

Open Minutes of Council

6 October 2022

Held via Teams from 3pm.

Present: Irene Adeyinka, Ronke Akerele, Monica Barnes, Frances Corner, Susan Dilly, Kiran Grewal, Andrew Laurence, Ben Morton-Wright, David Oswell, Lynn Percy, Aaron Porter, Pam Raynor, David Reddaway, Paul Rowlett, Philip Stoltzfus and Naomi Thompson

In attendance: Beckii Blackwood (for item 19 only), Jilly Court (Secretary), Imran Chughtai, Matthew Cragoe, Henrike Donner, Stephen Graham, Louisa Green (for items 16 and 18 only), Thomas Flynn (for item 13 only), Michael Vincent (for item 12 only) and Tyler Harris.

Starring indicates those matters on which discussion was expected.

OPEN BUSINESS

1 Apologies

Received:

- 1.1 Anna Carlile, Susan Edwards, David Oswell and David Reddaway were unable to attend.
 - 1.2 Council welcomed the new Members who have joined as this was their first meeting of Council in attendance.
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2 Council Terms of Reference

Noted:

- 2.1 Council noted the terms of reference for Council.
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3 Standing Orders

Noted:

- 3.1 Council noted the College's Standing Orders.
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4 Declarations of Interests and Conflicts of Interest Policy

Noted:

- 4.1 Council noted the College's Conflicts of Interest Policy and Members were asked to make any declarations of interest that may give rise to an actual or perceived conflict of interest.
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5 Council and Council Committee Code of Conduct

Noted:

- 5.1 Council noted the Council and Council Committees Code of Conduct.
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6 Schedule of Business for 2022-23

Noted:

- 6.1 Council noted the Schedule of Business for 2022-23 and noted that there will be three key areas that Council will seek to focus on during this period; (i) continuing to deliver the Recovery Programme; (ii) the development of the new strategy; and (iii) the student experience.
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7 Identification of items for discussion*

Noted:

- 7.1 No additional items were starred for discussion.
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8 Chair's action

Received:

- 8.1 Chair's action in relation to the Tuition Fees for 2022/23.

Resolved:

- 8.2 The Chair's action in relation to the Tuition Fees for 2022/23 was approved as commended by the Chair of the Finance & Resources Committee.
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9 Open Minutes*

Received:

- 9.1 Open Minutes of the Council meeting of 23 June 2022 (CNCL140).

Resolved:

- 9.2 Council approved the Open Minutes of the meeting of 23 June 2022 (CNCL140).

10 Matters Arising*

Noted:

- 10.1 There were no matters arising to note.
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11 Actions*

Received:

- 11.1 The action tracker.

Noted:

- 11.2 The progress of the Council action tracker is up-to-date and progress of ongoing work was noted.
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12 Chair's Report*

Noted:

- 12.1 Members noted that last year Council established a strategy sub-group which is drawn from Members of Council with a purpose of moving forward with helping to oversee, scrutinize the development of the new strategy for the College as the current one comes to an end at its five-year period in 2023.
- 12.2 It is anticipated that there is going to be much closer work done to tie industrial strategy with the delivery of schools and education but, there is also a very important recognition of the contribution to society, to community and to individuals' own aspirations and well-being which is very important for the College in terms of arts and humanities and indeed the social sciences.
- 12.3 A discussion was held around the current Home Secretary's comments on international student visas.
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13 Strategy Report*

Received:

- 13.1 The Strategy Report Introduction;
- 13.2 The update against progress made in implementing Goldsmiths' strategy, with reference to the revised high level operational objectives articulated in September 2021; and
- 13.3 The KPIs updated since March 2022.

