THE GLASGOW
SCHOOL:ºF ART

AMBITION, PURPOSE AND ETHOS

/ THE GLASGOW SCHOOL OF ART /

Our Ambition

In 2025 we will be one of a small network of internationally recognised art schools celebrated for the contribution we make to culture, society and the economy.

Our Purpose

To contribute to a better world through creative education and research.

Our Ethos

We foster the conditions for **creativity** in order to promote critical thinking, experimentation, discovery and innovation. Our distinctive pedagogy and research promote studio culture as the basis for creative communities, the meeting ground for diversity of opinion, independence of thought and learning from each other.

Proudly **independent** and outward-looking, we continuously extend the boundaries of our knowledge, geographic reach and impact through collaboration and partnership locally, nationally and internationally.

We are **socially and environmentally responsible** in our organisational culture and academic provision. We seek to be exceptional but not exclusive, aspirational but accessible.

Drawing on our heritage, we promote a mutually enriching relationship between **tradition and innovation.** Rooted in Glasgow, with a strong international and intercultural perspective underpinning all that we do, the city is both a focus for our work and the platform from which our international relationships grow, strengthening our role in the world.

Operational Plan 2012-15

In developing our Milestone Plan 2012-2015 four drivers emerged as key in achieving our ambition for GSA2025. These underpin all of our ambitions over the next three years:

The 'Distributed Academy' delivering educational programmes in partnership with others locally, nationally and internationally

The further development of the Graduate School

Our research and the growing impact it has

The application of, and engagement with, digital technology

GSA2025 / Milestone Plan 2012–15

LEARNING AND TEACHING

/ IN ACHIEVING OUR OBJECTIVES 2012-2015, OUR PLANS FOR 2012-2013 ARE TO /

1 / Develop further the Graduate School increasing the range and quality of, and demand for, our provision

We will

1.1 Implement the outcomes of review of our postgraduate portfolio including agreed academic model, modes of delivery and financial models, validation and re-validation schedules and identify external partners

1.2 Identify and agree the working/academic relationship between the Graduate School and the Schools, Digital Design Studio and the Forum for Critical Enquiry

1.3 Establish the Graduate School Advisory Board

1.4 Further enhance the Graduate School programme of events, speakers and other activities with established VLE presence

1.5 Recruit PhDs based on existing research strengths

1.6 Develop courses in the Postgraduate Common Academic Framework relating to academic career planning and the Postgraduate Certificate in Learning and Teaching

2 / Scope and begin to establish the GSA Distributed Academy with pilot partnerships internationally and in industry

We will

2.1 Define the Distributed Academy across international, academic and industrial partners including academic and resource models, operational and organisational structures

2.2 Launch GSA Singapore Design Degree Programmes and scope the potential for Product Design Engineering or another programme to be added to the GSA Singapore portfolio

2.3 Identify further international academic partners and scope joint provision

2.4 Identify potential industrial partners to the Distributed Academy and scope a joint project

3 / Enhance our professional and continuing education programme as a route to degree-level study

We will

3.1 Agree Professional and Continuing Education vision, strategy, resource model and implementation plan

3.2 Agree validation schedules for credit rating progress for progression to degree-level study

4 / Enhance our programme portfolio, ensuring professional relevance, embedding sustainability, social responsibility and internationalisation as themes, exploring opportunities for interdisciplinary programmes and for progression from undergraduate through to Doctoral study

We will

4.1 Collate, audit and review activity within academic programmes relating to social responsibility, sustainability and internationalisation

4.2 Lead developments in enterprise and entrepreneurship in the curriculum

4.3 Building on the model of the cross-school project, identify themes as a basis to develop interdisciplinary projects and courses

4.4 Identity opportunities for new interdisciplinary undergraduate programmes

5 / Continue to identify ways to enhance the student experience

We will

5.1 Review outcomes of the National Student Survey, Postgraduate Taught Experience Survey and the GSA's own internal surveys and develop a coherent and coordinated action plan for the period of Plan 2012-15

5.2 Plan GSA enhancement activity linked to national and international agenda and areas identified through our participation in national student surveys

5.3 Review how we feedback outcomes of the National Student Survey, Postgraduate Taught Experience Survey and the GSA's own internal surveys and put plans in place to enhance student feedback and communication

6 / Continue to develop ways to prepare and support our students in the transition from study to employment

We will

6.1 Explore closer linkages between the careers service, alumni relations, international exchange and knowledge exchange and the curriculum to fully exploit the opportunities available to students to engage and enhance their options for employment post-study

7 / Respond to the changing educational and employment landscape by diversifying educational programmes and modes of delivery to include part-time and work-based study

We will

7.1 Agree strategy and timescale for the development of part-time and work-based learning and develop plans for pilot project in Year 2 *(see Theme 1, Objective 2.4)*

