

Scottish Funding Council Museums, Galleries and Collection Grant

The Scottish Funding Council recognises that “Scottish university museums are very diverse in terms of scale and content of collections and remit. While some museums are at the centre of their institution’s academic community, others occupy a more peripheral position”¹.

In this respect The Glasgow School of Art is unique.

Our Museum, Galleries and Collections² include at its core, a Museum and Galleries Scotland Recognised Collection including elements of our publicly accessible Category A listed Mackintosh Building that is still used for its original purpose as a functioning art school and a large and diverse number of items by Charles Rennie Mackintosh.

Furthermore, our collection and archive includes work from Mackintosh’s peers, including work of GSA alumni and former staff and more recent graduates. It includes records and artefacts that relate to the School’s activities since its foundation in 1845, comprising one of the UK’s most comprehensive archives of art, design and architecture education in the UK, historical collections such as plaster casts, textiles collections and commercial design collections including the Stoddard Templeton archive; more contemporary collections such as the Gillespie Kidd and Coia; the Glasgow 1999 City of Architecture and Design archives; and the personal archives of David Harding, artist and founder of GSA’s hugely successful environmental art programme; and art journalist Clare Hendry.

Our entire Museums, Galleries and Collections are central to the institution’s academic purpose and are not a static repository. They are continually being developed through acquisition, the generation of new content, knowledge and artefacts through curation, research projects and outputs and the core purpose of an art school in the advancement of knowledge in the visual creative disciplines and the production of new work. Their development and the academic and public access to them, act as a catalyst for individual and collective engagement in creativity, exploring and understanding the importance and value of art, design, architecture and digital assets in both an historical and contemporary context.

The activities delivered within our ‘Museums, Galleries and Collections’ are not restricted to one part of the School unlike other university collections. While overall responsibility for collections management and care resides with Archives and Collections (part of the Learning Resources Department), this is supported by strategic, operational and delivery input from:

- Estates Department
- Mackintosh Restoration Project
- Academic Departments and staff
- Year 1 Experience Group (Learning and Teaching Committee)
- Research and Enterprise Office
- Exhibitions Department
- GSA Enterprises
- Open Studio (delivering GSA’s widening access, articulation, schools, children and adult non-degree programmes)
- Brand, identity and reputation

These areas individually contribute to aspects of collections management and care and collectively to the ensuring a broad academic and public engagement with the unique resources and assets we hold.

¹ SFC Mid-term Review of Museum, Galleries and Collections Grant November 2016

² GSA’s Museums, Galleries and Collections comprise the Archives and Collections Centre, our Exhibitions, Cultural Engagement and Mackintosh Building Tours

Current Context

Over the past decade The Glasgow School of Art has made significant investment in its Museums, Galleries and Collections and their academic, public and cultural engagement.

Between 2007 and 2009 the Mackintosh Restoration and Access Project represented an investment of c.£8m in the conservation and management of our collections and archives including the Category A listed Mackintosh Building. This provided enhanced public access and interpretation to the Mackintosh Building, a new furniture museum, physical enhancements to the Mackintosh Museum (public gallery delivering a contemporary and historical exhibitions programmes of international standing) and a new publically (staff, student, academic and general public) accessible Archives and Collections Centre located in the basement of the Mackintosh Building.

The development of the Reid Building (opened in 2013) represented further capital investment including an international standard, publicly accessible gallery and a new interpretation and visitor centre for the Mackintosh Building bringing items from the collection to public display for the first time.

Alongside capital investment we have continued to invest in staffing across Archives and Collections, tours, exhibitions, cultural and public engagement, research activity, curation and conservation. The annual Museum, Galleries and Collections Grant represented a small but very important contribution to our total annual investment in this area.

