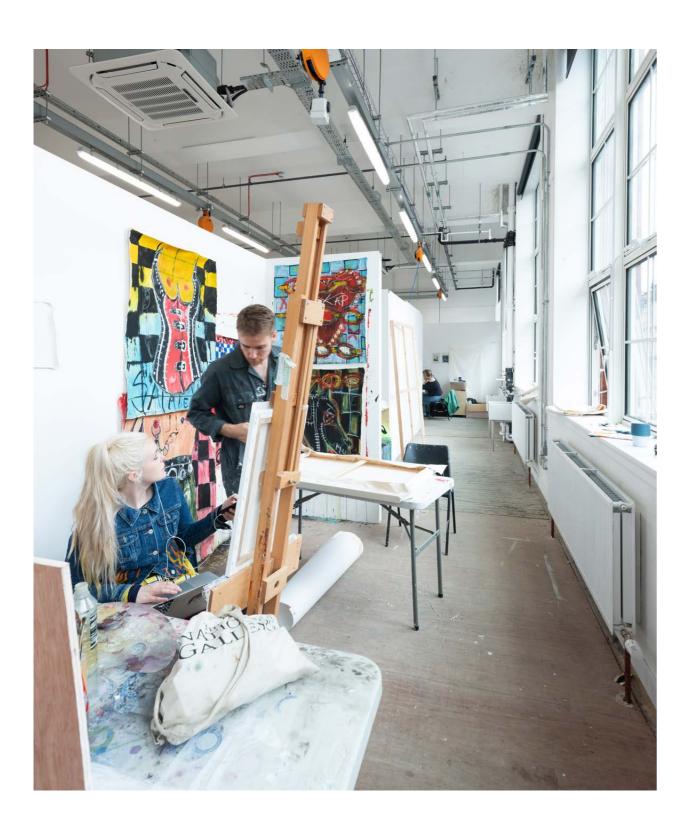
THE GLASGOW SCHOOL: ARL

APPOINTMENT OF DIRECTOR OF FINANCE





Cover image / Eve Wilbraham (Painting and Printmaking, 2024) Image above / School of Fine Art studios, Stow Building

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Image above / Amy Rose Dixon (Sculpture and Environmental Art, 2024)

WELCOME FROM THE DIRECTOR

Thank you for your interest in the post of Director of Finance at The Glasgow School of Art (GSA).

Founded in 1845 as one of the UK's first Government Schools of Design, the GSA can trace its lineage to the 1750s and the establishment, during the Scottish Enlightenment, of the Foulis Academy, the UK's first School of Art. Nearly 270 years later, we are one of the UK's last remaining independent Schools of Art, ranked as one of the top art and design schools in the world1 and at a pivotal and exciting point in our history.

The appointment of a new Director of Finance is a pivotal role which is, as part of the GSA's senior leadership team, essential in creating and sustaining a learning and teaching environment that aligns with our strategic vision.

Our Strategic Plan to 2027 reflects our collective ambition for the institution's future, shaped through extensive and structured conversations with passionate stakeholders. It takes into account a thorough evaluation of the current economic context, guiding the delivery of our creative education, research and innovation.

As Director of Finance, you have a critical role supporting the continued implementation of this plan and in further developing the solid foundations that will sustain us beyond 2027 and deliver strategic initiatives that will have a lasting impact on the School and our community.

I look forward to welcoming you to our team and working together to achieve the ambitious future of The Glasgow School of Art.

Professor Penny Macbeth Director The Glasgow School of Art

world for art and design

¹ QS World Rankings 2024 the GSA is 3rd in UK and 13th in the

Our Values

- / Rooted in studio, making and collaboration
- / Deep specialism alongside interdisciplinary practice
- / A rich partnership approach to education, research and innovation
- / A culture that enables and empowers us in everything we do
- / A responsible and caring culture that values our people and our environments
- / A sustainable and equitable approach to our work
- / Always looking forward, while celebrating our past

Watch:



GSA Strategic Plan 2022-2027 www.gsastrategicplan.co.uk



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THE GLASGOW SCHOOL OF ART

Founded in 1845 as one of the UK's first government schools of design, the GSA can trace its lineage to the 1750s and the establishment, during the Scottish Enlightenment, of the Foulis Academy, European in ethos and the UK's first school of art.

Over 270 years later, we are one of the UK's last remaining independent schools of art, ranked as one of the top art and design schools in the world¹ and at a pivotal and exciting point in our history.

The ability to transform thinking, generate new knowledge and give shape and form to things that currently do not exist, are all characteristics of the creative practitioner. Through an art school education, we hone these inherent skills through studio-based learning and teaching, and research that is discipline-specific.

The studio, whether literal or figurative, creates the environment for collaboration, within and across disciplines, for critical enquiry, experimentation and prototyping. It is the environment in which we collectively generate new ideas and solutions, and where innovation thrives. 'Studio' is the space where a shared visual language can transcend barriers and global boundaries, and where ambition and imagination can find solutions to many of the global challenges facing the world today.

