

THE GLASGOW SCHOOL OF ART

BOARD OF GOVERNORS

Minutes: 11th April 2014

Present:	Ms Muriel Gray	Chair
	Ms Kerry Aylin	Support Staff Representative
	Ms Alison Lefroy Brooks	Vice-Chair
	Mr Douglas Brown	
	Dr Janet Brown	
	Professor Linda Drew	Deputy Director
	Dr Simon Groom	
	Mr Daniel Ibbotson	
	Professor Tom Inns	Director
	Mr Douglas Kinnaird	
	Ms Eleanor McAllister	
	Mrs Linda McTavish	
	Mr Nicholas Oddy	Academic Staff Representative
	Ms Christa Reekie	
	Mr Ken Ross	
	Sir Muir Russell	Vice-Chair
	Mr Sam De Santis	President, Students' Association
Attending:	Ms Kirsty Hendry	Student Engagement Officer, GSASA
	Mr Eliot Leviten	Director of Finance and Resources
	Professor Irene McAra-McWilliam	Head of the School of Design (<i>items 1-7</i>)
	Mr Scott Parsons	Director of Marketing, Communications and Strategic Planning (<i>item 8</i>)
	Mr Craig Williamson	Registrar
	Mr John Martin	Assistant Company Secretary

1. Welcome

The Board welcomed Eleanor McAllister, who was now returning to the Board as a lay Governor, having completed her role in relation to Phase One of the Garnethill Redevelopment project (Reid Building). Eleanor's present term of office would be extended by the two years she had spent in voluntary suspension from Board membership. She extended thanks for the support she had received during her period of involvement in the Phase One project, not least from the Director of Finance and Resources.

The Board also welcomed Kirsty Hendry, recently appointed as Student Engagement Officer for the Students' Association.

2. Apologies for Absence

Mr Daniel Ibbotson, Dr Ken Neil, Ms Lesley Thomson, Professor Alison Yarrington

3. Declarations of Interest

None.

4. Report from the Chair

The Chair reported recent matters of interest:

.1 Opening of the Reid Building

The opening had been a great success and had attracted excellent media coverage and engagement with the City and other organisations, including the Scottish Funding Council. Thanks were conveyed to all involved in organising the event.

.2 Commonwealth Games 'Gamechanger' Award

Congratulations were extended to the recently-formed GSA Student Sports Association, which had won a silver medal at the recent Commonwealth Games 'Gamechanger' awards.

.3 Scottish Committee of University Chairs

The Chair had recently attended a meeting of the Scottish Committee of University Chairs. The meeting had considered sectoral progress in implementation of the Scottish Code of Good HE Governance and had noted that the Scottish Government might still consider new legislation in relation to HE governance. The meeting had included positive dialogue with the new Chair of the Scottish Funding Council (Professor Alice Brown) and had welcomed the appointment of Laurence Howells as Chief Executive of the Council.

5. Board of Governors Away Day, February 2014

The Board's Awayday in February had provided the opportunity for the Board to hold useful and stimulating discussions, and a summary note was distributed. Further discussions on some of the subjects discussed, including the Board's Skills and Attributes Matrix, would be held shortly.

(Minutes 6 and 7 have been withheld from the website version of the minutes for reasons of commercial confidentiality).

8. Operational Plan 2013/14: update

The Board welcomed the Director of Marketing, Communications and Strategic Planning and noted the six-monthly progress report (Paper A7), as already discussed by the Executive Group. As discussed at recent Board meetings, Governors envisaged future reporting on operational plans being less extensive, but more focused on immediate and potential risk. Such risk factors were already being identified (e.g. the steps being taken to monitor postgraduate student recruitment processes), but there was a danger that the present reporting style might obscure the issues which Governors would most wish to address.

9. Estates Development Update

The Board noted the Estates Development report, including the Garnethill Phase One Project Manager's Summary Report and a report on the Reid Building by the Health and Safety Officer, as requested at the Board's previous meeting.

Continuing snagging works were being addressed in the Reid Building. It was suggested that the mechanism by which staff and students could report concerns regarding the Reid Building might not be working as effectively as intended and that some significant concerns remained, including cramped accommodation in some areas and excessive

dust. An alternative view was expressed, namely that the reporting system was well known and had been extensively used.

The points raised in the Health and Safety Officer's report were being implemented, including a solution to prevent items falling from the flat ledges overlooking the driven voids in the Reid Building. Repairing the inadequate floor in the Students' Association dance area would require a two-week closure, but assurance had been received from both the Fire Department and the Health and Safety Officer that the floor was structurally sound and could safely be used in the meantime. Thanks would be passed to the Health and Safety Officer for his thorough and timely report.

