EVOLVING GOLDSMITHS

We have a historic opportunity to embrace change, evolving Goldsmiths into a new, sustainable and stable shape, so we can protect our most vital and unique qualities whilst reshaping our College, securing our legacy as a beacon of progressive, critical thought and in the vanguard of social justice.

Evolving Goldsmiths is our commitment to securing a bright future and a lasting legacy so that a renewed College exists to build on our heritage of social change.
EVOLVING GOLDSMITHS

• Evolving Goldsmiths is a unique programme for a unique institution
• It’s about securing a bright future and a lasting legacy
• It’s about being realistic about our past and our future
• It’s about financial stability and becoming a sustainable, viable university
• It’s about celebrating and strengthening Goldsmiths’ enduring qualities
KEY AIMS

• Enhanced capacity for driving change through revising senior academic leadership roles

• A redesign of our academic administration to standardise services for students and academic staff, meet regulation requirements and achieve efficiencies of scale

• A series of significant cost reduction exercises over the next 12-18 months to stabilise our financial position (this will include a Voluntary Severance Scheme for all staff and a cost reduction target for professional and academic service areas of 15% over the next two academic years)
KEY AIMS

• A revitalised teaching and learning offer, ensuring our content and delivery is attractive to future students, enables success across a diverse student body

• Using our knowledge and expertise to create new ways of generating income for Goldsmiths, in line with the most successful universities

• A revised approach to academic workload and career pathways to ensure fairness and clarity, reward success and focus time and effort on activities of most strategic importance and value to Goldsmiths
GOLDSMITHS IN 2030
GOLDSMITHS IN 2030

• A beacon with an active global reach

A global beacon of progressive teaching, critical thought and research shifting the academic centre of gravity and attracting the best talent for our colleague and student community

• Aware that every student matters

Equipping our students with knowledge, skills and experience they need to excel within Goldsmiths and in the real world

• Secure in our future

Diverse sources of income, a budget surplus of 2.5%, investment in infrastructure, invest in colleagues’ careers development
GOLDSMITHS IN 2030

• Making a difference
A civic leader at the centre of a creative cluster, with graduates that lead innovation and a research hub that helps shape society through our approach to climate action and social justice

• Radically transparent
A strong and active Goldsmiths community, open dialogue and engagement between colleagues, students and the wider community delivering transparency and collaboration
IN 2020 THE WORLD HAS CHANGED

• Fluctuating economic, political and policy context

• A shifting university sector reflecting a demanding, competitive student environment and a newly confident majority Government

• A new student generation is emerging, confident in challenging the status quo – with high expectations of quality and value as job prospects decline and the economy hardens
IN 2020 THE WORLD HAS CHANGED

• Goldsmiths is not insulated from these challenges and we have to take considered action to secure our future and our protect our legacy

• In challenging times, we have a powerful role to play as an impactful organisation that has always been a custodian of liberal values, ideas and hope
THE CASE FOR CHANGE
OUR HERITAGE

• Goldsmiths is a unique, incredible institution

• A rich and enduring history

• An institution firmly rooted in its values, culture and community
THE LAST SIX MONTHS

• A new Warden, a refreshed Goldsmiths Leadership

• A colleague and student community that is caring and compassionate

• Some pockets of change like retention and management information

• Considerable focus by colleagues in areas like student retention

• The successful launch of new degrees – including Law
THE LAST SIX MONTHS

• Savings of £10m required due to financial challenges

• A degree attainment gap between BME and white students for ‘good honours’ of 17.9% vs sector avg 13.2%

• NSS benchmarks - overall satisfaction is 80.3% vs sector avg of 83.7%

• Declining student numbers – with serious implications for our mission and our finances

• A progressing, reforming agenda is now needed
OUR PRESENT

• We are an institution that challenges change

• But we’ve not made the fundamental shift that’s needed

• Where progress is a feature of academic discussion, but never a feature of the student experience

• With strategy that colleagues struggle to embrace
OUR PRESENT

• Goldsmiths Council, our governing body, have unanimously approved this progressive, reforming agenda

