

THE GLASGOW SCHOOL OF ART
BOARD OF GOVERNORS

Minutes: 11th June 2013

| | | |
|-----------------|-------------------------|---------------------------------|
| Present: | Mr Philip Rodney | Chair |
| | Ms Sharon Bamford | |
| | Ms Alison Lefroy Brooks | Vice-Chair |
| | Mr Douglas Brown | |
| | Mr Bob Downes | |
| | Professor Linda Drew | Deputy Director |
| | Mr Daniel Ibbotson | |
| | Mr Douglas Kinnaird | |
| | Dr Ken Neil | Academic Council Representative |
| | Ms Christa Reekie | |
| | Professor Seona Reid | Director |
| | Sir Muir Russell | Vice-Chair |
| | Mr Sam De Santis | President, Students Association |
| | Ms Lesley Thomson | |

| | | |
|-------------------|---------------------|--|
| Attending: | Mr Eliot Leviten | Director of Finance and Resources |
| | Mr Scott Parsons | Director of Marketing, Communications and Strategic Planning (for items 11 - 13) |
| | Mr Craig Williamson | Head of Academic and Student Services |
| | Mr John Martin | Assistant Company Secretary |

1. Apologies for Absence

Ms Kerry Aylin, Dr Janet Brown, Dr Simon Groom, Mrs Linda McTavish, Mr Nicholas Oddy, Mr Ken Ross, Professor Alison Yarrington

2. Declarations of Interest

The Director declared her position as Chair of the Heritage Lottery Fund's Committee for Scotland.

3. Professor Seona Reid

The Chair reminded members that this would be Seona Reid's final Board meeting as Director of the School. There would be several opportunities in the near future for thanks to be expressed to Seona for all her many achievements on behalf of the School, including a Governors' dinner in her honour.

Seona expressed her own thanks to past and present chairs and members of the Board. The School had faced many challenges during her period of office, but a strong senior management team, supported by the Board, had guided the School to its present strong position and reputation. Among the achievements during this period had been:

- a strong culture of academic quality assurance, including two successful QAA reviews;

...../

- a greatly enhanced level of research activity, including a highly successful outcome in the most recent Research Assessment Exercise;
- funding for major estate developments, notably the Garnethill Phase One building and restoration of the Mackintosh Building;
- development of postgraduate research and teaching provision;
- a major increase in core funding from the Scottish Funding Council.

While the School could not afford to be complacent as new challenges arose, Seona was confident that the new Director, with the support of the Board and staff, would be well placed to develop and realise the School's ambitions.

4. Report from the Chair

.1 New Director: Professor Tom Inns

The next Director of the School would be Professor Tom Inns, presently Dean of Duncan of Jordanstone College of Art and Design and Director of Research in the College of Art, Science and Engineering at the University of Dundee. The Board's selection panel had interviewed a strong final short list of candidates and Professor Inns' appointment had subsequently been approved after circulation of the proposed outcome to the Board. Professor Inns would join the School on 16th September 2013.

.2 New Chair of the Board of Governors

Further to the discussion at the previous meeting, a sub-group of the Board had been formed to oversee appointment of the next Chair. This sub-group would be convened by Alison Lefroy Brooks (Vice-Chair), other members being Douglas Kinnaird, Ken Neil and Sam De Santis, with assistance being provided by the Director of Marketing, Communications and Strategic Planning. A job description had been prepared, which was consistent with best governance practice. The post would be advertised in the Sunday Times and online media. Governors who wished to be considered for the post of Chair, or who wished to make nominations, were invited to contact Alison Lefroy Brooks.

.3 Lay Governors

A facilitated meeting of Lay Governors had been arranged in early August 2013, to provide governors with the opportunity to discuss their role and that of the Board.

.4 Students' Association

Congratulations were conveyed to Sam De Santis on his election for a second term as President of the Students' Association.

.5 Lesley Thomson

Governors welcomed Lesley Thomson to her first meeting of the Board.

.6 Appointment of Director as Tate Trustee

Congratulations were conveyed to the Director on her recent appointment by the Prime Minister as a Trustee of the Tate Gallery.

5. Film Reports

The Board viewed two short films, one describing the launch by the First Minister of the Digital Design Studio's NHS-funded 3D Head and Neck Anatomy project, the other a documentary on the School's role in changes in the business practices of a textile company, Scott and Fyfe.

6. Report from the Director

The Director introduced her report (Paper A6), drawing attention to the following items:

.1 U.S. Department of Education: Federal Student Loans

The School had received the welcome news that the US Department of Education had reversed its decision to withdraw eligibility for Federal Loans for students studying at GSA. This decision would apply to the 2012/13 year, thus allowing existing students to access their loans and repay alternative loans provided by the School. There did not appear to have been any reputational damage or impact on recruitment as a result of the temporary withdrawal of eligibility.

