

## Strictly Private & Confidential

Name and Address

Date

### Appointment as Independent Governor, Glasgow School of Art

Chair of the Board of  
Governors  
The Glasgow School of Art  
167 Renfrew Street  
Glasgow  
G3 6RQ

Dear XX,

Thank you very much for applying to the Glasgow School of Art (GSA) for the position of Independent Governor and for subsequently attending for interview.

I am pleased to confirm your appointment to the Board of Governors of the Glasgow School of Art. Members of the Board were delighted to receive your nomination and they are looking forward to working with you.

Your period of office will begin on XX, for an initial period of three years. A timetable of meetings for session 20XX/XX is enclosed for your information.

Subject to consideration in due course by the Nominations Committee and the Board, you will be eligible for re-appointment for up to two further terms of three years, the maximum term of office being nine years.

As an Independent Governor, you are also appointed as a Director of GSA Ltd and will therefore be entered on the Companies House database. GSA's Board receives [annual guidance and clarification](#) from GSA's solicitors regarding the duties and responsibilities incumbent upon Governors of the School as directors and charity trustees.

The Board normally meets six times each academic year, with one of those being an all-day strategic meeting. There are also ceremonial and social occasions to which you will be invited. GSA will reimburse reasonable receipted expenses that you might incur as a result of your role as an Independent Governor. Further guidance regarding Governor expenses can be found in the [Expenses Policy for the Board of Governors](#).

GSA follows the [Scottish Code of Good HE Governance \(2017\)](#), and strives to offer best practice in corporate governance as the Board of Governors has important responsibilities, including regarding GSA's financial position and all strategic plans. The Scottish Code of Good HE Governance (2017) notes that members of governing bodies should at all times conduct themselves in accordance with accepted standards of behaviour in public life, which embrace duty, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership and respect (the Nine Principles of Public Life in Scotland).

To support the Board, GSA arranges an induction programme to ensure that new members are appropriately briefed on the terms of their appointment and the role and responsibilities of the Board. Clarification regarding GSA's Charitable Status and GSA's Companies House Status will also be provided. XX, Assistant Secretary to the Board, will contact you to arrange your initial induction session with the Secretary who will also explore with you any additional induction needs.

XX will also arrange a separate meeting for you and I to discuss GSA's current challenges and opportunities from a Board perspective, and to talk through any other matters which you would find helpful.

XX, PA to GSA's Director, Professor Penny Macbeth, will contact you to arrange a meeting with the Director.

Congratulations on your appointment and I look forward to working with you on the Board of Governors.

Yours sincerely

**Chair of the Board of Governors**

**PENNY MACBETH**  
Director

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