The Mackintosh Building fire in 2014 was a seminal point in the history of the Mackintosh Building and our collections and archives. The level of public interest and engagement, both at the time of the fire and subsequently, emphasised the international importance of our museums, galleries and collections. The Glasgow School of Art is fulfilling its responsibilities as custodian of the internationally significant Mackintosh Building and associated Archive and Collections, through a £65 million 5-year programme of restoration. This capital investment is focused on protecting these key assets for future generations whilst giving the highest level of quality access for teaching, research and the public. When complete in 2019 this work will have delivered a resource that is unique in Art and Design Higher Education in the UK. The SFC Museums, Galleries and Collections funding will play a strategic role in delivering an enhanced, innovative and impactful programme of activities that bring wide academic and public access to these unique resources.

Cognisant of this, our approach to maintaining academic researcher, student and public access and engagement to our museums, galleries and collections in the immediate aftermath of the fire and during the period of restoration has been paramount alongside our previously stated commitments outlined in the GSA Strategic Plan 2015-2018 specifically to increase public engagement by 25% and valuing our heritage, traditions and locations.

SFC Mid-Term Review of Museum, Galleries and Collections Grant (MGC)

The four key outcomes of the SFC MGC Mid-Term Review contribute to the GSA's overall strategic direction for the management and development of our museums, galleries and collections. The SFC outcomes are considered within the context of our own strategic ambitions for our museums, galleries and collections as central to the GSA's academic and public engagement.

In many cases, individual activities cut across a number of the SFC's outcomes.

For example where a GSA exhibition is curated drawing on material within the Archives and Collections Centre, this would often involve a degree of collection care and management, an aligned research project with REF impacts involving GSA or visiting academics or curators and link to GSA's learning and

teaching through curriculum projects or associated talks and events. Wider public and cultural engagement is achieved through public participation the exhibition, talks and events, with visitors engaging with our trained student exhibition invigilators. Visitors on Mackintosh Tours are actively encouraged to continue their visit and engage with the exhibitions programme by the student Mackintosh Tour Guides. Both our student exhibition invigilators and our Mackintosh tour guides provide unique and valuable employability and professional practice opportunities to our student.

Against the SFC's 2016 Mid-Term Review outcomes we can demonstrate:

An appropriate level of collections care and management

- Continued restoration and conservation:
 - The Mackintosh Building
 - Major Conservation to repairing items within collection damaged by fire, smoke and water, including:
 - Plaster Casts: conservation, re-conditioning, transportation, repositioning including installing some within Reid Building (for teaching and public engagement purposes)
 - Paper: flattening, repairing, re-binding
 - Textiles: labelling, measuring, constructing new containers, re-boxing, conserving damaged garments
 - Objects: conservation and re-packaging
 - Furniture fragments: scanning, photogrammetry, technical analysis and technical illustration
 - Re-Packaging: materials and receptacles to re-house the collection (boxes, card to make bespoke folders, new plans chests for materials)
- Detailed development of new academic and public access within the restored Mackintosh Building including:
 - New Archives and Collections Centre and Reading Room co-located in Mackintosh Basement alongside the Furniture Gallery, GSA Shop and Open Studio Public Programme Studio
 - New Archives and Collections storage
 - New Archive and Collections Exhibition space (Animal Room Gallery) co-located with the GSA Shop (end point for tour visitors)
 - New environmentally controlled Furniture Gallery within Mackintosh basement
 - Plans for re-occupation of the Mackintosh Library and the Special Collections Reading Room
- Restored the WW1 Role of Honour with associated research project researching the people behind the names
- Maintained Museum and Galleries Scotland Recognised Collection for The Mackintosh Collection at The Glasgow School of Art
- Making significant progress to having 100% of the museum collections and a substantial increase in archive materials available online
- Increased visitor numbers to Archives and Collections at The Whisky Bond (temporary off-site home for Archives and Collections) at a rate of 300% per annum, almost back to pre-Mackintosh Building fire numbers
- Continued development of Archives and Collections digital footprint (<http://www.gsaarchives.net/>) with enhanced digital content including on-line archives, blog (<http://www.gsaarchives.net/blog/>) and social media (<https://twitter.com/GSALibrary> and <https://www.pinterest.co.uk/gsalibrary/>)

