

**GOLDSMITHS**  
**University of London**

**COUNCIL**

**Minutes of the meeting held on 26 June 2014**

- Present:** Rt Hon Estelle Morris (in the Chair), Mr Nick Barron, Dr Rupert Evenett, Mr Conrad Grant, Mr James Grierson, Professor Mark D’Inverno, Mr Dan Lambeth, Mr Gerald Lidstone, Mr Patrick Loughrey, Mr Dick Melly, Ms Jackie Morgan, Dr Richard Noble, Professor Jane Powell, Ms Vivienne Rose, Ms Cathy Runciman, Ms Vanessa Sharp, HHJ Mary Stacey, Dr Derval Tubridy, Mr John Wadsworth, Mr Tom Wilson, Dr Michael Young.
- Apologies:** Professor Roger Burrows, Mr Sebastian Hicks, Mr Brian Lymbery, Mr David Richards, Ms Jessica Wanamaker, Mr Philip Wright.
- In attendance:** Mr Howard Littler, Registrar and Secretary (Secretary), Director of Finance, Director of Governance and Legal Services.
- Observers:** Ms Mary Claire Halvorsen, Ms Catriona Boulton, Ms Jen Grote and Trades Union representation (UCU only).

**OPEN BUSINESS**

**1 MINUTES**

**Resolved:**

that the minutes of the meeting held on 10 April 2014 be approved.

**2 REPORT ON ACTION TAKEN BY THE CHAIR**

**Noted:**

the action taken by the Chair since the last meeting of Council (14-279).

**3 UKVI**

It had been reported on the BBC and elsewhere that a number of higher education institutions had had their licenses suspended following an investigation into some English

language tests. The UK Visas & Immigration Service (UKVI) had suspended TOEIC and TOEFL testing in the UK shortly after the broadcast of a BBC documentary concerning English language tests conducted by English Language Testing (ETS).

Goldsmiths' staff had taken the following action in response to that notification:

- (i) audited all applicants (offer holders and pending applications) to establish the numbers of students seeking to rely on ETS certificates - only a very small number of students using an ETS, as most of our students use IELTS or other approved tests;
- (ii) ceased to accept ETS certificates taken inside the UK, and as a temporary measure, tests taken outside the UK prior to the suspension date were provisionally accepted, though those students were then asked to either submit to further internal English language testing or attend a pre-sessional course;
- (iii) written to departments, including the Home/EU admissions team, to explain the situation and the intended approach.

Based on the level of risk surrounding English language testing, feedback across the sector from those who have already been audited by the Home Office and the relatively small numbers of ETS students, it was decided not to accept ETS on its own. It was felt that the safest course of action for Goldsmiths and for the students who could have been subject to lengthy delays processing visa applications was to only accept those tests taken overseas, before 22 July 2014. In addition those students would need to attend a pre-sessional or submit to additional internal testing. All other cases would require another Secure English Language Test or pre-sessional course to secure admission to our programmes.

#### **4 WARDEN'S REPORT**

The Warden gave an oral report on matters of interest to Goldsmiths.

- (i) the Warden congratulated Michael Young on his appointment as Pro Vice-Chancellor at De Montfort University and thanked him for his work as Pro-Warden and, in particular, his advocacy for students and quality in teaching and learning;
- (ii) to support the College's growth strategy and ensure financial resilience, it was necessary to generate surpluses at least at the sectoral norm - between 3% and 5% to enable building up reserves and future investment. Current surpluses were projected at 2.5%;
- (iii) Professor Mark D'Inverno had been asked to lead on an Efficiency and Effectiveness review. The project, to be known as Sustainable Goldsmiths, would adopt fairness and equity as its guiding principle and would aim to ensure that recurrent savings from 2015-16 of £850K could be effected;
- (iv) to achieve its ambitious growth strategy, plans were being considered to significantly increase growth student numbers by up to 50%, which would provide the resilience needed. Growth would be built on core competencies and developing our strengths,

with research very much at the core of what was done and Goldsmiths' identity. Areas for potential development and growth included economics, English language, music theatre, arts and culture, and architecture. As the portfolio was reviewed consideration would also need to be given to the closure of programmes. Difficult decisions had already been made to close some undergraduate programmes and the resources reallocated;

- (v) an academic development strategy would be developed that would include features such as programmes linked to research activities and professional careers and would be internationally orientated, drawing on existing provision used by different programmes and with teaching excellence remaining at its core;
- (vi) a series of memorial events would be held in the autumn to celebrate Richard Hoggart, former Warden. More details would be provided shortly. Additionally, the Department of Educational Studies would be celebrating their 110<sup>th</sup> anniversary during the next academic year, with a series of events and an event would be held on 28<sup>th</sup> November 2014 to mark the renaming of the New Academic Building to the Professor Stuart Hall Building.