Today the GSA is a diverse and international community of 3,500 students and staff, and through the success of our graduates, the quality of our teaching and research and our heritage, we enjoy both global significance and influence as a leading centre for studio-based learning and research.

Alongside our global position we continue to contribute to Glasgow's position as a European cultural capital, and one of the UK's most successful city-economies and a leading UK creative capital alongside London and Manchester². Central to this contribution are our students, staff – creative practitioners and academics of international and national significance – and our graduates with nearly 60%³ choosing to remain in the city, working within the cultural and creative industries, the wider creative economy or establishing their own businesses and importantly their contribution to the city's cultural infrastructure through galleries, exhibitions, events and their international networks.

"Individuals and collectives working in the creative and cultural sectors across the globe help to improve the quality of people's lives... Highly creative and innovative individuals help us to reimagine our futures and our economies."

GSA Strategic Plan 2022-2027

https://www.gsastrategicplan.co.uk/purpose

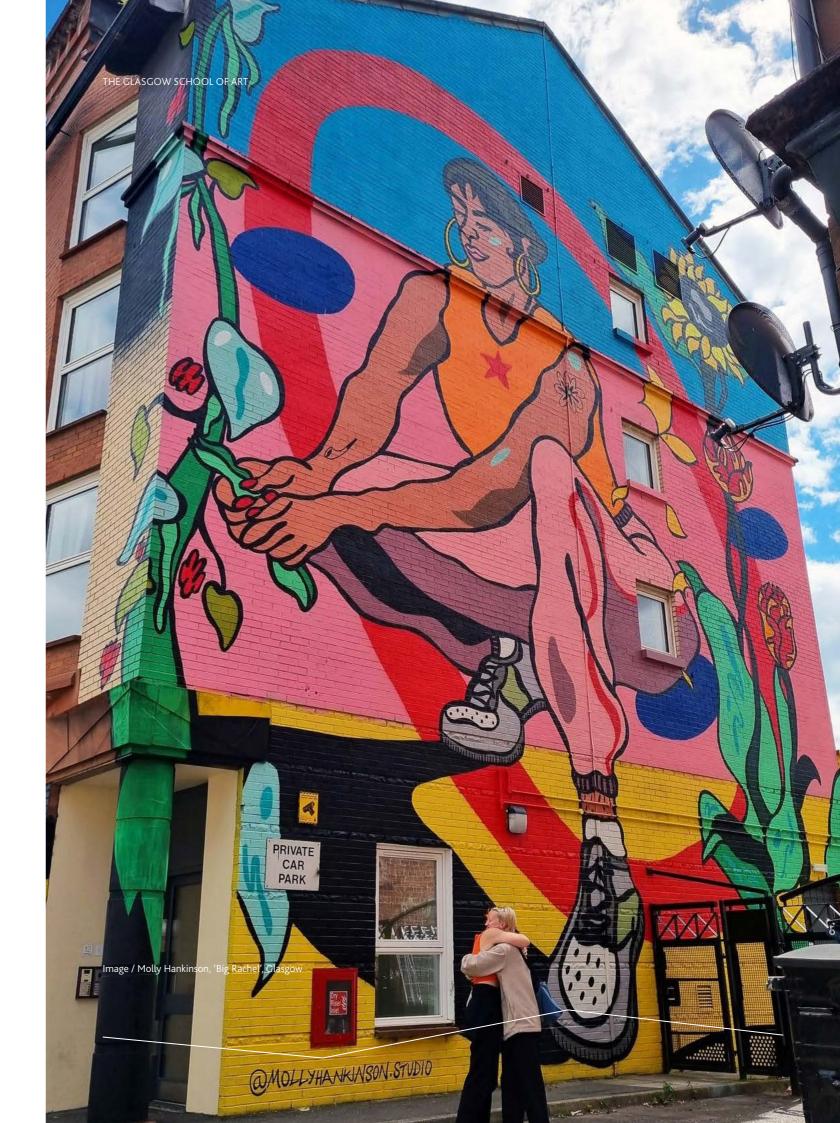
Watch:

The GSA presents: The City of Glasgow: a film by BAFTA and Sundance-nominated Director and graduates Cara Connolly and Martin Clark https://vimeo.com/55051394

Visit

Showcases of talent from across our five specialist schools in Fine Art, Architecture, Design, Innovation and Simulation and Visualisation and our Open Studio.

