

School/Department: INSTITUTIONAL PRIORITIES

Year: 2009-2010

**GSAfuture 2008 – 2012
INSTITUTIONAL PRIORITY PLANS 2009 - 10**

AIM 1: To provide innovative, fresh, externally engaged and relevant learning and teaching.

Objective 1.1 To ensure that learning and teaching is informed by advanced pedagogy and specialist subject research and practice.

Action	Proposed Outcome / Measure of Success	Lead responsibility
<p>Identify Learning and Teaching/ Research linkages at each stage of the undergraduate programmes and make linkages explicit in all programmes using the Common Academic Framework</p>	<p>Report on existing Learning and Teaching/Research linkages completed</p> <p>Linkages – content and process – made explicit in programme documentation</p>	<p>AW</p>

Objective 1.2

To refresh the undergraduate portfolio of programmes, including:

- enhancing progression routes from undergraduate and postgraduate study
- innovating at the interface between theory and practice
- developing new programmes in digital and new media
- realising the benefits of the common academic framework

Action	Proposed Outcome / Measure of Success	Lead Responsibility
<p>Implement the Undergraduate Common Academic Framework and realise its benefits through electives, study abroad and language courses, postgraduate courses made available at undergraduate level as tasters</p>	<p>Electives in place, study abroad courses written, language courses scoped and postgraduate courses offered as tasters</p>	<p>AW</p>
<p>Implement the review of the content and delivery of history, theory and criticism</p>	<p>New history, theory and criticism content delivered across all levels in art and design</p>	<p>KN</p>
<p>Scope the potential for a new suite of new media undergraduate programmes and pathways</p>	<p>Statements of intent for new programmes and pathways approved</p>	<p>SR/AW</p>

Objective 1.3 **To accelerate the growth of the postgraduate taught and postgraduate research portfolio of programmes including new doctoral routes appropriate to the professional and commercial world.**

Action	Proposed Outcome / Measure of Success	Lead Responsibility
<p>Continuing the growth of postgraduate provision with the validation of new programmes, pathways and courses including part-time modes of delivery.</p>	<p>New programmes, pathways and courses delivered in 2009-10 including M.Litt in Writing and Criticism (H&C) MDes Design Innovation (SOD) M.Litt Art and Context (SOFA)</p> <p>New programmes, pathways and courses validated in 2009-2010 for delivery in 2011-12 as follows: MDes Communication Design to include pathways in graphic design and illustration (SOD) MDes Product Design Engineering (SOD/GU)</p> <p>Total postgraduate students increase to 172 and 10% of total student population in 2009-10 (KPI) and to 242, 13.5% of total student population in 2010-11 (KPI)</p> <p>Postgraduate research students increase to 28 in 2009-10 (PI) and 34 in 2010-11 (PI)</p> <p>Part time modes of delivery scoped</p> <p>Space and infrastructure for growth in place</p>	<p>NB</p>

Objective 1.4 **To integrate technology in new and existing programmes and to enhance the learning environment.**

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Implement the findings of the IT skills audit	Staff Development in place and positively evaluated	EL

Objective 1.5 **To ensure the highest quality of student experience, including:**

- **to ensure academic provision, student and learning support which is appropriate to an increasingly diverse student and a growing body of international students**
- **to ensure quality assurance and enhancement processes deliver and maintain a high quality learning experience for all students.**

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Prepare for the Quality Assurance Agency Enhancement Led Institutional Review as an integral party of the School's enhancement activity	Confidence judgement achieved	AW

Objective 1.6 To explore the use of cross-institutional themes to provide laboratories for experimentation outwith discipline parameters.

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Pilot sustainability as the first cross GSA institutional theme	Pilot completed	KN/DP

Aim 2 To achieve international excellence and recognition in research, knowledge transfer and exchange in key areas of strength.

Objective 2.1 To develop a new research and knowledge exchange strategy which identifies areas of strength, areas of potential growth and ways to support, develop and exploit them.