A service to the wider research community

- Appointed a Mackintosh Research Fellow to lead the development of research projects aligned to the Mackintosh Building Restoration. Major research projects aligned to the restoration of the Mackintosh Building including for example:
 - AHRC Immersive Experiences Project (Phase 1) – collaboration between GSA School of Simulation and Visualisation and ISO focusing on the restoration of the GSA plastercasts
 - Mackintosh: Materials and Materiality Symposium
 - Mack Memories – living archive project
 - Archives from the Ashes: Recovery work after the Glasgow School of Art Fire
- Delivered a range of exhibitions utilising and developing our Collections and Archives including:
 - The Mackintosh Digital Recovery
 - Eugene Bourdon: from the Classroom to the Battlefield
 - Nothing compares to the first time getting shot at (contemporary exhibition using archive material)
 - The Service of Venus to the worship of Mars
 - The Glasgow School of Art Fashion Show 70th Anniversary
- Research, conferences and workshops including for example:
 - Awaken: New Textiles Inspired by the Archives and Collection at the GSA
 - Post-war Pattern Pioneers: Commercialising archives through digital technology
 - Past, Present and Future: Transformational Approaches to Utilising Archives for Research, Learning and Teaching
- Captured all information relating to Mackintosh Building Restoration within Building Information Model with project architects Page\ Park recording every aspect of the Mackintosh Building restoration, decision making and archive and research material used in making those decisions
- Maintained academic access to the Archives and Collections with enquiries currently running 50% ahead of their pre-fire level

A high-quality teaching and learning experience to the wider HE community

- Progressed academic plans for relocation of all Year 1 students to the Mackintosh Building (all disciplines from all 5 academic schools from September 2019). The building, collections and archives will form the basis of a new course taught to all first-years students in Semester 1
- Including experience of and academic engagement with Archives and Collections in Fulbright Summer Academy (in partnership with University of Strathclyde comprising 10 USA UG students and 6 students from University of Strathclyde and GSA strategic international partners), the new GSA English for Creative Disciplines Summer School and the Overseas Immersion Programme for students from GSofA Singapore
- On track to engage with as many students in Archives and Collections at The Whisky Bond (temporary off-campus location of our archive and collection) as pre-Mackintosh Building fire, equating to over one third of the student cohort
- Established a new permanent gallery space and a new library research space to directly engage students in the Archive and Collection
- Established a Post-Graduate Elective on Archives and Historical Resources
- Student visits to the Mackintosh Building - guided tours by Project Team to GSA's own students and architecture students from universities across the UK
- Provided professional practice and employability for GSA students through the Archives Volunteer programme (open to the general public), our exhibitions invigilators and GSA Mackintosh Tour Guides

The promotion and provision of opportunities to everyone who can benefit from it

- Relocated our Mackintosh Furniture Gallery within the Reid Building maintaining public access to our unique and internationally significant collection and our restored WW1 Roll of Honour from the Mackintosh Building to the Reid Building for the period of the Mackintosh Building Restoration
- Maintained our public access to our Mackintosh Heritage through revised Mackintosh Tours with c. 10-12,000 visitors per annum (down from c. 27,000 pre-fire) and developed our Mackintosh City-wide walking tour
- Developed a range of Public Engagement activities related to craft skills and Mackintosh restoration
- Undertaken significant photographic and video capture of the Mackintosh Building and public dissemination of the restoration project through digital engagement and tours for specific stakeholder groups with over 5,500 people engaging with the restoration project through our digital communications
- Commissioned with Glasgow Life and the Hunterian Museum, University of Glasgow a strategic review of the city-wide Management of the Mackintosh Heritage Assets resulting in a new city-wide approach with GSA as part of the Senior Operational Group and each work-stream and engagement with City-wide Tourism Strategy (which has Mackintosh as a core theme) and Mackintosh Festival programme in 2018
- Agreed plans for significant 'Restoration Exhibition' for 2019 with potential for digital touring elements
- Over 24,000 visitors to Reid Gallery exhibitions including exhibitions that utilise Archives and Collections as a way to commission new work (detailed previously) and planned exhibitions for 2018 include Art School Film Club – archive poster exhibition, GSA and CCA Textile Archive Collaboration. GSA Exhibitions currently delivers annually 2 exhibitions relating to GSA Archives and Collections
- Delivered a series of publicly accessible talks and symposia related to the restorations intent and progress including one planned for October 2018 aligned to joint academic conference with Hunterian Museum, University of Glasgow as part of the city-wide Mackintosh Festival

