scholarship and research.</p> <p>5.2 By developing clear opportunities for personal professional recognition and delivering impactful continual professional development to all staff who teach and support learning.</p> <p>5.3 By enhancing our policies and practices in assessment and feedback across our programmes and schools.</p> <p>5.4 By reviewing our arrangements for quality assurance and enhancement ensuring their ongoing effectiveness across the totality of our provision meeting expectations of the tertiary quality Enhancement framework.</p> <p><b>LEAD INDICATORS</b> Fellowships and teaching qualifications of our staff, NSS and SES satisfactions scores for assessment and feedback, successful external quality review</p>

## Measures of Success

Monitoring our progress and evaluating our impact are key to delivering our Education Strategy. As such each of our objectives are associated with key lead indicators aligned to the Strategic Plan. These indicators are set out within table below and will be used to inform reporting on progress each academic session.

STRATEGIC OBJECTIVE	LEAD INDICATORS
1. We will deliver an extraordinary student experience	<ul style="list-style-type: none"><li>• NSS and SES Overall Satisfaction</li></ul>
2. We will transform our models of creative education to meet the needs of students and challenges of our time	<ul style="list-style-type: none"><li>• Graduate Outcomes</li><li>• Portfolio and student FTE growth</li></ul>
3. We will support all students to achieve their potential and make positive contributions	<ul style="list-style-type: none"><li>• Admissions, retention, attainment and Graduate Outcomes</li></ul>
4. We will work in ambitious, creative partnership with students	<ul style="list-style-type: none"><li>• Student Partnership Agreement measures of success</li></ul>
5. We will strengthen and enhance practice	<ul style="list-style-type: none"><li>• Fellowships and teaching qualifications of our staff</li><li>• Assessment &amp; Feedback NSS and SES satisfaction</li><li>• Successful external quality review</li></ul>