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Implement the new Research and Knowledge Transfer Strategy to move GSA to the next stage of research development post RAE 2008	New research and knowledge transfer infrastructure in place Research budget provides significantly increased flexible funding	NB

- Objective 2.2** To form alliances with partners of quality beyond our disciplines and higher education sector, locally, nationally and internationally, to develop interdisciplinary and applied research.
- Objective 2.3** To continue to embed and support the culture of research in the institution.
- Objective 2.4** To build postgraduate volume and capacity around hubs of research to inform developments in the postgraduate and undergraduate curriculum.
- Objective 2.5** To increase and diversify external research and knowledge exchange income.

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Increase and diversify external research and knowledge transfer income as an explicit aim of the new Research and KT strategy	£750k in externally generated Research and Knowledge Transfer income in 2009-10: a 47% increase on 2007-8 base (KPI)	NB/HoS

- Aim 3** To create active and responsible engagement with communities, industry, professional sectors, policy makers and the city.
- Objective 3.1** To play a major part in the regeneration and renaissance of Glasgow.
- Objective 3.2** To engage with policy makers in order to embed the central role of creativity in shaping the future.

Objective 3.3 To reflect the changing nature of work and practice within the curriculum in order to ensure that students are equipped with relevant skills: working in complex teams, using multiple languages, being flexible and adaptable.

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Review the strategic aims for employability in the context of Government policy with particular emphasis on work related learning and the benefits of industry and professional sector partnerships	Revised strategy in place 88% of graduates in employment, self employment or further study 6 months after graduation (KPI)	SC

Objective 3.4 To build and consolidate relationships with industry, employers and the professional sectors to inform curriculum, enhance employability, support research and knowledge transfer/exchange partnerships and increase our cultural engagement

Action	Proposed Outcome / Measure of Success	Lead Responsibility
See 2.1,3.1, 3.3		

Objective 3.5 **To continue to conserve, develop and provide access to the rich heritage of Mackintosh and of the School.**

Action	Proposed Outcome / Measure of Success	Lead Responsibility
<p>Complete the third Phase of the Mackintosh Conservation and Access Project</p> <p>Celebrate the Centenary of the completion of the Mackintosh Building</p>	<p>Third Phase completed</p> <p>Programme of events between November 2009 and June 2010 successfully organised with positive feedback</p>	<p>EL</p> <p>SP</p>

Aim 4 **To increase the diversity of the School in order to engender a dynamic creative environment and to support an egalitarian ethos.**

Objective 4.1 **To increase our recruitment and retention of students from under-represented groups.**

Action	Proposed Outcome / Measure of Success	Lead Responsibility
<p>Undertake a review, and monitor the impact of, the new Route A undergraduate recruitment and admissions process.</p>	<p>Completed with any revisions agreed</p>	<p>SC/KJ</p>
<p>Identify best practice and provide specialist support to staff to enable improved retention of students from under-represented groups, particularly in Year 1</p>	<p>Best practice identified and disseminated. Enhanced retention for students from under-represented groups: 88% in 2008-9 and 90% in 2009-10 (PI)</p>	<p>AW/KN</p>
<p>Set recruitment targets in all undergraduate programmes for 2010-11 in terms of students from under-represented groups</p>	<p>Targets for students from under-represented groups set in every undergraduate programme by December 2009 for 2010-11 entry</p> <p>Target of 24% of students from under represented groups achieved for 2010-11: target of 22% in 2009-10. (KPI)</p>	<p>AW/KN</p>

Objective 4.2 **To develop different forms of provision and delivery in response to the changing student demographic.**

Aim 5 To embed an international and intercultural ethos in all aspects of the School's activities.