8 / Further diversify the student body by increasing links with colleges and schools

We will

8.1 Develop and implement the GSA's strategy for enhancing the number and range of articulation arrangements and find agreements with colleges and private providers

RESEARCH AND KNOWLEDGE EXCHANGE

/ IN ACHIEVING OUR OBJECTIVES 2012-2015, OUR PLANS FOR 2012-2013 ARE TO /

1 / Successfully submit to the 2014 Research Excellence Framework

We will

1.1 Implement outcomes of Mock REF 1, undertake Mock REF 2 and conclude preparations for REF Submission

2 / Engage in collaborative interdisciplinary research and knowledge exchange nationally and internationally with partnerships that extend across academia, the private, public and third sector and government

We will

2.1 Host a public research showcase targeted at existing and potential key partners and those beyond the academy

2.2 Successfully bid for the SFC Scottish Technology Innovation Centre

2.3 Establish GSA policy and systems for easy access IP in line with sector guidance

3 / Establish strategic research themes of national and international relevance based on existing areas of research

We will

3.1 Map existing national and international themes – including Future Cities; Health and Wellbeing; Sustainability; Art and Design Pedagogy – and identify opportunities for interdisciplinary research specifically but not exclusively around STEM subject areas

4 / Increasingly influence the policy agenda and contribute to advisory boards, policy formation and wider civic society

We will

4.1 Using the Design Innovation approach, undertake Research and Graduate School symposia and identify strengths, themes, partners and opportunities for thought leadership and produce action plan

5 / Strengthen existing Research Centres to ensure future growth, academic and financial sustainability and identify opportunities for new areas of research

We will

5.1 Identify potential new research areas and noticeable gaps in the GSA's research profile and agree nomenclature for research activity and structure

5.2 Implement Strategic and Business Plans for existing research centres which have explicit knowledge exchange strand

6 / Enhance the use of the GSA's archives and collections as a research resource of national significance

We will

6.1 Agree the new strategy for the Archives and Collections Centre, including curriculum development, research, public engagement policy, plans for new exhibition space, links to Open Source, international linkages and agree collection management and development policies

7 / Maximise the use of the Institutional Repository and GSA's web-presence to communicate our research, knowledge exchange, creative practice and its impact

We will

7.1 Revise our communications strategy for research including press and media strategy, access to expert opinion and fully-implemented institutional repository with functional linkage to the GSA web-presence, GSA microsites and selected external research/researcher websites, including academia.edu

8 / Provide structured support for our community of individual researchers

We will

8.1 Identify mechanisms for formal and informal support of individual researchers

9 / Increase our Doctoral community, with clear progression from Masters programmes into Doctoral study

We will

9.1 Successfully contribute to the two AHRC Block Grant II Partnerships

WIDER COMMUNITY

/ IN ACHIEVING OUR OBJECTIVES 2012-2015, OUR PLANS FOR 2012-2013 ARE TO /

1 / Establish a successful professional and continuing education programme

We will

1.1 Agree the Professional and Continuing Education vision, strategy, resource model and implementation plan
(see Theme 1, Objective 3.1)

2 / Scope and pilot the GSA's Open Source Academy, making our academic content freely available through a variety of approaches including online environments

We will

2.1 Define the GSA Open Source Academy and scope plan for development of strategy

3 / Widen public access and interest through a new cultural engagement programme of exhibitions and events maximising our place in the city and the enhanced facilities of our new estate

We will

3.1 Develop the new Cultural Engagement strategy linking to Knowledge Exchange, Exhibitions, Archive and Collections Centre, Professional and Continuing Education and the GSA Open Source Academy

3.2 Revise the Exhibitions Strategy in preparation for opening of new building and include explicit linkages between GSA galleries and city provision, the new GSA cultural engagement strategy, and agreed the venue hire strategy developed by GSA Enterprises and conclude plans for the exhibition and opening event

3.3 Agree the new strategy for the Archives and Collections Centre, including public engagement policy, plans for new exhibition space and international linkages and agreed the collection management and development policies *(see Theme 2, Objective 6.1)*

4 / Be engaged in the delivery of content for the Curriculum for Excellence and the Expressive Arts Baccalaureate

We will

4.1 Explore ways to establish closer links with schools and their planning for Curriculum for Excellence and Expressive Arts Baccalaureates and identify research and knowledge exchange opportunities feeding from this

5 / Establish at least one community-based education programme as part of the Distributed Academy

We will

5.1 Scope and deliver a community-based project

6 / Share our expertise by undertaking at least one project in a developing nation

We will

6.1 Scope the potential for at least one project in a developing nation, identifying leadership potential of students and staff in this area and implementing relevant support structures
(see Supporting Theme 1, Objective 2.1)