GSA Approach and Actions 2018 onwards

Over the past 12 months the GSA has undertaken a School-wide strategic planning consultation to develop its next Strategic Plan 2018-2021. With core themes around improving the student experience, impact through research and enterprise, disciplines that represent cutting edge practice and being a fair and efficient organisation and development platforms for growth around our places and academic programmes, the SFC's ambitions for university museums, galleries and collections are easily embedded within our institutional and local-level objectives.

Fundamentally, the GSA sees its museums, galleries and collections as central to the academic life of the School, our research output, student experience, cultural engagement and dissemination of knowledge.

Appropriate level of collections care and management

The relocation of the Collections and Archives to the Mackintosh Building will provide significantly improved, modern, environmentally controlled storage and systems able to maintain the stable conditions necessary for the preservation of objects and allow for ease of access for use for learning, teaching, scholarship and research.

The period from 2014 since the Mackintosh Fire, has allowed us to not only undertake restoration and conservation to items damaged in the fire but also identify and prioritise the care, management, digitisation and acquisition of our archives and collection moving forward. This work will be defined and prioritised within the context of the collections and archives as being a learning, research and publicly

accessible resource centred on the creativity of Mackintosh, using the international standing and interest in our core heritage asset as a gateway to broader engagement with our extensive resources.

Better exploitation of digital technology

Currently a substantial element of the museum collections and our archive materials are also available online. This has been achieved through use of our own resources and specific project funding. We anticipate this will continue allowing us to have a fully accessible digital archive and collection, which can be further developed as technology and user experience improves. A redeveloped GSA website planned for the end of 2018 (www.gsa.ac.uk) and the GSA Hub (<http://www.gsa.ac.uk/the-hub/>) will allow us to highlight works from the Archives and Collection and build on their developing social media presence by aggregating related content at key points in an academic year.

This on-going digital development will be enhanced by the depositing of new digital resources including the Mackintosh Building Restoration Building Information Model, 3D digital laser scans and renders of the Mackintosh Building by the GSA's School of Simulation and Visualisation, our photographic and video archive of the fire and restoration, the growing digital archive of photography, video and audio material of the life and output of the School and outcomes from current and future research projects for example the School of Simulation and Visualisation and ISO on interactive experiences.

Enhanced profile within their own institution

The Mackintosh Building is the principal asset in our Collection. Due to reopen in spring 2019, it will return our Mackintosh heritage to the foreground of our shared creative identity, studying the creativity of Mackintosh, through Mackintosh and inside Mackintosh gives the GSA a unique academic offer of international standing.

Our Archives and Collections Team will return to purpose designed accommodation providing administrative and research space alongside enhanced staff, student and public access including space to use items from the archives and collections. A new permanent Furniture Gallery displaying a permanent exhibition of works by Charles Rennie Mackintosh and Margaret Macdonald and temporary archives and collections gallery (Animal Room Gallery) will open showing a range of curated shows of items and works within our collections.

In addition, the Mackintosh Library will be available for use with increased hours compared to pre-Mackintosh Fire, with the Library Special Collections Search Room being located in the Library Store (above the Library) and available for the first time for staff, student and researcher use.

