

**GOLDSMITHS
University of London**

COUNCIL

ACADEMIC BOARD

Minutes of the meeting held on 13th September 2017

OPEN BUSINESS

Present: Mr Patrick Loughrey (in the Chair),
Professor Michael Archer, Professor Lucia Boldrini,
Professor Frank Bond, Professor Andy Bremner, Dr Lisa Busby,
Professor Rebecca Cassidy, Mr Martin Conreen, Ms Eva Crossan-Jory,
Mr Adrian De La Court, Professor Mark d' Inverno, Dr Henrike Donner,
Dr Jasna Dragovic Soso, Professor Anna Furse, Mr Ian Gardiner,
Professor Elisabeth Hill, Ms Wei Jin, Mr Kevin Jones, Mr Steve Keirl
Dr Rodger Kibble, Mr Gerald Lidstone, Dr Betty Liebovich,
Ms Tara Mariwany, Ms Karen Matthewman, Taylor McGraa,
Professor Richard Noble, Professor Simon O'Sullivan,
Professor David Oswell, Dr Rajyashree Pandey, Professor Alan Pickering,
Ms Maggie Pitfield, Dr John Price, Dr Caroline Rix,
Professor Marsha Rosengarten, Dr Anamik Saha, Mr Matthew Ward.

Apologies: Mr Leo Appleton, Professor Vikki Bell, Professor Claudia Bernard,
Dr Debbie Custance, Ms Annie Guo, Mr Conrad Heyns,
Dr Pdraig Kirwan, Professor Osita Okagbue, Mr Paul Stocks,
Dr Ragupathy Venkatachalam, Dr Erica Wald, Professor Robert Zimmer,
Professor Joanna Zylinska.

In attendance: Mr Kieron Broadhead, Mr Matthew Brooks, Mr Ian Pleace, Ms Zoe Walsh,
Ms Helen Watson, Mr Ben Wilson, Mr Gareth Bodrell (Secretary).

OPEN BUSINESS

1 MINUTES

Resolved:

That the minutes of the meeting held on 7th June 2017 be approved.

2 MATTERS ARISING FROM THE MINUTES

Received:

An oral report on matters arising from the minutes of the meeting held on 7th June 2017

- (i) The membership of the Regulatory Framework Working Group had been agreed and the first meeting would take place shortly. It was likely that amendments to the regulations recommended by the Working Group would be presented for consideration to the Spring Term meeting of the Board.
- (ii) It was asked in relation to the paper on BAME student progression and outcomes (minute 8) when further work would be presented to the Board. It was explained that the recent appointment of a Head of Management Information and Analysis would enable an effective interrogation of the data. A report would be produced for the autumn term meeting of the Learning Teaching and Enhancement Committee (LTEC) and would subsequently be considered by Academic Board. It was suggested that this should become a standard annual item of business.

3 EQUALITY AND DIVERSITY

Noted:

the Chair reminded members that considerations of equality and diversity should inform the deliberation of all items of business.

4 WARDEN'S REPORT

- (i) Higher education had rarely been out of the news over the summer and Jo Johnson had now made a number of important policy announcements on grade inflation, additional TEF measures, student contracts, accelerated degrees and senior staff pay. The changes were not in the direction that the College would prefer. To underline our value to society it would be necessary to continue to explain our case both to the community within which we sat and to the creative industries with which we worked. Unfortunately, the sector was not currently speaking with a united voice. It was frustrating to note that there seemed to be increasing interest internationally in developing the STEAM agenda which was being overlooked within the UK.
- (ii) The demographic dip and the effects of the terror attacks had made it a difficult recruitment cycle. Russell Group institutions had openly participated in clearing and it was clear that we were fishing in diminishing stocks. Nonetheless, the College had performed relatively well in the face of these challenges and, with the caveat that it would be important to ensure we managed to retain these students, the College could be satisfied with the outcome and colleagues were thanked for their hard work in achieving this.

