

GOLDSMITHS
University of London

COUNCIL
11 April 2019

OPEN MINUTES OF MEETING NO. 115 HELD
ON 22 NOVEMBER 2018

Present: Ms Dinah Caine (Chair), Mr Ian Borman, Mr Ben Fowler, Professor Elisabeth Hill, Professor Mark d'Inverno, Dr Rodger Kibble, Mr Patrick Loughrey, Ms Lynn Pearcy, Mr Aaron Porter, Dr John Price, Sir David Reddaway, Ms Pam Raynor, Ms Carol Rue, Ms Vanessa Sharp, Mr Joseph Tema, Mr Nick Barron, Ms Althea Efunshile, Dr Suhail Malik, Mr Kierin Offlands, Professor David Oswell, Ms Sue Reece and Ms Theo Zemek.

Apologies: Mr Conrad Heyns, Mr Tom Wilson and Ms Helen MacNamara.

In attendance throughout: Mr Matthew Brooks, Mr Graham Pett, Ms Melanie Rimmer, Ms Helen Watson (Secretary), Mr Ian Pleace and Mr Ben Wilson.

Observing: Ms Marian Carty, President of the Goldsmiths UCU.

Secretary's note: in advance of the business of the Agenda being undertaken, and in the absence of Mr Patrick Loughrey, Council was consulted in relation to the appointment of the new Warden. A record of the outputs of this exercise are not included within these minutes, but is maintained separately.

1. WELCOME AND APOLOGIES FOR ABSENCE

Noted:

- i) on the occasion of their first meeting as Member of the Governing Body, the Chair welcomed Dr Suhail Malik, elected Academic Staff Member, and Mr Kierin Offlands, Chair of the Student Assembly; and
- ii) Mr Tom Wilson, Ms Helen MacNamara and Mr Conrad Heyns had conveyed their apologies for not being able to attend the meeting.

2. IDENTIFICATION OF ITEMS FOR DISCUSSION

Noted:

no items had been identified for discussion in addition to those starred within the agenda.

3. CHAIR'S ACTION

Noted:

the Chair had taken action on behalf of Council to appoint Ms Carol Rue to the Remuneration Committee.

4. MINUTES

Resolved:

to approve the Open Minutes of the meeting held on 20 September 2018, subject to minor typographical errors being corrected.

Secretaries note: point 5. ii) has been amended by the Secretary to more accurately reflect the discussion. The change will be submitted to Council for approval on 12 September 2019.

5. MATTERS ARISING FROM THE MINUTES

Noted:

- i) A presentation from Departmental Student Representatives not being given at the meeting, it was agreed that report would be received at the meeting on 11 April 2019 in respect of Students' Union research currently being undertaken in respect of retention, learning communities and enhancing learning and teaching; and
- ii) it was suggested by attendees that the working conditions of ISS cleaners has deteriorated since the announcement was made that the contract between the College and ISS was to come to an end. All efforts are being made by Management, including working with union partners, to ensure that the insourcing of cleaning arrangements is completed at the earliest possible occasion. Pending this, Management is proactively managing the relationship with ISS and bringing to its attention issues that are raised by their staff.

6. WARDEN'S REPORT

Received:

an oral report from the Warden (Paper B: 18-205).

Noted:

Post-18 Higher and Education Funding Review

- i) Sir Philip Augur and colleagues are scheduled to provide the outcomes of their work in the New Year. Perhaps inevitably, in advance rumours are swirling about possible recommendations, most notably the suggestions that there will be a blanket cut of the top rate of the permitted undergraduate fee to £6, 500 or that fees may be differentiated by discipline or some measure of perceived quality of degree. Any outcome by which tuition fees are cut will have a severe impact on the College's revenue. Modelling of the impact of the various potential outcomes will be undertaken.

USS pension and national pay awards

- ii) Goldsmiths participated in UUK's recently run consultation exercise with employers. Like most employers, Goldsmiths has indicated that it would be prepared to accept greater risk in the scheme and make increased contributions in order to preserve as many of the scheme's current benefits as possible. It is hoped that the Trustee can be persuaded to accept the JEP's proposals and that a fresh valuation will be undertaken; and
- iii) the 2% national pay award is the subject of challenge by unions. Ballots of union members carried out this far have not achieved a legal mandate but there are indications that further exercises will be run in the near future to vary this position. Union action notwithstanding, the College has reflected the award since August.