.2 UK Borders Agency

Recent Government statistics had shown a significant fall in net migration to the UK, much of which could be attributed to a fall in overseas student numbers. Higher education, however, appeared to have been affected less than other sectors, and the School's international applications were certainly buoyant, having risen by 39.7% for 2013/14. The School was continuing to pay close attention to its compliance with UKBA regulations.

.3 Scottish Funding Council: Outcome Agreement

The School had just received notification that its Outcome Agreement for 2013/14 had been approved and grant funding for 2013/14 was therefore confirmed.

.4 Commonwealth Games 2014

GSA alumni had been commissioned to design the Queen's Baton for the Commonwealth Games 2014 in Glasgow. Discussions were continuing on other possible GSA involvement in the Games.

.5 North Quarter

Glasgow City Council had agreed a proposal to designate the 'North Quarter' area of the city as a cultural quarter, this being an area which included GSA. The School was concerned that there had been little research carried out on the potential benefits and there were examples of such initiatives elsewhere which had not been positive for all involved. The School would be involved in continuing discussions and would seek to emphasise the importance of any initiative taking the form of investment in improvements to public realm, security and facilities, as opposed to being a superficial branding exercise.

.6 Rite of Spring

GSA students and alumni had collaborated with other organisations (including the BBC Scottish Symphony Orchestra and the Royal Conservatoire) on performances and events in celebration of the centenary of the premiere of Stravinsky's Rite of Spring.

.7 Digital Design Studio (DDS)

As had been reported to the Business Committee, the DDS research funding bid to the *(name withheld from website version of minutes for reasons of commercial confidentiality)* had been unsuccessful, despite strong peer reviews. Alternative funding possibilities were being pursued and the Business Committee had formed a small group of lay governors who would assist in evaluation of a revised DDS income generation strategy. The likely deficit for DDS in the present year was around £600k, although, as had been explained on previous occasions, DDS did attract significant recurrent indirect income through its contribution to the successful outcome in the last Research Assessment Exercise.

.8 Equality and Diversity

Further to the discussion at the previous meeting, the School had now published its Equality Outcomes on the GSA website.

.9 Student Recruitment

Student recruitment for 2013/14 was buoyant, with overall applications up by 15.3%. Overseas applications were particularly encouraging and the School's investment in its Chinese Office was proving beneficial, applications from China having significantly increased at a time when many UK institutions were experiencing reductions.

.10 Successes

- David O'Reilly, an Architecture student, was one of the seven winners of the prestigious Archiprix International Prize;
- Two teams of Product Design Engineering students had been shortlisted for the NESTA 'Hands Off My Bike' Challenge Prize;
- David Shrigley, GSA alumnus, had been shortlisted for the 2013 Turner Prize, the ninth GSA graduate to be nominated since 2005;
- Three GSA alumni (Duncan Campbell, Hayley Tomkins and Corin Sworn) were representing Scotland at the Venice Biennale;
- The new British Airways lounge at Glasgow Airport, designed by Graven Images, included a number of works by GSA students;
- GSA Enterprises had just been shortlisted for the 'Best Visitor Attraction' award in Visit Scotland's Scottish Thistle Awards.

7. **Report from the Students' Association**

The President of the Students' Association introduced his report to the Board (Paper A7). This had been a significant year for the Association, including the introduction of major organisational and constitutional changes. Charitable status has now been recognised by the Office of the Scottish Charity Regulator (OSCR) and the revamped Association was receiving advice from the external Directors of its trading subsidiary. The President and his team were looking forward to the challenges of 2013/14, not least the Association's return to its refurbished premises on the Garnethill site. While both the President and Vice-President had been re-elected for further one-year terms in 2013/14, it was suggested that the Association might wish to consider sabbatical officers being elected for two-year terms in future in order to ensure a reasonable period of time in office, although such a change would presumably require a constitutional amendment.

8. Budget 2013/14 and Financial Forecasts to 2015/16

The Board had been provided with the School's forecast financial outcome for 2012/13, budget for 2013/14 and financial forecasts to 2015/16 (Paper A8). The budget and financial forecasts had been scrutinised and recommended for approval by the Business Committee. The budget was presented in the format required by the Scottish Funding Council, while a covering paper by the Director of Finance and Resources outlined, among other things, the measures taken by the School in response to its increased level of recurrent grant from the Council. The level of surpluses forecast for the next three financial years (£435k, £505k, £500k) was felt to be prudent.

The Board approved the School's budget for 2013/14 and the financial forecasts to 2015/16.