- (iii) The year-end financial statement was likely to show that the College had broken even. Although this was a better outcome than for some other institutions, year-on-year break-even is not sustainable as a financial strategy, particularly given the current challenges in the sector: it was important that the College generated a surplus to enable it to weather the storm. In recent years the College had been successful in increasing student numbers and growing revenue. However, this had been accompanied by a rise in costs and a fall in QR funding. The College now had a student-staff ratio in the top quartile of the sector. In the future it would not be possible to depend on further expansion but would be necessary to identify ways of doing the same without increasing expenditure.
- (iv) NSS results had been published and a paper looking in detail at the College's performance would also be considered later in the meeting. It was necessary to note that many students appeared to leave the College disappointed and it was essential that the College addressed the causes of this. There had also been some positive survey related news: the College had maintained its position within the Times Higher Education World Rankings whereas almost half of UK institutions had seen a fall in their performance. QS rankings had found that the College was the 60th most international university in the world and some departments had performed extremely well within these rankings.
- (v) Work to combat issues of sexual harassment had continued over the summer. Vicki Baars had run a day long workshop and consulted with internal and external stakeholders. The new term would see significant activity including training for staff, a new online reporting tool and the delivery of a new policy. This would help the College meet its ambition of becoming sector-leading in this area. Details would be shared over the coming weeks and months to ensure that everyone on campus was aware of everything that was happening.
- (vi) The new Learning, Teaching and Assessment Strategy would be launched shortly. Staff were encouraged to suggest case studies that could be mapped onto the aims to allow examples of current practice to be shared. A linked operational document and success criteria would also be available.
- (vii) HEFCE had announced that they were seeking Chairs of REF sub-panels. Staff were encouraged to become involved either by applying to be Chairs or, if this was not possible, as members of the sub-panels. It would be a real opportunity to help shape REF and its outcomes and to make the College's voice heard.
- (viii) Issues around the agreement of a lease on the roof and with third parties regarding the provision of the electricity supply had resulted in a delay to the planned move of professional services departments to the Caroline Graveson Building. In order to ensure that staff were fully focussed at the start of term it had been decided to postpone the move until reading week at the beginning of November. This had not been an easy decision and it was recognised that it would also have implications for those staff due to move into vacated spaces. Staff were thanked for their patience and assured that colleagues in Estates were doing everything possible to progress

the project. It was also noted that, as announced at the previous meeting of the Board, the Education Building would formally be renamed the Margaret McMillan Building at a ceremony to be held on 25th September.

- (ix) there had been a number of staff changes over the summer within Professional Services: Ben Wilson had been appointed as Director of Communications, Kieron Broadhead as Director of Student Experience and Academic Registrar and Andy Lamb as Head of Human Resources. There had also been a number of changes within their teams. New organisational charts had been published on Goldmine and more information would also be shared via Staff News.
- (x) Professor Alan Downie would be leaving the College after 39 years. A celebration would be held for him in the Council Chamber on 27th September which all were very welcome to attend.

5 STUDENT SURVEYS 2017 – NSS & DLHE

Received:

an analysis of the 2017 National Student Survey and Destinations of Leavers of Higher Education survey (DLHE) (17-03).

Noted:

- (i) The paper set out the College's results within the 2016-17 NSS and DLHE surveys, which were not as good as hoped despite the actions that had been taken in an attempt to improve them.
- (ii) Changes to the way data for the DLHE survey was collected might be beneficial to the College in the long term, since the move to a census date 15 months after graduation compared to the previous six-month deadline was more suited to the typical career trajectories of Goldsmiths' graduates. However, in the shorter term this would be disadvantageous as the current data would remain valid for a period of two years. Much work was being undertaken to enhance graduate career prospects and departments were encouraged to consider whether anything more could be done with alumni to support students' both prior and subsequent to graduation.
- (iii) In relation to the NSS, it was questioned whether the aim of returning to the levels of satisfaction seen in 2012/13 within the course of the next Strategic Plan was achievable given that this figure predated the introduction of £9,000 tuition fees and the resultant change in student expectations. It was suggested that there was a need for a wider debate about the consumption of education. It was pointed out that fees may have tripled but the money received by universities had not and it was not possible for staff to do three times more work. This point was accepted but it was noted that, whilst this was equally true for all universities, the College was falling further behind its competitors and other London institutions in the results.