Objective 5.1 To implement the School's Internationalisation Strategy which:-

- Enhances curriculum and learning opportunities in ways that enable students and graduates to operate effectively in international and global contexts.
- Develops, refines and strengthens international collaborative educational partnerships in order to deepen transcultural understanding, promote opportunities for students and staff and enhance the international reputation of the School.
- Widens the scope of research to explore international currents in the School's discipline areas, enrich curriculum and make meaningful cultural, economic and social contributions.
- Continues to develop and provide appropriate support for an increasingly culturally diverse community of students and staff in order to enhance the educational experience of all students.

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Implement the School's India Development Plan	Partnership programmes and mechanisms agreed Projects scoped Funding secured	SR
Progress our partnership with Central Academy of Fine Arts, Beijing	Minimum of 45 students from Joint First Year Programme progress to GSA	AW

Transformation of non studio subject areas to include courses on global and creative economies and sustainability across GSA at all levels.	Courses scoped, written and validated	KN/DP
Enhance language provision for international students	Scoped and developed for summer 2010	AW/SC

Aim 6 To be a transparent, responsive, courageous, confident and well-resourced organisation able to change to achieve our objectives.

Objective 6.1 To identify new organisational models which enable us to focus more effectively on our priorities by shortening development cycles, speeding up decision making, working more collaboratively and delegating more efficiently.

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Pilot a transformation design process that addresses an area of potential significance and change e.g. workload, leadership capacity, reducing bureaucracy in management processes, Fine Art engagement with Higher Education Academy Change Academy.	Pilot completed and benefits identified	SR

Develop a five year action plan on sustainability	Action plan developed	SR
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Objective 6.2 **To remain a small, specialist, independent institution by networking with partners of quality who can extend the boundaries of our knowledge, geographic reach, creative capacity and impact.**

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Explore the benefits of shared services	Exploration completed and implementation agreed	EL

Objective 6.3 **To recruit, develop, support and retain excellent academic and support staff**

Objective 6.4 **To equip staff at all levels with the skills, time and confidence to meet our objectives, building positive collaborative teams and a strong sense of common purpose.**

Objective 6.5 To redevelop our campus to provide a high quality learning, teaching and research environment and accommodate growth.

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Appoint architect led Design Team for Phase 1 and Masterplan of the Garnethill Estate Redevelopment and begin developing the brief	Design Team appointed Brief being developed	SR/EL
Start to develop Plans for decant during Phase 1 of the Garnethill redevelopment	Decant space identified with design process underway	SR/ EL
Continue to develop and implement plans for the enhancement of the learning and teaching environment in buildings not included in Phase 1	Year 1 plans completed	EL

Objective 6.6 To provide a sophisticated technical infrastructure, equipment, resources and a range of virtual and interactive environments to support our learning, teaching and research.

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Operationalise Year 1 of the IT strategy and make significant progress towards establishing a coherent Managed Learning Environment (MLE)	Year 1 implemented MLE architecture scoped and implementation plan agreed	EL/CN

Objective 6.7 To become more enterprising and generate increased and diversified income streams from commercial and public sources, tuition fees and philanthropic giving.

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Set targets for income generation from tuition fees, philanthropy, research and knowledge transfer	Income targets set for each School and research centre Philanthropic giving target £1.5m for 2009-10 (KPI) Research and Knowledge Transfer income target £750k for 2009-10: a 47% increase on 2007-8 base (KPI) Overseas Tuition fee target: £2.6m in 2009-10 and £2.8m in 2010-11 (KPI)	SR.EL SR NB SP
Develop appropriate mechanisms to support external income generation	Mechanisms in place	SR/NB

Objective 6.8 To develop our marketing, particularly to reflect areas of priority and to use the potential offered by new digital platforms.

Action	Proposed Outcome / Measure of Success	Lead Responsibility
Develop a new website which makes full use of new digital platforms	Website scoped, designer appointed and phase 1 implemented	SP

Objective 6.9 To continue to improve corporate governance.

Senior Planning Group February 26 and 27 2009 and approved Executive Group March 25 2009.