Noted:

- 13.4 The report relates to the College's current strategy, which is nearing its end. It was noted that some of the KPIs are in relation to historic data from previous academic years and so these two reports are designed to be read together so that they should be in dialogue with one another.
- 13.5 It was noted that 2020/21 was something of a financial audit but equally work has been ongoing since then to turn the situation around.
- 13.6 When designing these KPIs there is a significant trade-off between the ability to benchmark versus the ability to present Council with current and up to date, internal Goldsmiths information.
- 13.7 Moving ahead there will likely continue to be benchmark performance information, but it is likely that this is presented alongside a range of indicators, which will also provide more of a current picture (with NSS being noted as an exception reflecting an exceptional year with an exceptional scale of industrial action).
- 13.8 Certain Members suggested that the issues around student dissatisfaction and retention be brought to Council's attention sooner going forward and that this be central to how the College both frames and monitors the performance of the next strategy.
- 13.9 It was noted that KPI nine, which compares students' degree attainment to their prior attainment with higher scores demonstrating higher student attainment relative to their qualifications prior to entering Goldsmiths, was successful and important to note as part of the College achieving its mission as a university and further to its social mission.
- 13.10 It was suggested that Council looks at objectives on a more regular basis once the new strategy is in place in order to ensure that a balance between where the College is now and where it wants to be.
- 13.11 Council noted the Strategy Report Introduction;
- 13.12 Council considered the update against progress made in implementing Goldsmiths' strategy, with reference to the revised high level operational objectives articulated in September 2021; and
- 13.13 Council the KPIs updated since March 2022 as they align with the key parts of the institutional strategy.

14 Warden's Report*

Received:

- 14.1 The Warden's Report.

Noted:

- 14.2 A number of new of key new colleagues have joined and/or been appointed including a new Pro-Warden Academic, Head of Strategic Strategy and Planning, Head of Human Resources, Interim Director of Estates as well as appointments to the Head of School for Culture and Society and Head of School for Arts and Humanities.
- 14.3 It was noted that although there have been positive results in relation to overseas recruitment, there continue to be issues around home student recruitment and that there will be a number of departments where the College will be looking closely at marketing in addition to a number of reviews including the Comprehensive Curriculum Review (“CCR”) with the aim of making the College’s curriculum offer very distinctive.
- 14.4 Council was reassured that in relation to the marking boycott, the College was able to collate and update all students’ marks so that students received their awards and/or were able to progress to further study or employment. A number of mitigation measures were put into place so that those students impacted could progress to their next level of study or chosen course.
- 14.5 Members suggested that at some point going forward a presentation or update from Heads of Schools as to what the College is doing in relation to employability and how this plays a key theme within the CCR would be welcomed for further discussion on this topic.
- 14.6 Council noted the Warden’s report.

15 Students’ Union Report *

Received:

- 15.1 The Students’ Union Update report and presentation;
- 15.2 The Students’ Union Democracy and Governance Review update; and
- 15.3 The Students’ Union objectives and KPIs for 2022-23.

Noted:

- 15.4 The new sabbatical officers of the Students’ Union (‘SU’) were introduced.
- 15.5 It was noted that the SU’s focus has been to prioritise the strike assessment issues and the impact of the cost of living crisis on students in addition to their regular priorities. A significant amount of work is being conducted by the SU in working to provide a holistic student narrative perspective to better understand the impact these issues are having on students in a way that is not being captured by the current metrics alone.
- 15.6 A discussion about the nature and type of transformative experience the College seeks to offer in light of the points raised in the presentation was held and the SU highlighted Council’s collective responsibility and accountability to understand the student experience and how it is being felt by students.

- 15.7 The SU requested that the approval of the 5% increase in fees for all unregulated programmes be rejected and to confirm that no further increases in fees should be proposed. Additionally, a full review of the College's restructuring exercise was invited.
- 15.8 Members noted the importance of working together closely with the SU on the issues highlighted in the report and invited to begin additional meetings with the Senior Management Team to work to an agreed framework with the aim of providing Council with an update on any actions and responses to the points raised in the report.
- 15.9 Council noted the Students' Union Update report and introduction to officers of the Students' Union;
- 15.10 Council noted the Students' Union Democracy and Governance Review update; and
- 15.11 Council noted the Students' Union objectives and KPIs for 2022-23.
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16 Student Experience*

Received:

- 16.1 A verbal update on the outcomes of marking and assessment boycott;
- 16.2 Progress against NSS 2021 action plan;
- 16.3 A presentation on the reflections of the Heads of School on the NSS 2022 and proposed actions; and
- 16.4 An update on progress of the Comprehensive Curriculum Review.