7 / Build our extended family by actively engaging our alumni in our educational programmes, research and knowledge exchange and map our international network of former students and staff

We will

7.1 Agree the new Alumni Relations Strategy maximising the international coverage of GSA alumni, social media and professional networks and benefits of association. Agree defined ways for alumni to engage fully with the life of the School through philanthropic giving, events, contribution to learning, teaching, research, mentoring, student recruitment and offering professional advice and services

OUR
PEOPLE

/ SUPPORTING THEME 1 /

/ IN ACHIEVING OUR OBJECTIVES 2012-2015, OUR PLANS FOR 2012-2013 ARE TO /

1 / Develop a high level of engagement and capacity with digital technologies across all academic and support areas

We will
1.1 Produce a new staff development programme produced to reflect digital priorities of GSA2025 and the Milestone Plan 2012-15 and key priorities identified in the JISC Digital Literacy survey

2 / Provide tailored support to those staff engaged in the development of the Distributed Academy, Open Source academy, international activity and projects in developing nations

We will
2.1 Undertake a scoping exercise to identify staff development needs, resource commitment and other support and develop plans to address identified needs

3 / Enhance significantly staff development and career progression opportunities and structures for all staff

We will
3.1 Scope changes to the GSA academic career progression and structure allied to our academic ambitions, including opportunities for staff to undertake PhD study

3.2 Develop and implement our plan to achieve 90% of staff qualified to PG Certificate level by 2018 with identified targets by year, including a review and update of staff recruitment policy in relationship to requirements for PG certification for academic posts

3.3 Map key posts with specific succession, progression and leadership issues against the timeframe of the plan

3.4 Map professional accreditation opportunities for support staff

3.5 Produce a plan to support Doctoral students wishing to pursue academic careers with opportunities for training and development

3.6 Recruit first Graduate Teaching Assistants and monitor implementation/effectiveness

4 / Demonstrate equity by improving the diversity of our staff and student body

We will
4.1 Implement the agenda on diversity in agreed areas based on statistical evidence *(See Theme 1, Objective 8)*

4.2 Develop and embed the new academically-led widening participation strategy and commence implementation

OUR ORGANISATION

/ SUPPORTING THEME 2 /

/ IN ACHIEVING OUR OBJECTIVES 2012-2015, OUR PLANS FOR 2012-2013 ARE TO /

1 / Review our organisational and academic structures

We will

1.1 Undertake research and review of options for Degree Awarding Powers

1.2 Complete implementation of the technical services plan

2 / Support the changing profile of students and modes of delivery by undertaking a strategic review of the Library and Learning Resources

We will

2.1 Agree the scope, remit and timeframe of the review of the Library and Learning Resources

3 / Successfully complete an Enhancement Led Institutional Review

We will

3.1 Review last Enhancement Led Institutional Review (ELIR) and identify actions to be implemented

3.2 Commence planning for the next ELIR

4 / Progress our campus redevelopment plans including the new Postgraduate and Research Building and student accommodation

We will

4.1 Successfully oversee the final stages of Phase 1 and develop the plan for occupation

4.2 Continue to engage communities and stakeholders in Phase 1 and our plans for Phase 2

4.3 Plan enhancement and refurbishment of exisiting estate

4.4 Agree arrangements for new student accommodation

5 / Accelerate the implementation of our Sustainability Action Plan

We will

5.1 Review the current Sustainability Action Plan and identify areas for acceleration of ambitions

6 / Enhance our internal processes through the implementation of a new IT strategy and infrastructure

We will

6.1 Establish an internal Digital Working Group (along the lines of the Sustainability Working Group) to develop and deliver the GSA digital strategy

6.2 Implement the outcomes of the Deloitte IT Review

6.3 Implement the UKPass postgraduate application system

6.4 Implement paperless UCAS for undergraduate applications linked to the GSA's own application system

7 / Enhance the access and participation of students and staff through a portal that supports blended learning, different patterns and locations of study and academic management

We will

7.1 Undertake a scoping exercise to identify options and define the brief for the GSA Portal

8 / Increase and diversify our income from tuition fees, philanthropic sources, research and knowledge exchange activity

We will

8.1 Implement the Research and Knowledge Exchange pipeline system

8.2 Continue Year 2 of the Campus Redevelopment Fundraising Appeal

8.3 Achieve philanthropic targets for scholarships for graduate students and widening participation

8.4 Agree and meet new three-year postgraduate growth targets linked to the new portfolio

8.5 Continue to review and update recruitment and admissions systems and processes

8.6 Review and update recruitment strategies to reflect changing student recruitment marketplace resulting from introduction of RUK fees

8.7 Meet income targets across all measures

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This document is available on-line as a PDF document should you need to rescale the text size — www.gsa.ac.uk/GSA2025

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