A restored Mackintosh Museum will return as the GSA's principal Gallery and Exhibition space. Providing a distinctive contrast to the international standard exhibition gallery located in the Reid Building, the two galleries provide a unique space in which to present historic and contemporary exhibitions, commissioned and curated by the GSA.

A high quality of learning and teaching experience for learners

The Archives and Collections service is closely aligned to the institution's core educational purpose. In addition to individual student research consultations, the team deliver a range of collections-based teaching sessions tailored to students from different creative disciplines; from Portfolio Preparation to Product Design students gaining hands on experience with the collections, looking at a diverse range of papers, textiles, photographs, artwork and ephemera. These sessions help students to make links between the GSA collections and their own creative practice and develop the sense of place that locates an individual's learning within the history both of the GSA and the city of Glasgow.

Curatorial research projects into the institutional archives such as the “International Links” project deliberately expose, and promote to students, ideas and resources on the GSA as place. Initial group sessions regularly lead to students choosing to use the Archives and Collections extensively for individual project work or to choose the Archives and Historical Resources core research elective when moving onto graduate study.

The new Undergraduate Year 1 curriculum includes a Collaborative Project cultivating creative, collaborative inspiration through location that draws directly from the Mackintosh Building and the archive and collection. This, together with enhanced student inductions will bring to the fore, the role of the collection and archive in the learning and student experience of our students. We anticipate this will develop a longer-term engagement by students through their learner journey with the GSA.

We will consider the impact of the development of the UG Year 1 curriculum to subsequent years of study and this may likely see a continued formal engagement across all students in the collections and archive at either a local academic programme level driven by curriculum development or students’ practice or through the further introduction of shared, cross-school, points across the year by our five academic schools.

As we review our existing Associate Student Programmes (with Glasgow Clyde and Forth Valley College) and introduce new Associate Student Programmes (potentially with West, Glasgow City, Kelvin and Dumfries and Galloway), our Portfolio Preparation Programmes, International Pathway programme we will consider how to build in engagement with our collections and archives including specific projects and greater use of the digital assets developed by the Archives and Collections Centre.

Our Strategic Plan 2018-2021 includes the development of new 60 credit Post-graduate certificates, study abroad programmes and new Open Studio provision. Developing new routes to access a GSA education and covering the full portfolio of GSA’s academic strengths, specific programmes and courses are planned around Creativity of and through Mackintosh, drawing on our rich archive, collections and cultural assets, the new knowledge generated through our restoration project, the international draw of Mackintosh and Glasgow as one of Europe’s leading centres for creativity and the role of creative education in working with new audiences.

Stronger links with their institution’s widening access teams

Our Widening Participation team works with pupils from 90 target secondary schools and young people with experience of care delivered through our own resources and support from the SFC through Access to Creative Education (ACES) and FOCUS West project.

Currently we offer a year-round programme of activities to pupils in S4, S5 and S6. These activities help pupils to make informed decisions about future course choices, develop their practical and research skills and expand their knowledge of contemporary art, design and architecture. Using our museums, galleries and collections we would aim to:

- Build on the Taster Day currently delivered with the Archives and Collections delivering engagement with historic and contemporary collections to at least 80% of the students we work with. This is important in terms of accessing archives, historic and contemporary collections, understanding the importance of research from reliable sources, continuing to engender a sense of belonging and helping with transitions in and through by demystifying what goes on at GSA.
- Deliver a series of lectures and tasks, similar to those delivered within the year 1 undergraduate Design History and Theory and Fine Art Critical Studies, delivered around items in the Archive.

- Anecdotally, we know that applicants from our current target schools, and therefore by extension other young Scots, do not have the knowledge they should of contemporary or historical art, design or architecture practice. The SQA curriculum does not seem to support many of the young people we work with to expand their knowledge in these areas. Our Widening Participation Team, working with our Open Studio Team and our Castlehead High School Creative Academy project will aim to build this learning opportunity in earlier, perhaps in addition to the existing S6 curriculum. Participants could be encouraged to keep a self-reflective journal instead. WP applicants being able to note that they have taken part in this type of activity could help support their higher education application (personal statement and at interview) and further demonstrate a commitment to learning at GSA.
- Access our Archives and Collection to support work in S4 Taster Weeks using copies of, or items from, the Archive to support S4 Taster Week workshops. Students get information on what an Archive is at an early stage and can use that knowledge going forward. We create a direct link between the importance of research and knowledge of reliable sources and the production of high-quality work.