TEF 4 And Subject Level TEF Pilot

- iv) The details of the next Teaching Excellence and Student Outcomes Framework exercise, taking place this academic year, have been published. Academic Board previously confirmed that Goldsmiths would not enter TEF 4, based on the fact that improvements being put in place to address key metrics are unlikely to bear fruit

sufficiently rapidly to generate a shift in award. Awards given next calendar year for those that do enter TEF 4 will be for a duration of two years, so that all providers – including those such as Goldsmiths which have decided not to re-enter since their 2017 assessment – will have their existing award updated in 2021. It is expected that the application window for that exercise, which will be the first to roll-out full subject-level ratings, to open early in the calendar year of 2020, although assessment will stretch into the following academic year given the scale of the task;

- v) the details of the independent review – a statutory requirement introduced by the Lords during the passing of the Higher Education and Research Act 2017 – have been published. The review will be chaired by Dame Shirley Pearce, Chair of Council at LSE, and will report by the summer of next year. It is intended that the College will take any opportunities to feed into this review process; and
- vi) further detail about the subject-level pilot that Goldsmiths is participating in has been released. It is considered that participation gives the opportunity to meaningfully influence the final form of subject-level TEF looks like as well as to have a dry run. It is felt that the breakdown of the data to subject level allows for stronger performance to show through, and would help work to achieve a silver badge for some departments in due course.

Student enrolment update

- vii) at undergraduate level the College is currently about 10% below target. In terms of actual numbers, we have about 130 fewer Home/EU Undergraduates and 30 more International Undergraduates than last year, while Home/EU targets have been increased by approximately 130 compared to last year; and
- viii) at postgraduate level, 10% fewer Home/EU students have enrolled than needed by the start of December if the target is to be met, and in actual numbers that's 50 fewer students than last year. International postgraduates are less of a concern, though we are just under target – and that target has increased by 140 students this year.

QS Survey

- ix) A strong performance in this survey supports international recruitment and aids the College's engagement with prestigious overseas institutions. However, it also has a value in its own right as a measure of how Goldsmiths' research is viewed by other specialists in different fields of expertise. It is hoped that Goldsmiths will maintain its position within the top 400 universities globally and that an ascent with the rankings will be achieved.

Goldsmiths Prize

- x) Now in its fifth year, the College's annual prize for innovative fiction continues to attract attention. Last week the judges announced that this year's prize was awarded to Robin Robertson for *The Long Take*. The award event took place in the CCA, which is proving a valuable new asset, and for which the architects have just been shortlisted for the 2019 European Union Prize for Contemporary Architecture, the prestigious Mies van der Rohe Award. The Prize shows the enduring need for

institutions like Goldsmiths, which are willing to take risks and invest in the promotion of the arts.

7 ADDRESSING THE TEACHING EXCELLENCE FRAMEWORK METRICS: STUDENT SATISFACTION, GRADUATE OUTCOMES AND NON-CONTINUATION

Secretary's note: Professor Richard Noble, Professor Jasna Dragovic Soso and Professor Jan de Fockert attended for this item.

Received:

- i) a report from the Pro-Warden (Paper C: 18-206); and
- ii) a presentation from the Deputy Warden and the Heads of the Departments of Art, Psychology and Politics.

Noted:

- i) the College is invariably below or significantly below benchmark in the key metrics of the Teaching Excellence Framework: student satisfaction; graduate outcomes and non-continuation. KPIs have been set to drive performance in all of these spheres of the student journey and experience;
- ii) as members of a research-led, academically focused institution, Goldsmiths students identify primarily with their academic departments. Whilst the "institution" must provide infrastructure and sponsor or champion initiatives, it is imperative that change that students experience and benefit from come from academic departments. The institution is constantly improving the data it provides to departments and making that data increasingly granular (down to programme and module level) to enable them to understand their students' needs. Fora are being created in which departments can undertake peer comparison and share examples of good practice. Resources such as TaLIC can be drawn upon by departments to obtain advice and assistance when tackling specific issues. ;
- iii) members heard from three Heads of Department about the activities that have been pursued to improve the student experience;
- iv) Council is determined that the student experience must be central to departments strategy and planning. Whilst it is accepted that Goldsmiths' reputation is built on the existence of a diverse set of departments with distinct cultures and identities, it is essential that they should be held to account where progress is not made in a timely fashion and it is plain that acceptable standards are not being met.

Resolved:

that further report on matters germane to the student experience, including the action being taken and the anticipated impact of such action, is to be given at the next meeting.

8 ENROLMENT AND RETENTION

Received and noted:

enrolment and retention data, as of 13 November 2018 (Paper D: 18-207).

9 DEPARTMENTAL STRATEGIC REVIEWS

Received:

a report from the Director of Strategic Planning and Projects on the pilot scheme of Departmental Strategic Reviews to be run during the 2018-19 academic year (Paper E: 18-208).