10. Research Excellence Framework 2014

As discussed at the Board's meeting in December 2013, a summary paper on the School's submission to the 2014 Research Excellence Framework (REF) had been prepared and this was introduced by the Deputy Director. As was typical throughout the sector, the School had reduced the percentage of academic staff submitted for assessment, as the UK Funding Councils had made clear that they would only provide recurrent research funding to areas graded 3* or above. i.e. research deemed to be 'world-leading' (4*) or 'internationally excellent (3*)'. Submission of staff whose research was likely not to meet these levels would be detrimental to the School's overall profile as defined by the REF. Future research priorities had been devised in the light of this continuing emphasis on high-quality research, including increased emphasis on doctoral study and provision of increased support and guidance for staff likely to develop research which could be returned in future REF exercises (or equivalent).

11. Report from the President of the Students' Association

The President of the Students' Association reported a number of points of interest, including the following:

- The Association was trading with income above budget in its new premises, but was finding it difficult, on occasion, to contain expenditure. Advice was being sought from one of the Association's external Directors. In addition to its own activities, the Association was participating in such events as the Glasgow Film Festival and Glasgow International.
- The Association was grateful for the support provided to its newly-established sports association (GSA Sport), which had (as mentioned above) recently won a silver award at the 2014 Commonwealth Games 'Gamechanger' awards.
- In addition to the appointment of the Student Engagement Officer, the Association had also appointed three graduate interns, to be based in specific academic areas.
- Elections for the roles of President and Vice-President would be held on 1st May 2014 and had attracted competitive fields.
- The Association was playing a full role in the Enhancement-Led Institutional Review (ELIR) exercise, and was also seeking to increase the response rate from final year students to the National Student Survey.

12. Duties and Liabilities of Governors

The question of the legal liabilities of the School's Governors had arisen at recent Board meetings and the School had therefore obtained guidance from its lawyers (McLure Naismith) on the duties and liabilities of Governors (Paper A11). This guidance also covered the roles of the Governors as company directors and charity trustees. The document was noted.

13. Governance Matters**.1 Annual Review of Board Effectiveness**

The Board approved a proposed mechanism for the survey of its effectiveness, which would be carried out by the Registrar following the final Board meeting of 2013/14.

.2 Audit of GSA Compliance with the Scottish Code of Good HE Governance

The Board agreed that an audit of the School's compliance with the Scottish Code be carried out by the Registrar and reported to the Board's meeting in June 2104. This audit would also form the basis of the School's response to a survey of Scottish Code compliance being carried out by Universities Scotland.

[Action: CW]

14. Appointment of External Auditors

The Chair of the Audit Committee reported that a panel including herself, the Director of Finance and Resources, and the Deputy Director of Finance and Resources had recently interviewed a shortlist of firms seeking appointment as the School's External Auditors. This shortlist had been selected from firms already approved through the Framework Agreement established through APUC (Advanced Procurement for Universities and Colleges). The panel had recommended the appointment of Scott Moncrieff and the Audit Committee had subsequently agreed with this recommendation. On the recommendation of the Audit Committee, the Board resolved that Scott Moncrieff be appointed as the School's External Auditors for the period 2014/15 – 2016/17, with an option to extend the appointment by one further year.

15. Minutes of Previous Meeting

The Minutes of the Board meeting held on 17th February 2014 (Paper B1) were approved.

16. Action Points

The Board noted its list of Action Points (Paper B2).

17. Management Accounts to 28th February 2014

The Board noted the Management Accounts to 28th February 2014, as considered by the Business Committee (Paper B3).

18. Reports from Academic Council and Board Committees

The Board noted the Minutes of the following meetings:

- Academic Council, 12th March 2014
- Audit Committee, 7th March 2014
- Estates Committee, 13th March 2014
- HR Committee, 4th March 2014
- Museum and Archive Committee, 31st March 2014
- Investment Committee, 7th March 2014

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19. Report from the Business Committee, March 2014

The Board noted the Minutes of the meeting of the Business Committee held on 13th March 2014, and noted in particular that Committee's approval (after lengthy consideration by both the Business and Estates Committees) of the arrangement through which the School would lease student residences places in Blythswood House, subject to confirmation of final financial and legal details.

20. Date of Next Meeting

Monday 16th June 2014 at 1.30pm.

JM