The GSA is leading the Education, Skills and Engagement work-stream of the Glasgow-wide Mackintosh Group (detailed previously). Through this we would aim to work strategically city-wide to engage each Glasgow education primary and high school in an immersive Mackintosh experience which includes visits to buildings, accessing their collections and archives and undertaking a related project.

A service to the wider research community and stronger links with academic colleagues

The GSA's museums, galleries and collections are a core research resource for the study, advancement and dissemination of knowledge in creativity and creative education.

Focused not purely on the historical research opportunities, or the collections and archive offer but also on their contemporary application to produce new work whether intellectual or artefact, we will continue to explore the opportunities for new research as demonstrated by the recently successfully AHRC research bid in Immersive Systems. Further research funding opportunities will be explored which allow us to harness the potential of our collections and archives for new audiences, impact and digital application.

Building on the extensive research undertaken during the period of restoration, we will consider the potential for a Centre for Mackintosh Studies as a specialist research centre building on the knowledge and international interest in Mackintosh and the GSA's collections. Two new publications will be launched (one aimed at a wider public audience and one an academic research text) in 2019 and 2020 respectively. These will cement the GSA position as guardians of both Mackintosh's artefacts and intellect as a creative polymath.

A major exhibition with digital components which offer the potential for international touring will be launched in 2019 and the reopening of the restored Mackintosh Building. *'Restoration and Transformation'* curated by Dr Robyne Calvert (Mackintosh Research Fellow) tells the narrative of the restoration process and decisions made to transform the building as an art school for the 21st century, signposting 'Back to the Mack First Year Experience' and include a School of Simulation and Visualisation/ISO prototype from their successful research bid to AHRC/EPSRC Research and Partnership Development bid for the Next Generation of Immersive Experiences. This will be a prototype which in theory can be used as an interactive element in 'Restoration and Transformation' exhibition, e.g. interactive technology on tablets linking to artefacts in exhibition, content drawn from architecture

plans, artefacts, remnants, exhibition Panels designed to tell restoration story, films of restoration process and special exhibition build and design for housing artefacts.

Associated exhibitions will highlight a number of the research and learning and teaching projects undertaken during the restoration period including for example:

- An exhibition of Jewellery from the GSA Archive, with new commissions and also a presentation to GSA Archives and Collections of the collection of Dr. Helen Cargill Thompson
- Fraser Taylor 'The Cloth' research project – Dr Helena Britt: 'Beneath The Cloth: Investigating artistic processes, cross- disciplinarily and collaboration through the practices and work of The Cloth, 1977-1987' and includes engagement with Widening Participation and Portfolio Preparation programmes
- Animal Room Gallery programme exhibiting unseen content from our archives and collections
- Staff and Student research projects – a series of small, short-time exhibitions highlight the range of staff and student projects that have taken place during the restoration.

Our archive and collections comprise one of the most comprehensive archives of creative education in the UK and internationally. Using this rich resource and aligned to our developing work with Castlehead High School and pedagogical research in creative subjects applied across the curriculum, we will use our archives and collections to develop research project and impact through creativity and creative practice. This will include the development of new Professional Learning 60 credit Postgraduate Certificates in Creative Pedagogy for School Teachers with the University of Strathclyde to extend the reach to a broader educational audience.

We will look to develop the commercial potential of our collections and archives through knowledge exchange opportunities with organisations that value the unique depth and quality of the archive and collection and the associated knowledge and expertise that resides within our academic, archive and curatorial staff and the strong historical provenance of the GSA's Mackintosh and other collections and the benefits this can bring to the values they are seeking to promote.