• We need an evolution not a revolution

• Our current students are demanding it

• Future students expect it

• Our future is not secure without it

• Change is one constant in life. Many institutions have faced change in recent years. For Goldsmiths, our time is now
SECURING THE FUTURE
WHAT WE’LL DO NOW

• Stabilise the university’s finances this year

• Design and implement a new operating model

• Strengthen leadership and create a platform for change
WHAT WE’LL DO NOW

• Renew our teaching and learning offer

• Create a brilliant student experience

• Achieve a 2% surplus within 3 years
OUR AGENDA FOR CHANGE
OUR AGENDA FOR CHANGE

• Goldsmiths Leadership are moving swiftly to introduce some immediate measures to stabilise Goldsmiths

• A cost reduction target for professional and academic service areas of 15% over the next two academic years has already been set

• A series of cost reduction exercises across all budget areas over the next 12 – 18 months
OUR AGENDA FOR CHANGE

• Enhancing our change capacity by revising senior academic leadership and refocussing Head of Department roles to support greater academic innovation

• Redesigning academic administration to meet the needs of refocussed activity with school level administration

• The introduction of a Voluntary Severance Scheme for all staff in the coming weeks
OUR AGENDA FOR CHANGE

• Senior colleagues within Goldsmiths have said that being an executive leader, balancing an academic workload and driving change is too much

• Students have demanded a better student experience
OUR AGENDA FOR CHANGE

• We’re making changes to our Senior Management Team by adding a net 2 new roles whilst changing existing roles.

• The changes will include 2 Deputy Wardens and 3 Executive Deans.

• This aligns us with comparable institutions in terms of size and structure.

• It creates capacity for dedicated executive leadership.

• It releases capacity back to teaching and research.
LONGER-TERM PRIORITIES
LONGER-TERM PRIORITIES

• The new operating model will be the fundamental architecture which delivers a future-fit university with strategic aligned resourcing that provides sustainable finances and a renewed capacity to invest.

• Revitalising our teaching and learning offer, exploring new provision, streamlining existing provision so that content and delivery is focussed enables student success.
LONGER-TERM PRIORITIES

• A reimagining of partnerships and funders maximising our reach, the impact of our knowledge and expertise and improving their financial contribution

• Fresh approach to academic workload allocation and career pathways to ensure fairness and transparency, provide clarity of expectations, appropriately reward success and minimise casualisation
OUR AGENDA FOR CHANGE
OUR AGENDA FOR CHANGE

• Our Agenda for Change is all about the future and what a renewed Goldsmiths will look like

• A world class institution that ranks alongside the very best in Higher Education

• A student experience that is second to none

• An educational community that delivers for every colleague and every student
OUR AGENDA FOR CHANGE

• A proud commitment to equality and inclusion

• An organisation that remains rooted in the community

• A College that is robust and resilient
OUR AGENDA FOR CHANGE

*It also means*

- We have an opportunity to evolve Goldsmiths, securing a bright future and a lasting legacy

- We have to be realistic about our past and our future – the status quo is no longer an option
OUR AGENDA FOR CHANGE

*It also means*

- We will secure our finances creating a sustainable and viable university

- We can celebrate and strengthen our unique qualities and create a pathway to a secure, sustainable future
COMMUNICATING CHANGE
COMMUNICATING CHANGE

Goldsmiths Leadership understands that change – however essential – is hard and that our colleagues may be affected. Because of this they are committed to:

• Providing clear, accessible information so that students and staff know how they may be affected and are able to access the support

• We will always share information about change to students and colleagues first

• Goldsmiths Leadership will be given additional training to help them support our colleagues
COMMUNICATING CHANGE

• New communications channels will be introduced including all colleague briefings, dedicated pages on Gold.ac.uk

• Engaging early with colleagues, unions and other stakeholders to have meaningful conversations
COMMUNICATING CHANGE

• Over the coming weeks and months, we’ll be taking some immediate steps to stabilise Goldsmiths

• These steps will create the platform for a sustainable and viable college

• They include a combination of activities which look at three key areas:
  1. Our structure, shape and size
  2. Our finances and expenditure for the coming academic year
  3. Our culture and ways of working