- (iv) It was suggested that the College could adopt a more pro-active approach to NSS, not only adjusting its practice in the light of the results but also effectively communicating to students its belief in the quality of its programmes and informing them of changes that had been made following feedback from previous cohorts. It needed to place greater focus on its performance than on the outcomes of the survey.
- (v) It was felt that there was a tension between spending three years asking students to think imaginatively and critically and then hoping they adopted a different approach when completing the survey.
- (vi) One way of improving satisfaction was through the student representation system and departments were encouraged to work with student representatives to address issues promptly. It was noted that the system of Departmental Student Co-ordinators' reports had been adjusted for the forthcoming academic year so that each one would be department specific. This was intended to encourage work at a local level.
- (vii) Although the College could provide support and help, the critical interface was between individual staff and students. It was clear from the free text section of the survey that both positive and negative comments tended to relate to personal contacts with staff. The more effectively staff could engage with students, the richer their experience would be as a result.

6 ANNUAL QUALITY REPORT

Received:

a draft of the Annual Quality Report to be received by Audit and Risk Committee and Council (17-04)

Noted:

- (i) The report was part of the College's quality assurance process. Under new arrangements introduced in 2016-17, the Audit and Risk Committee (ARC) and ultimately Council had to provide assurance to HEFCE on the statements at the front of the paper to support the evidence considered through the Annual Provider Review.
- (ii) Following the first year of operation it was felt that the process could be strengthened. Consequently, it had been decided that Academic Board should be asked to comment on the report prior to its consideration by ARC and Council. In addition, Council had expressed the view then that it would prefer it to contain more data and less narrative and the authors had tried to address this in the new report.
- (iii) Satisfaction was expressed with the content of the report. However, it was noted that the data was not always presented in the same format and it was recommended

that this be standardised.

- (iv) The action plan for 2017-18 noted that one area of focus would be assuring readiness for the General Data Protection Regulation (GDPR). Concern was expressed as to whether the steps to achieving this were possible within the timescale. It was noted that a working group had been formed to look at the issues; it was accepted that this would not be easy within the context of a highly-developed institution such as the College and noted that there may be considerable resource requirements involved in achieving GDPR-readiness.

Resolved:

To confirm that the Board was satisfied that:

- i) The methodologies used as a basis to improve the student academic experience and student outcomes are robust and appropriate.
- ii) The standards of awards have been appropriately set and maintained.

7 HIGHER EDUCATION REVIEW ACTION PLAN

Received:

the updated action plan stemming from the June 2015 QAA Higher Education Review to address the recommendations (17-05R).

Noted:

- (i) Following QAA Institutional Review all institutions were required to create an action plan addressing the recommendations that came out of it. It needed to be updated annually and posted on the institution's website.
- (ii) The plan showed the progress that had been made since September 2016. All of the actions could now be regarded as completed except for the section on Research Centres and Units reporting to Research and Enterprise Committee (REC). This could not be signed off until the autumn term meeting of REC had considered a review of Centres and Units at the College. Following this the Action Plan would return to Academic Board for final approval.
- (iii) It was asked whether TaLIC could provide a report on the PGCert in Learning and Teaching in Higher Education. It was confirmed that this would be included within the report produced annually by the Centre.

Resolved:

That the updated Action Plan be approved.

8 STUDENT EXPERIENCE WORKSTREAMS

Received:

a paper detailing the creation and progress of the three Student Experience Workstreams (17-06)

Noted:

- (i) The Student Experience Workstreams had been set up not directly to address metrics such as NSS scores but more generally to improve the experience of students over their time at the College.
- (ii) The groups aimed to share good practice. More practitioners would be welcome and anybody who wished to join was encouraged to contact the Executive Office.
- (iii) The working groups would provide regular updates to a Workstream Steering Group, which would align objectives between the three workstreams. The Steering Group would provide updates both to the Student Experience Sub-Committee and to Academic Board. An initial report would be presented to the forthcoming autumn term meetings with a follow-up report being presented to either the Spring or Summer Term meetings.