Greater public engagement, promoting and providing opportunities to everyone who can benefit from it

The Visit GSA brand was launched in 2017 to promote public access across our museums, galleries and collections. Using this platform we will continue to broaden access to our historic and contemporary museums, galleries, collections and learning opportunities. The reopening of the Mackintosh Building in spring 2019 provides a unique platform for the GSA to develop and deliver a range of new publically accessible content to a local, Scottish and global audience which delivers an experience centred around the creativity of Mackintosh as a gateway to wider engagement with art, design, architecture, digital and contemporary practice.

Delivered through greater public access to archives and collections (physically or digitally), new short courses delivered by our Open Studio, enhanced Mackintosh Building tours and our exhibitions programmes delivering a range of historic and contemporary exhibitions, talks and events, we anticipate we will increase our tour and exhibition visitor numbers from the pre-Mackintosh Fire level and our Open Studio student community from its current 2,150 level which already represents a 25% increase on pre-Mackintosh Fire numbers.

Strengthen international links

We will continue our membership of the Europe-wide Réseau Art Nouveau Network with city partners (Glasgow Life, Hunterian Museum Glasgow University and Glasgow Mackintosh) and through our 75 international university partners explore opportunities for research, staff and collection exchange with

those who have archives and collections of similar standing and international significance. We will proactively seek opportunities for funding through British Council, international development funding and while still available EU funding through ERASMUS+ to support the impact and access of our collections and the generation of new knowledge, staff development and exchange of both staff and items from the archive and collections.

Our collections, both Mackintosh and more generally, are widely recognised as being of national and in many cases international significance. With the increased digitalisation and therefore access to our collections we anticipate a greater degree of interest from museums and galleries nationally and internationally wishing to borrow works from our collection. We will engage actively with requests ensuring the care and management of the collection is balanced with wider public engagement and access and where possible research opportunities with international borrowers.

The international interest in the Mackintosh Building and its restoration will be exploited with the potential to sensitively tour primarily digital assets of the *'Restoration and Transformation'* exhibition post 2019. Using the exhibition as a platform to engage with both the historic and contemporary assets and narrative of Mackintosh and more broadly the GSA, we will build on our current international networks, with interest primarily in China, Japan and North American.

Our Internationalisation Strategy, currently under development, includes a commitment to explore the potential of joint PhD supervision with international academic partners. This could provide opportunities for international PhD candidates to use the GSA's archives and collections as a unique research resource and engaging with the international and transcultural assets within our archive and collection. The new Professional Learning 60 credit Postgraduate Certificates in Creative Pedagogy for School will also be delivered internationally working with the University of Strathclyde's strong international teacher training network.

Supporting our Museums, Galleries and Collections

As a result of the Mackintosh Fire, the GSA has invested heavily and continues to do so, in the staff, care and management of its archive and collection. This investment sits within a core-level of funding the School annually commits to the archive and collection and more broadly in related activities around cultural engagement, academic staff, student and public access but excludes direct expenditure relating to capital investment in the Mackintosh Restoration (c.£65m) and indirect expenditure within Research and Enterprise, Marketing and Open Studio (including Widening Participation and Articulation).

CURRENT OPERATING COSTS		
Salaries	Archives and Collections (core staff)	£112,500
	Exhibitions	£101,000
	Archives and Collections (recovery staff)	£85,000
	GSAe (Tours and Visitor Centre inc. tour guides)	£241,000
	Mackintosh Research Fellow	£57,000
	Additional Security Staff	£30,000
		£626,500
Expenditure	Additional insurance costs	£50,000
	General conservation	£20,000
	Recovery Project conservation	£171,252
	Archives and Collections non-pay costs for the core service	£32,500
	Archives and Collections Purchase budget	£3,000
	Exhibitions Programme and Curation	£35,000
	Marketing (VISIT, GSAe, Exhibitions)	£40,000
		£351,755
		£978,252