Graduate Showcase 2024
Postgraduate Showcase 2024



¹ Source: QS World Rankings 2023

² Source: NESTA Creative Nation 2019

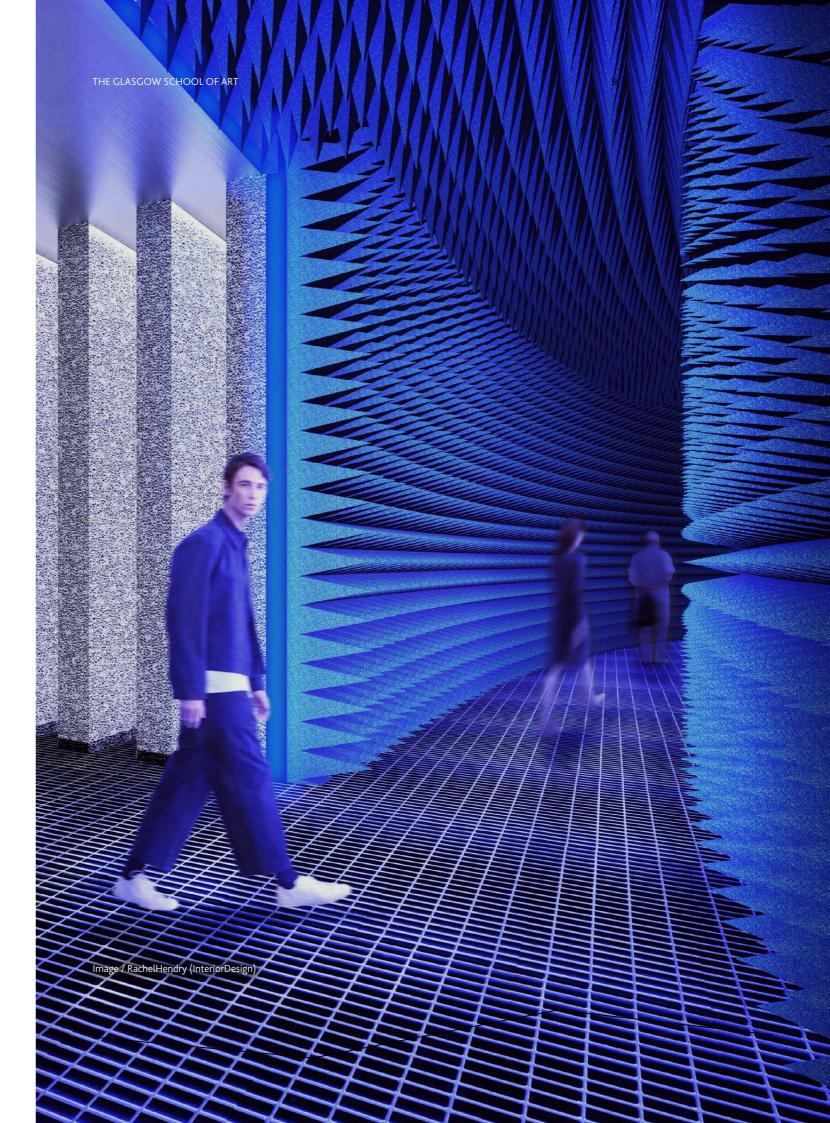
³ Source: HESA 2020/21

STRATEGIC PLAN 2022-2027

The Strategic Plan aims, through our people, our education and our research, to empower change and create impact which is both transformative and collaborative, so that we can:

- / Transform our already distinct models of creative education. Valuing our disciplinary strengths and traditions, we will deliver new inclusive ways of learning and teaching that provide greater opportunities for collaboration and flexibility, giving students more agency over how they learn and ways to make a positive impact through their practice.
- / Create impact through creative research, innovation and partnership. Groundbreaking, dynamic, experimental and in partnership with organisations and individuals that share our mutual values and ambitions, together we will contribute to new knowledge and demonstrate the role of creative people and practice on society.
- / Be a sustainable, independent art school. Our practices, procedures and administrative systems will be creative, simple and efficient. We will energise our people, our resources and commitment to addressing the climate and ecological emergencies through innovation and working in a collaborative and transparent way.





THE GLASGOW SCHOOL OF ART

International

Socially and culturally diverse, the GSA has one of the highest numbers of international (including EU) students of any UK visual creative institution or university faculty.

Being international is in our DNA. From the European style art education of the Foulis Academy in 1753 to our role supporting Glasgow's global manufacturing industries in the mid-19th century, the turn of the 20th century to the European movements of art nouveau, secessionism and beaux-arts, our contribution to Glasgow's post-industrial renaissance as European Capital of Culture, the GSA has recognised and embraced the role of culture, creativity and education in driving innovation, the global economy and as a catalyst for social wellbeing and change.

Today, the GSA community comprises staff and students from over 80 countries and over 80 international partners across Europe, Asia and North America including Bergen University; Koln International School of Design; MIT; Parsons; Chiba, Japan; and the University of Applied Arts, Vienna. Our global exchange partners include Pratt, New York; San Francisco Arts Institute; CalArts, Los Angeles; Emily Carr, Vancouver; and SoTA, Singapore.

Research Community

In the REF 2021, overall 82% of the GSA's research was assessed to be world-leading and internationally excellent, furthering the GSA's position as one of the UK's leading higher education institutions in art and design.

75% of the GSA's research outputs were ranked at the two top grades 4* (world-leading in originality, significance and rigour), and 3* (or internationally excellent) and, importantly, the significant impact of the research was also recognised, with 88% of the research impact judged to be world-leading and internationally excellent.