9. Estates Development Update

The Board noted the Estates Development report and appendices (Papers A9.1 and A9.2).

.1 Garnethill Phase One Development

The topping-up ceremony for the Phase One building had now taken place, with representatives from Steven Holl Architects in attendance. The quality of construction remained high and the budgetary position was satisfactory, with continuing contact being maintained with the Funding Council's monitor with regard to contingency expenditure. The main contractor was indicating confidence that the present period of delay in the construction programme could be retrieved. While the School remained nervous that the revised handover date of 27th September 2013 would not be met, there was some flexibility in the School's schedule for occupation of the building.

.2 Mackintosh Conservation and Access Project (MCAP)

Additional external funding had been secured towards the cost of repairing the Mackintosh Library windows. The installation programme for the fire mist suppression system had been finalised and verbal indication received from the City Council that Listed Building Consent would be approved.

.3 Garnethill Estate Development: Phase 2A

The School had begun a detailed planning process for Garnethill Phase 2A, to permit consultant appointments, building design and fundraising activities to be progressed.

.4 Mackintosh Building Conservation Management Plan

As previously reported, the School had commissioned an updated Conservation Management Plan for the Mackintosh Building (Paper A9.2). The plan had been considered by the Estates Committee and recommended for approval. The School would henceforth include an annual allowance in its budget (£63k + VAT) for implementation of the plan. The Board approved the Conservation Management Plan and its budgetary implications.

...../

10. Risk Assessment

The Board considered the final analysis by the Director (Paper A10.1) of potential risks identified in the 2012/13 Risk Register, the final three risks being:

- The impact of economic recession on student funding;
- Failure to recruit to new programmes;
- Failure to prepare for 2013/14 Enhancement-Led Institutional Review (ELIR).

The Board noted the steps being taken to mitigate these potential risks.

11. Risk Register 2013/14

The Board welcomed Scott Parsons, Director of Marketing, Communications and Strategic Planning. As agreed at the previous meeting, the Risk Register for 2013/14 had been amended and a new version circulated (Paper A10.2). Among the amendments was inclusion of an assessment of the impact of the mitigating actions for each risk. The Board approved the revised Risk Register.

12. Scottish Code of Good Higher Education Governance

As reported at previous meetings, the Committee of Scottish Chairs had commissioned a draft Scottish Code of Good Higher Education Governance in response to the publication in 2011 of the Scottish Government's Review of Higher Education Governance (the Von Prondzynski Review). Responses to the draft Code had been invited and the Committee of Scottish Chairs then intended to issue a final version for implementation in 2013/14. It remained to be seen, however, whether the Government would accept the Code or whether some additional governance measures might be imposed on the sector through legislation.

A draft response by the School had been circulated (Paper A11) and this was approved by the Board.

13. Naming of Buildings

(The Director and the Director of Finance and Resources left the meeting for this item)

Two papers had been circulated in relation to the naming of buildings, namely a paper containing a proposed policy on building names (Paper A12.1) and a paper containing specific proposals for the Garnethill Phase One building presently under construction (Paper A12.2).

The School did not presently have a policy and procedures for the naming of buildings, and the proposed policy sought to provide a framework which was consistent with practice elsewhere in the HE sector. The Board welcomed this development, but suggested that the proposed policy might be amended to permit input from Governors at an earlier stage in the naming of major buildings. It was agreed that a small group would meet to reconsider the policy, membership to consist of the Chair, the Deputy Director and Douglas Kinnaird, with the Director of Marketing, Communications and Strategic Planning in attendance. A revised policy would then be circulated to the Board for consideration.

[Action: PR/LD/DK/SP]

...../

On the specific question of the naming of the Garnethill Phase One building, it had been proposed that the name of this building should reflect the outstanding contribution to the School made by the present Director, Professor Seona Reid, including her role in securing the funding for the building and in the subsequent design and construction processes. The Board therefore resolved that the Garnethill Phase One building be named the Reid Building.

14. Minutes of Previous Meeting

The Minutes of the Board meeting held on 15th April 2013 (Paper B1) were approved.

15. Action Points

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

16. Management Accounts to 30th April 2013

The Board noted the Management Accounts for the period to 30th April 2013 (Paper B3).

17. Reports from Academic Council and Board Committees

The Board noted the Minutes of the following meetings:

- Academic Council, 8th May 2013
- Audit Committee, 10th May 2013
- Business Committee, 20th May 2013
- Estates Committee, 20th May 2013

18. Dates of Board and Committee Meetings 2013/14

The Board noted the dates of its meetings in 2013/14, together with the dates of the various Board committees in 2013/14.

19. Date of Next Meeting

Tuesday 15th October 2013 at 1.30 pm

JM