Noted:

in response to an enquiry as to why it is intended that only two reviews will be carried out within this academic year, it was observed that, particularly during a pilot phase, given that they will be in-depth and holistic exercises, it not practical to carry out a greater number. However, going forward, once there is universal engagement with the principle of reviews and greater experience at undertaking them has been developed, it is expected that multiple exercises will be carried out in any given academic year.

10 CIVIC ENGAGEMENT FOR MUTUAL BENEFIT: ACTIVE PARTNERSHIP WITH OUR COMMUNITY

Received:

A report from the Lead for External Engagement on initiatives towards building an active partnership with our community (Paper F: 18-209).

Noted:

- i) Goldsmiths has not historically engaged as it might have done with its local community. The new system for engagement – to devolve activities throughout the College - has delivered real benefit. Strong relationships have been formed with key local partner organisations (such as Lewisham Hospital and the London Borough of Lewisham) through which we can exchange knowledge to inform policy development and introduce our students into the wider community;
- ii) Members commended the admirable work that has been done and encouraged those involved to continue in their efforts; and
- iii) Council was invited to identify about the networks it is part of that might be leveraged to the advantage of the College.

11 RISK MANAGEMENT

Received and noted:

the Strategic Risk Register (Paper G: 18-210).

12 REPORT FROM THE AUDIT AND RISK COMMITTEE

Received and noted:

the open minutes of the meetings of Audit and Risk Committee held on 4 October 2018 and 1 November 2018 (Paper H: 18-211).

13 INTERNAL AUDIT OPERATIONAL PLAN

Resolved:

to approve the Internal Audit Plan 2018-19 (Paper I: 18-212), as commended to Council by the Audit and Risk Committee on 4 October 2018.

14 APPOINTMENT OF THE WARDEN AND ACCOUNTABLE OFFICER

Secretary's note: Mr Patrick Loughrey absented himself from the meeting for this item.

Received:

a report from the Search Committee on progress made in the appointment of a successor to Mr Patrick Loughrey (Paper J: 18-213).

Noted:

- i) some members brought forward concerns about the composition of the Search Committee, observing that none of the unions nor a current student are represented. Although cognisant and sensitive to these concerns, the Search Committee is satisfied that its composition is appropriate and practical given that the appointment is solely and irrevocably for Council to make. The Committee is determined, however, that the appointments process will include broad and inclusive consultation; and
- ii) although information about the Committee's work and the progress towards an appointment will be shared, this exercise must be balanced against the need to be able to retain confidentiality. Without the assurance that confidentiality will be respected, some potential candidates are unlikely to be prepared to put themselves forward and the College may diminish its opportunities to assemble a strong field;
- iii) a summary of the outputs from an open survey to be undertaken will be made available.

15. TEACHING EXCELLENCE FRAMEWORK

Received and noted:

a report on the recently announced subject-level TEF pilot (Paper K: 18-214).

Resolved:

to endorse the decision of the Senior Management Team to enter the College into the subject-level TEF pilot.

16. COMPLIANCE REGISTER

Received:

a register on ongoing conditions of registration with the Office for Students (Paper L: 18-215).

17. COUNCIL AND COMMITTEE EFFECTIVENESS REVIEW

Received:

the draft terms of reference for the Council and Committee Effectiveness Review, to be carried out in accordance with the *Higher Education Code of Governance* and pursuant to Council's resolution of 22 September 2018 (Paper M: 18-216).

Resolved:

- i) to approve the principle underpinning the draft terms of reference for the Review;
- ii) to delegate final approval of the terms of reference to the Chair of Council and the Registrar and Secretary.

18. POLICIES AND STATEMENTS

Received:

- i) proposed amendments to the *Gift Acceptance Policy and Code of Ethical Fund Raising Practise* (Paper N:18-217);
- ii) the Goldsmiths' *Anti-Slavery Statement 2018* (Paper O: 18-218).

Resolved:

the amendments to the *Gift Acceptance Policy and Code of Ethical Fund Raising Practise*, and the *Goldsmiths Anti-Slavery Statement 2018* are approved.

19. SEXUAL HARRASSMENT, VIOLENCE AND MISCONDUCT

Received and noted:

an updating report on the work being undertaken by the Strategy and Review Manager for Sexual Harassment.

20. OPEN MINUTES OF COMMITTEES OF COUNCIL

Received and noted:

the open minutes of meetings of Academic Board and Committees of Council.

21. ANY OTHER BUSINESS

Noted:

no further business was raised at this point.