The GSA is one of the UK's largest research communities in art and design and has a distinctive, specialist and often practice-led research culture. Our research themes encompass Cultural Landscape and Identity; History; Archives and Collections; Sustainable Environment and Economies; and Health and Care.

Watch:



Case Studies from researchers and practitioners across the GSA that reflect the range of research being undertaken across the academic disciplines, often in collaboration with other disciplines and partners. They demonstrate how creative, practice-based research can have an effect on, change or benefit the economy, government policy, culture, public services, health, the environment and wider society.



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THE GLASGOW SCHOOL OF ART

Our Estate

Located in Glasgow city centre, in the historic neighbourhood of Garnethill, the GSA's campus includes the 2013 award-winning Reid Building, designed by US architect Steven Holl; the refurbished Stow Building providing studio, technical support, workshop and ancillary spaces for the School of Fine Art; and the iconic Mackintosh Building, damaged by fires in 2014 and 2018.

We are committed to the rebuilding of the iconic Mackintosh Building, returning it to its central role in the creative life of our students, staff, city and nation. Since 2018 works have continued to focus on stabilising the remaining structure and clearing debris, and the production of the Strategic Outline Business Case, following a UK Treasury Green Book approach for its rebuilding.

The plan for rebuilding of the Mackintosh Building will form part of the GSA's wider Estates' Strategy, aligned to the School's academic ambitions identified within its Strategic Plan.



Read the Strategic Outline Business Case in summary Visit the Mackintosh Building website Our campus **GSA** Guide to Glasgow GSA Guide to Highlands and Islands Campus



Image top / Ground floor, Reid Building Image right / Loggia, Mackintosh Building May 2024

GSA TODAY

Founded in

As the Government School of Design, replacing its forerunner The Foulis Academy, established in 1753. One of the few remaining independent art schools in the UK. INTERNATIONAL

Creative Network

25,000 members of our international Creative Network of GSA students, graduates, industry partners, collaborators and supporters.

Based in

GLASGOW FORRES BEIIING

High employability: Annually circa

of graduates entering positive destinations of employment or further study

15 months after graduation. (Graduate Outcomes Survey 2021)



Our degree programmes are validated by the University of Glasgow, a member of the prestigious Russell Group of leading UK universities.

High student retention:

OUR EXCHANGE PROGRAMME

has more than 80 participating institutions worldwide.

A&DS-RIAS

Mackintosh School of Architecture students regularly dominate the annual Scottish architecture awards, with a graduate again winning the RIAS Rowand Anderson Silver Medal in 2023.

Research Partners include

Arbnco, Leeds Arts University, Construction Scotland, Glasgow Centre For Civic Innovation, Kraftangan Malaysia, National Trust for Scotland, **University of Glasgow Centre for Virus** Research, NHS Education Scotland, US-UK Fulbright Commission.

DESIGNERS

Graduates from the School of Design are consistent winners at the major graduate showcase awards in London.

3rd in UK, 13th in the world for art and design in the QS World Rankings 2024.

TURNER PRIZE WINNERS

The School of Fine Art has produced eight Turner Prize winners, a further 21 **nominees**, and virtually all the artists chosen to represent Scotland at the Venice Biennale since 2003.

Graduate destinations include

Burberry, University of the Arts London, Dyson, Christie's Auction House, the Scottish and UK Governments, and Foster and Partners.











of GSA students from outside the UK, representing 80 countries.

of Scottish students from Scotland's most disadvantaged areas (SIMD20).

Exhibitions and Cultural Engagement

The Glasgow School of Art Exhibitions Department curates a year-round public programme that works with contemporary artists, designers and architects from the UK and abroad, as well as interacting with teaching and research activities and developing creative opportunities with staff and students. An innovative programme of exhibitions, performance, seminars, talks, off-site projects, publishing initiatives and outreach aims to explore the creative, social and educational nature of contemporary practice. Exhibitions are a significant part of Glasgow's creative eco-system contributing to the city's economic and cultural impact, through programming, reach, connections and cultural engagement. Exhibitions also make exciting links to the rich heritage and architecture of The Glasgow School of Art and its collections.