Noted:

- 16.5 It was noted that the last OfS reportable event resulted in the OfS confirming that they had no further questions and required no further action.
- 16.6 Council noted that progress has been made around our assessment policy not just as a document but also introducing it as a type of framework. This also builds on the work that has already been done around the Comprehensive Curriculum Review and the programme and module changes that we'll see come into play in 2023/24.
- 16.7 A Tutor Policy was put into place so that the College can ensure consistency in tutoring across the institution.
- 16.8 In addition to the topic of assessment feedback, the Heads of Schools discussed the role of the students' voice in providing a learning and wider social community at the College on a School and departmental level.
- 16.9 Council noted the verbal update on the outcomes of marking and assessment boycott;
- 16.10 Council noted the progress against NSS 2021 action plan;

- 16.11 Council noted the reflections of the Heads of School on the NSS 2022 and proposed actions; and
- 16.12 Council noted that the update on progress of the Comprehensive Curriculum Review.
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17 Risk Management*

Received:

- 17.1 A risk report from the Senior Management Team.

Noted:

- 17.2 It was noted that during the last meeting of the Nominations and Governance Committee that for stakeholders reading the document, it was difficult to comprehend and assess for themselves which risks might be likely to crystallise at some point in the future.
- 17.3 The report has been amended to reflect the above and has resulted in a hybrid between a narrative report and a register so that times are made explicit enough in relation to the description of the risk provided.
- 17.4 It was agreed that providing the Risk Management report higher up in the agenda so that it can provide in some way a narrative line through the agenda to assist Members in understanding why certain things are included on the agenda.
- 17.5 Council noted the risk report from the Senior Management Team.
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18 Academic Board Report*

Received:

- 18.1 The Academic Board Report.

Noted:

- 18.2 Council noted the Academic Board Report.
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19 Racial Justice Update*

Received:

- 19.1 Update on the on-going process and timeframe for development of the racial justice work.

Noted:

- 19.2 Council noted the update on the on-going process and timeframe for development of the racial justice work.

20 University Title and Charter and Statutes

Received:

- 20.1 An update on amending the College's constitutional documents to reflect its gained right to use university title.

Resolved:

- 20.2 Council resolved:
- 20.2.1 To petition His Majesty for an Amendment Supplemental Charter in the form attached to this notice of resolution to amend Goldsmiths' existing Charter (as set out in the draft Amendment Supplemental Charter also attached to this notice of resolution) subject to any amendments required by His Majesty; and
 - 20.2.2 To amend the Statutes attached to this notice of resolution and to request that His Majesty approve the revisions to the Statutes as noted, to come into effect on the same date as the Supplemental Charter and subject to any amendments required by His Majesty.
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21 Finance and Resources Committee Report

Received:

- 21.1 The Finance and Resources Committee Impact Report.

Noted:

- 21.2 Council noted this Council Committee report.
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22 Nominations and Governance Committee Report

Received:

- 22.1 The Nominations and Governance Committee Impact Report.

Noted:

- 22.2 Council noted this Council Committee report.
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23 Proposed Changes to Ordinances

Received:

- 23.1 The proposed changes to the College's Ordinances, following the recommendation of the Nominations and Governance Committee and Academic Board.

Resolved:

- 23.2 Council approved the changes to the College's Ordinances, following the recommendation of the Nominations and Governance Committee and Academic Board.
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24 OfS Reportable events

Received:

- 24.1 The Reportable Events and Consultations paper.

Resolved:

- 24.2 Council noted the information contained within the OfS Reportable Events and Consultations paper.
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25 Committee Terms of Reference, Composition and Membership

Received:

- 25.1 The terms of references, compositions and Membership of Council Committees for the 2022-23 year.

Noted:

- 25.2 Council noted that there are two vacancies on the Audit and Risk Committee.

Resolved:

- 25.3 Council approved the terms of references, compositions and Membership of Council Committees for the 2022-23 year and
- 25.4 Council approved that those named in the paper are appointed to the respective committees as highlighted in the paper.