## **5 COLLEGE BUDGET**

### **Received:**

The College budget for 2014-15 (14-241).

### **Noted:**

- (i) the budget had been considered by Finance and Resources Committee which was recommending it to Council;
- (ii) the proposed budget was one based on growth and that the College was in a healthy position going forward;
- (iii) the financial position was being maintained whilst Goldsmiths continued to make significant investments;
- (iv) surpluses were being maintained at the current level, because of the culture change and savings being effected;
- (v) however, with a projected surplus of approximately 2.5%, the College was not yet robustly sustainable and growth on a significant scale would be required to change the financial picture.

### **Resolved:**

To approve the College budget for 2014-15.

## **6 PENSIONS**

## **Received**

an update report from the Director of Finance (14-223R), including two articles with information in the public domain.

## **Noted:**

1. There had been a meeting with the LPFA to voice concerns about the contribution hikes which were being imposed with little notice;
2. Liam Byrne had been invited to Goldsmiths.

## **7 AUDIT COMMITTEE**

### **Received:**

the minutes of the meeting of Audit Committee held on 18 May 2014 (14-280)

### **Noted:**

- (i) the Committee would be called the Audit and Risk Committee from 2014-15;
- (ii) risk would continue to be discussed at every meeting and the committee had given initial consideration to its role with respect to risk in light of the change of name;
- (iii) internal audit and external audit plans for 2014-15 had been received;
- (iv) a report on attempted fraud and approaches to detecting fraud had been received;
- (v) there had been a discussion about UKVI requirements and associated risks and assurances provided to the committee satisfied that appropriate measures were being taken to safeguard the College and its students.

## **8 STRATEGIC RISK REGISTER**

### **Received:**

the Strategic Risk Register (14-281).

### **Noted:**

The risk ratings for a number of risks were being lowered as business processes improved, but two risks had moved from green to red, relating to postgraduate study where the PGCE and other postgraduate markets were being treated separately. In order to manage the associated risks, a cautious approach to planning was being adopted, innovative incentivisation schemes to existing students were being implemented and the College was investing in marketing the benefits of postgraduate education.

## **9 KEY PERFORMANCE INDICATORS**

### **Received:**

an oral report from the Registrar and Secretary.

It was noted that Council had previously agreed the institutional KPIs and that the operational KPIs were the business of SMT. Each member of SMT had been allocated a set of KPIs for which they would be accountable.

### **Resolved:**

That Council would receive the next annual report on performance against the institutional KPIs at the Spring 2015 meeting.

## **10 HUMAN RESOURCES COMMITTEE**

### **Received:**

the minutes of the meeting of 03 June 2014 (14-282).

### **The Chair drew member's attention to the following:**

- (i) the successful resolution of the national pay dispute and there had been fewer legacy issues to address than elsewhere. There had been praise for some actions taken by Goldsmiths' SMT in relation to the strike, including adding in any withheld pay to student hardship funds;
- (ii) good progress was being made in relation to the project updating the HR and payroll system;
- (iii) the policy framework project, and in particular, that the Committee had agreed to review performance management policies and procedures.

## **11 EXTERNAL RELATIONS COMMITTEE**

### **Noted:**

a Community Engagement Strategy would be reported to a future meeting of Council.

## **12 ESTATES COMMITTEE**

### **Received:**

the minutes of the meetings of 27 February 2014 (14-283) of 14 May 2014 (14-284) and the Space Usage document from the Space Management Group (14-286).

### **13 COLLABORATIVE PARTNERSHIPS**

**Noted:**

a report on Academic Board's Institutional Approval of Nordoff Robbins, as a collaborative partner institution (14-208).

### **14 GENERAL REGULATIONS**

**Resolved:**

To approve proposals for changes to the structure and format of General Regulations and the Regulations approved by Academic Board for implementation in 2014-15. (14-258).

### **15 ORDINANCES**

**Resolved:**

To approve the amendments to the Ordinances with effect from 1 September 2014 (14-287).

### **16 COMMITTEE EFFECTIVENESS REVIEW**

**Resolved:**

that the proposals for changes to the Academic Board Side Committees be approved (14-257)

### **17 DEGREE AWARDING POWERS**

**Resolved:**

that the application to extend permissions for the use of our Degree Awarding Powers be presented to the University of London Collegiate Council and Board of Trustees for approval (14-259).

### **18 MEMBERSHIP OF COUNCIL**

**Noted:** that the following members complete their terms of office on Council on 31 August 2014:

HHJ Mary Stacey  
Mr Dan Lambeth  
Mr Conrad Grant  
Dr Michael Young

The Chair gave thanks to the following members who were leaving Council at the end of this session for their service to Council, its committees and the College:

## **19 FORTHCOMING MEETINGS**

### **Noted**

there will be a meeting of Council on 27 November 2014 and that other dates would be notified to members shortly.

Rachel Soper  
June 2014