GSA Exhibitions website







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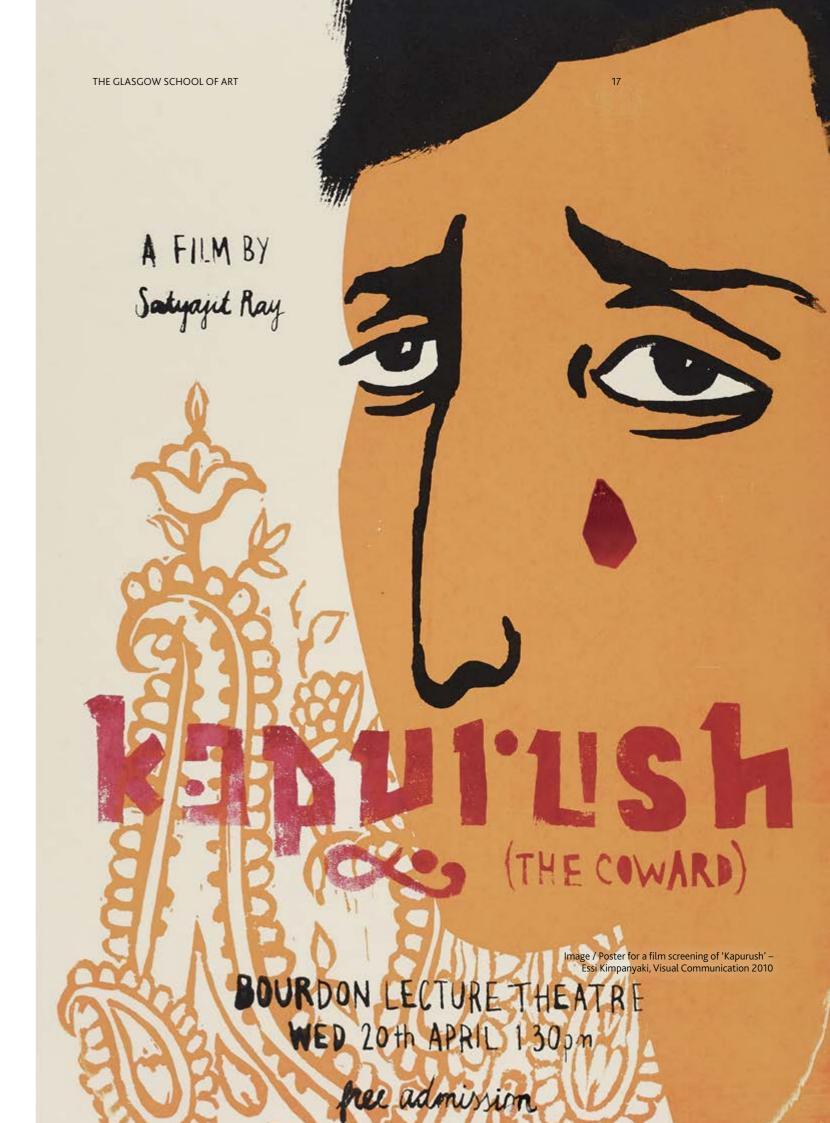
THE GLASGOW SCHOOL OF ART

Archives and Collections

Currently based in the Whisky Bond, Glasgow, with a public and student-facing engagement space 'Window on Heritage' in the Reid Building, The Glasgow School of Art Archives and Collections still hold many of the items that were acquired as teaching tools in the School's early period, including plaster casts, ceramics and metalwork. They also hold a range of artworks, architectural drawings, design work and archive material relating to former students and staff and continue to purchase work from student degree shows, in order to capture the changing teaching practices at the GSA and the wider art school landscape.

Our institutional archive comprises documentation about life at the School from 1845 to the present day and includes correspondence, photographs, ephemera, student records, minute books and reports which provide an insight into GSA's people, buildings and activities.

GSA Archives and Collections website



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GOVERNANCE STRUCTURE

The Glasgow School of Art is a Higher Education Institution and registered charity, and a legally independent and autonomous institution. The governance framework of the School comes from various Acts of Parliament, statutes, ordinances, and resolutions from which the School derives the power and authority to carry out its activities. There are two main components of the GSA's formal governance structure – the Board of Governors and Academic Council, with the management structure headed by the Director.

Board of Governors

The primary responsibilities of the Board of Governors, which are set out in full in the Statement of Corporate Governance, include:

- / To ensure the effective management of the School and to play a key role in the development, approval and review of the mission and strategic vision of the School.
- / To be the principal financial and business authority of the School.
- / To safeguard the reputation and values of the School.
- / To ensure the quality of institutional educational provision uphold and to ensure the defence of academic freedom.
- To oversee and monitor the development and implementation of the School's Strategic Plan
- To ensure the establishment and monitoring of systems of control and accountability, including financial and operating controls and risk management framework.
- / To ensure that processes are in place to monitor and evaluate the performance and effectiveness of the School.
- / To support and enable the effective functioning of the Students' Association.
- / To satisfy itself that the School operates with high levels of social responsibility.
- / To take all final decisions on matters of major concern to the School.

The Board currently has the following permanent committees, which are chaired by Independent Governors:

- / Audit and Risk Committee
- / Business and Estates Committee
- / Health and Safety Committee
- Human Resources Committee
- / Museum and Archive Committee
- / Nominations Committee
- / Remuneration Committee

Academic Council

The Board appoints an Academic Council, which has the primary functions of advising the Director in relation to the overall planning, co-ordination, development and supervision of the academic work of the institution.

The Board receives regular reports from the Academic Council and must ensure that the Academic Council discharges its functions.

The Chair

The Chair, is responsible for the leadership of the governing body, and is ultimately responsible for its effectiveness. The Chair must act so as to maintain the confidence of the governing body and ensure the Institution is well connected with its stakeholders, including staff and students.