9 GOVERNANCE

Received:

- (i) a paper setting out the progress in the College's application for full university status (17-07)
- (ii) a paper setting out changes to the Goldsmiths Statutes (17-08)

Noted:

- (i) The University of London Bill was undergoing parliamentary scrutiny. It survived the General Election but its progress had been slowed. That notwithstanding, those advising the University of London remain confident that it would achieve Royal Assent and be given effect by no later than 30 August 2018. All those Colleges of the University that satisfied the eligibility criteria for university status had confirmed their intention to apply for university title.
- (ii) The College's Charter and Statutes would need to be reformed to reflect its changed status but the amendments would be cosmetic in nature. The revised documents would be considered at the next meeting of Council. They needed to be approved

twice by Council and, following this, they would then be submitted to the Privy Council for approval.

- (iii) Obtaining university title would not affect the College's legal title: Goldsmiths' College. It also would not interfere with our ability to determine the name by which we chose to be known. We would remain entitled to be known as Goldsmiths, University of London and it was anticipated that we would do so. University title would not have any effect on the intercollegiate bodies of the University or of the College's use of Senate House.
- (iv) The current Charter only recognised the Warden as the principle of the College. The Warden or his successors may choose to be referred to by an alternative title. Amending the Charter at this time to give greater flexibility in this matter was pragmatic. It was proposed that the Charter be amended to read as follows: *There shall be a principal of Goldsmiths who shall be the principal academic, administrative and executive officer of Goldsmiths. The principal may be known as Warden or Vice Chancellor or by such other title as may be agreed by the Council from time to time*

10 EXTERNAL EXAMINERS

Resolved:

to appoint the following External Examiners:

Professor Marloes ten Bhömer

Senior Research Fellow, Kingston University
MA Design & Environment / MA Design: Expanded Practice
From 1st September 2017 to 31st August 2020

Dr Lana Burroughs

Department of Applied Social Studies, University of Bedfordshire
PG Diploma Social Work (Step Up)
From 1st September 2017 to 31st August 2021

Dr Mary Dullea

Department of Music, Royal Holloway UoL
MMus Performance
From 1st June 2017 to 31st August 2020

Dr Stefano-Maria Evangelista

Associate Professor, Oxford University
MA Comparative Literary Studies
From 1st June 2017 to 31st August 2020

Dr Monika Oechsler

Senior Lecturer in Fine Art, UWE
MA Artists' Film & Moving Image

From 1st September 2017 to 31st August 2021

11 STANDARDS & GUIDELINES FOR QUALITY ASSURANCE IN THE EHEA

Received:

a mapping of the College's procedures to the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG) (17-10).

Resolved:

to approve the mapping.

12 SCHEDULE OF BUSINESS

Received:

the annual schedule of business for Academic Board (17-11).

13 STUDENTS UNION ANNUAL IMPACT REPORT

Received:

the Students' Union Annual Impact Report 2014-15 (17-12).

14 VISITING PROFESSORS AND FELLOWS

Noted:

the recent appointments of Visiting Professors and Fellows (17-13).

15 MINUTES OF COMMITTEES OF THE BOARD

Noted:

minutes from the following committees:

Academic Development Committee – 11 May 2017 (17-14)

15 STANDARD TERM DATES

Noted:

the action taken by the Chair to amend the standard term dates for taught postgraduate students for 2017-18 (16-327R)

16 FUTURE MEETINGS

To note the dates of meetings in 2017-18 as follows:

Wednesday 6 December 2017

Wednesday 7 March 2018

Wednesday 6 June 2018

All meetings will begin at 2.00pm and take place in the Professor Stuart Hall Building, Room 3.26.

GB

October 2017