The Director

The Director is the Chief Accountable Officer of The Glasgow School of Art responsible for providing the Governors with advice on the strategic direction of the School and its management. The Director is accountable to the Board of Governors and is also the designated officer in respect of the use of SFC funds and compliance with the SFC Financial Memorandum.

Senior Leadership

The Glasgow School of Art's Senior Leadership Team is led by the Director and Chief Executive – Professor Penny Macbeth. The Director is supported by the Senior Leadership Team with responsibility for the management of academic and professional service departments.

For further information about the GSA's governance structures please visit https://www.gsa.ac.uk/about/board-of-governors



Image / Interaction Design Studio

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EQUALITY AND DIVERSITY STATEMENT

Working with difference and promoting equality underpins our ambition and purpose. Our studio-based learning, research and collaboration transforms thinking, and our individual and collective contributions influence the day-to-day lives of people across local and global communities.

As a community, we are committed to creating and sustaining learning and working environments where difference is respected and the widest possible range of cultural and social perspectives are valued. We treat each other fairly, according to need, and minimise barriers to participation for all.

By fostering environments in which difference nourishes new questions and possibilities, and where respect is a catalyst for the removal of barriers, we support the learning and development of individuals and our collective contribution to the common good.

The GSA publishes appropriately anonymised equality and diversity monitoring statistics pertaining to its student body, staff body and Board of Governors on its **website**.

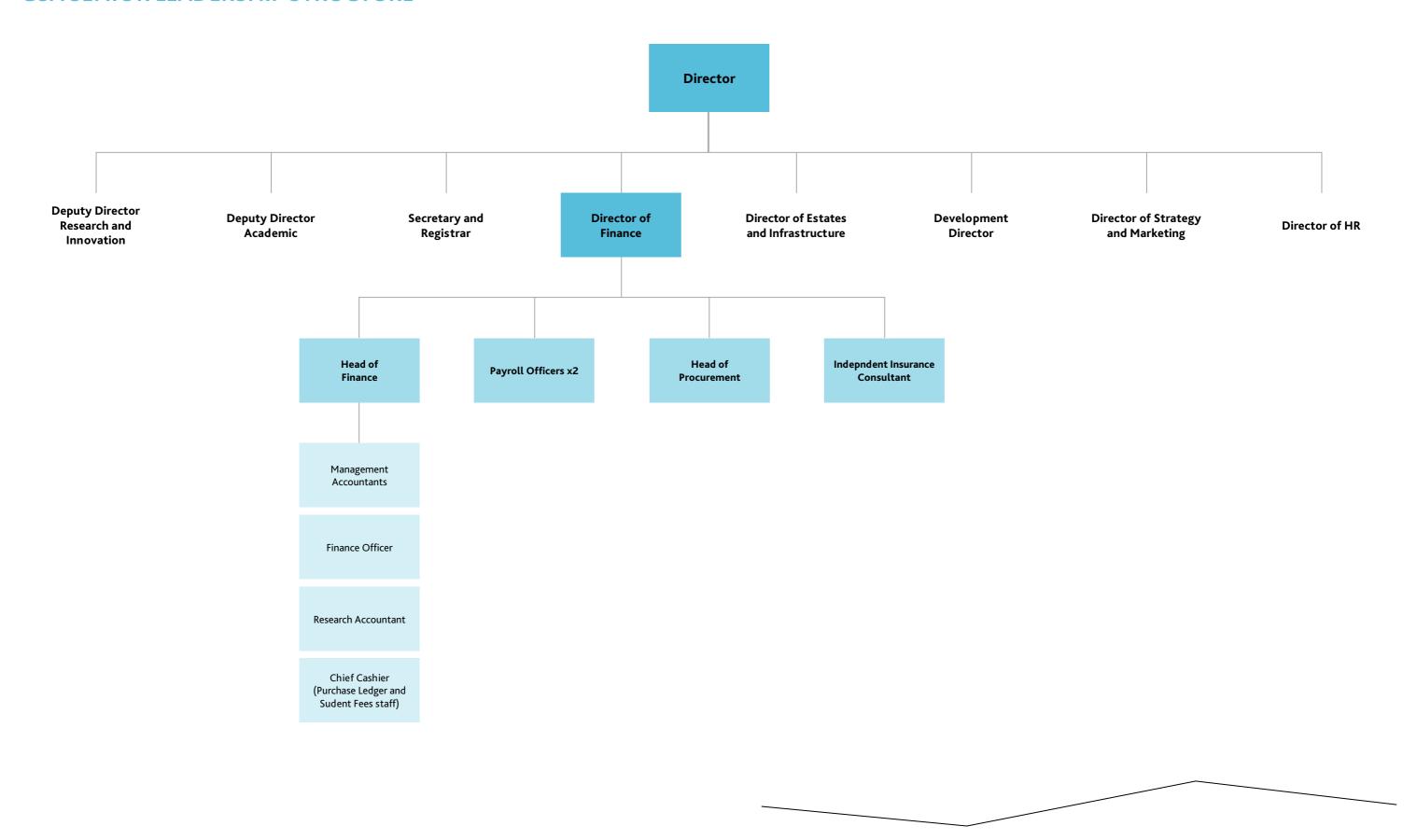


Image / Fashion studio, 2022



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GSA SENIOR LEADERSHIP STRUCTURE



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PERSON SPECIFICATION

Job Title

Director of Finance

Job Purpose

To ensure effective use of the School's financial resources in the delivery of GSA's Strategic Plan and objectives in compliance with legal and Scottish Funding Council and other assurance and reporting requirements, optimising the School's financial strategy by ensuring continued financial sustainability, developing opportunities for new income streams, and ensuring that the School is adapting, where required, in response to shifts in the financial and political landscape.

Location

The Glasgow School of Art, Glasgow Campus, Glasgow, Scotland. You may be required to travel to or work at other locations within the United Kingdom in the performance of your duties

Reports to

Director

Responsibility for the following functions

- / Finance
- / Procurement
- / Payroll
- / Insurance

Overall Budget (£pa)

Leads financial management of total institutional income - 23/24 Budgeted total income = £49m, rising annually to £54m, £58m, £63m and £65m by 2027/28

Sources of Funding

- / SFC
- / Tuition Fees and Education Contracts
- / Research Grants and Contracts
- / Scottish Government
- / Insurance

The Glasgow School of Art Annual Report and Accounts (Year ended 31 July 2023)

For archived financial statements and financial policies visit https://gsadocuments.net/category/finance/

KEY ACCOUNTABILITIES

Finance Strategy

- / Develop a finance strategy, consistent and supportive of the GSA Strategic Plan, and develop performance targets to indicate progress towards the plan's achievement.
- / Lead the execution of the finance strategy across the GSA, ensuring the progress necessary to meet the lead indicators outlined in the GSA Strategic Plan and the Finance Strategy.

Financial Management and compliance

- / Lead and manage the preparation of GSA's financial forecasting, fully integrated with student number and capital planning and other enabling plans, including detailed financial modelling in relation to strategic developments, opportunities and risks.
- Lead and manage GSA's cash flow and capital expenditure monitoring and control process to ensure that the GSA operates within its means, can meet all financial obligations and realise its strategic objectives. Engage and play a key role in organisational change projects across the GSA.
- Provide regular written and oral updates to the GSA's Senior Leadership Group (on which the post holder will be a member), SLG's Planning sub- group, Infrastructure group, GSA's Board of Governors and its Committees on all financial matters as required.
- Act as the GSA's lead administrative senior officer regarding all GSASA activity, including monitoring of the block grant and its requirements. (The academic senior officer lead for GSASA is the Deputy Director (Academic).
- / Lead the development and oversight of any studentfocused commercial activity operated by the GSA or by a GSA subsidiary or outsourced by the GSA.
- / Lead and manage the GSA's financial planning and reporting strategy, ensuring compliance with all statutory and regulatory requirements, management information, audit, insurance, internal control and operational requirements.

/ Ensure that the GSA's Financial Regulations and associated policies are current and fit for purpose and are offered to relevant committees for review and approval on a regular basis.

Insurance

Oversee the GSA's insurance strategy for all key assets and activities, ensuring that GSA is appropriately covered and that insurance arrangements continue to represent best value.

Investment strategy

/ Lead and manage the GSA's financial investment strategy.

Finance and Payroll operations

/ Lead the team responsible for all aspects of the operational Finance Department (including Payroll) ensuring the integrity of data held and a high quality, fit for purpose, service.

Procurement

Oversee the GSA's procurement to ensure compliance with Scottish Public procurement Regulations, to seek best value for money; and to comply with the Scottish Government's public reporting requirements in relation to procurement activity. APPOINTMENT OF DIRECTOR OF FINANCE 26 THE GLASGOW SCHOOL OF ART 27

KEY ACCOUNTABILITIES

Management of resource

- Transparent and clear line management aligned to GSA policies, providing regular employee feedback and development.
- / Through robust resource planning and management ensure GSA resources within span of control e.g., financial, estates, workforce are deployed in line with strategic ambitions and plans.

Senior Leadership

- Support the Director in development and delivery of the Strategic Plan, leading and contributing to the implementation of the new strategies and achieving the key performance indicators.
- Support the GSA's management and Governors in the assessment of Risk Appetite and contribute to the creation and regular updating of the Institutional Risk Register.
- / Represent the GSA at senior level at meetings, conferences, seminars and other events, locally, nationally and internationally.
- / Contribute to, and, where required, lead discussions at senior meetings and Board Committees.
- / Transparent and clear cascade of information across team/ areas of responsibility.
- / Visible ethical leadership across all GSA activities.
- Collaborating with colleagues, providing support, development and constructive challenge.

Strategic Projects

- Lead, develop and deliver cross-GSA strategic initiatives, projects and priorities as required.
- / Contribute to the preparation of supporting business cases and lead on the financial appraisal of the business cases.

Committee Membership

- Attendance at Board of Governors, Business and Estates Committee, Audit and Risk Committee, and any other relevant Board Committees.
- / Member of the Senior Leadership Group and the subgroups of Planning Group and Infrastructure Group.
- / Universities Scotland Finance Directors Group
- / Member of sector committees as required.
- / Member of other external bodies as required
- Acting as convenor of other GSA committees and short life working groups as required.

KEY EXTERNAL CONTACTS

- / Scottish Funding Council
- / Scottish Government
- / External Auditors
- / Internal Auditors
- / Universities Mutual Association Limited (UMAL)
- / Insurers
- / Insurance advisers
- / Insurance Claim Consultants
- Advanced Procurement in Universities and Colleges (APUC)
- / Bankers
- / Solicitors
- / Investment Managers
- / Strathclyde Pension Find
- Scottish Public Pensions Agency
- Universities Scotland Universities UK
- University of Glasgow
- / British Universities Finance Director Group
- / Scottish Universities Finance Directors Group
- / Universities and College Employers Association
- / Quality Assurance Agency

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PERSON SPECIFICATION

Sector Knowledge

- / Highly-developed understanding of the drivers of income and expenditure in a complex funding environment like Higher Education.
- / Significant experience at senior financial management level within a complex organisation (preferably, but not exclusively within the HE sector), including developing, preparing and presenting financial information for Board, Executive budget holder and other stakeholder's use.

Essential Functional/Technical Skills

- / Educated to Degree Level or equivalent.
- / Recognised professional accounting qualification.
- Significant level of technical knowledge and expertise in governance, complex financial structures, procedures and processes.
- Proven ability to develop and implement financial policy and to ensure alignment with policy at all levels.
- Substantial experience using financial IT systems, including reporting elements.
- / Demonstrable knowledge of financial modelling techniques and the ability to develop and work with detailed financial models and scenarios.
- / Proven ability to project manage complex developments.
- / Established success at leading, influencing, developing and motivating a team of finance professionals and support staff.
- / A track record of leading, and successful delivery of change programmes.
- / Experience of planning and managing financial transactions in an international context.
- / Significant experience of leading a team of professional staff.
- Substantial experience of horizon scanning across a broad external landscape to identify and assess financial risks and draw up options for dealing with potential threats and opportunities.

- / Experience of developing project management structures to support complex projects.
- / Experience of working across teams to deliver significant organisational change.

Personal Attributes/Competencies

- Ability to work collaboratively with senior colleagues across GSA including the ability to influence and persuade effectively.
- Ability to develop creative approaches to problem resolution and supporting innovation where the potential benefits outweigh the risks.
- / Ability to communicate clearly and coherently both orally and in writing.
- Strategic thinker with attention to detail and delivery.
- An effective planner and manager of people and resources.
- / Strong leadership and motivational skills.
- / Well-developed interpersonal skills and the ability to communicate effectively and persuasively at all levels, both internally, within the organisation and externally with key stakeholders.
- Proven ability to manage a diverse portfolio of activity.
- / Ability to work under pressure, prioritise and delegate effectively.
- A role model for the GSA values and ethical leadership behaviours that underpin the vision and Strategic Plan.

CORE ETHICAL LEADERSHIP BEHAVIOURS

Collaborative

We communicate clearly and respectfully with others. We listen and seek opportunities to work together to achieve common goals.

Enabling

/ We empower and foster positive working environments by recognising and encouraging contributions from others.

Caring

/ We are kind, respectful and compassionate in our interactions with all colleagues, students and external partners. We encourage social responsibility and sustainability.

Inclusive

/ We embrace workplace trust, value difference, recognise and welcome diverse views and opinions without inducing fear or favour.

Curious

/ We inspire innovation and encourage new ways of working, we are inquisitive, and offer constructive challenge.

Transparent

/ We are open in how we deliver. Others can see and understand decision making and actions. Our actions are aligned to our values, policies and procedures.

READ:

Our People Strategy

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TERMS AND CONDITIONS

Contract

Permanent

Probation Period

It is recognised that there is an inevitable 'settling in' period in any post. The probationary period is therefore an opportunity for the employee to fit within the culture of the School. It should also be determined during this time whether the job is in line with expectations as expressed in pre-appointment discussions, interview and as set out in the Job Description The probation period for this role is 12 months.

Salary

Off scale, Senior

Hours

35 hours per week, although the post requires that you may be expected to devote such time to the affairs of the School as is reasonably necessary to ensure the satisfactory smooth running of the School.

Holidays

35 days plus 11 statutory holidays per annum

Pension

Local Government Superannuation Scheme

Notice Period

Six months

To find out more information about The Glasgow School of Art, please visit our website at www.gsa.ac.uk



Image / Jiadong Zhou (Stage 3 Architecture, 2024)



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