

**GOLDSMITHS
University of London**

COUNCIL

Minutes of the meeting held on 25 March 2010

Present: Mr Christopher Jonas (in the Chair), Mr Mark Baillache, Mr Richard Bolley, Dr Virginia Brooke, Dr Philip Broadhead, Professor Geoffrey Crossick, Professor Alan Downie, Mr Rupert Evenett, Mr Jesse Fajemisin, Dr Richard Grayson, Professor Mark d'Inverno, Mr Brian Lymbery, Mr Kenneth May, Mrs Alyson McGarrigle, Professor Simon McVeigh, Mr Dick Melly, Baroness Morris, Professor Jane Powell, Ms Mary Stacey, Dr Gareth Stanton.

Apologies: Ms Althea Efunshile, Ms Colleen Toomey.

In attendance: Registrar and Secretary (Secretary), Director of Finance, Head of Corporate Governance and Information Management.

Chair of Estates Committee (who was present for, and introduced, the business to which item 46 refers).

Observers: Representatives of UNISON and UCU.

OPEN BUSINESS

42 MINUTES

Resolved:

that the Minutes of the meeting held on 1 December 2009 be approved.

43 MATTERS ARISING FROM THE MINUTES

Trust School (Minute 18 refers)

Noted:

that there was nothing further to report on the Trust School proposal, although work was still progressing within the Schools themselves.

44 REPORT ON ACTION TAKEN BY THE CHAIR

Noted:

that there had been no action taken by the Chair since the last meeting of Council.

45 WARDEN'S REPORT

Received:

an oral report from the Warden, including the following topics:

- (i) the anticipated government expectations of higher education in the future, including: more higher education delivered through further education colleges, a greater focus on employability and the student experience, and a further shift of the burden for funding away from the taxpayer towards the individual student;
- (ii) concerns about the general future level of public funding for research, although Goldsmiths would benefit from the decision to give greater weight in funding to departments 4* and above, which was to apply across all subjects;
- (iii) recent reductions in HEFCE funding, which would be likely to worsen in the post-election budget and would in any case be added to existing difficulties for the whole sector concerning pay and pensions expenditure;
- (iv) the pressure for diversification of the sector, including more private sector involvement;
- (v) the need for universities to become more articulate in arguing their benefits for society;
- (vi) at Goldsmiths, the incipient collaboration with Cambridge in Media City on Salford Quays, and the successful recent public launch of ICCE.

46 FUNDING THE ESTATE MASTER PLAN

Received:

a paper from the Registrar and Secretary (10-131).

It was noted that a relatively long phasing of the project was expected to be necessary, but that it was important that this should not be equated with a dilution of the overall vision.

In implementing the plan, improved practice in project management and governance would need to be prioritised, together with realistic expectations about costs and the negotiation of commercial activities to fund developments. Externally, collaboration with the local authority would be important, and it was noted that Goldsmiths had much to contribute to Lewisham's future success. It was noted that staff might not be immediately convinced of the need to support the plan, and that some effort would be needed in this direction.

It was suggested that the provision of better reception facilities for visitors should be given priority in implementation.

47 CHARTER AND STATUTES

Resolved:

that Council's own resolution made on 1 December 2009, that Privy Council approval be sought for the amendments to the Charter set out in the attached paper, be endorsed (10-132).

The vote was unanimous (20 votes).

48 USE OF DEGREE-AWARDING POWERS

Received:

a paper outlining a proposed initial approach to the use of degree-awarding powers (10-99).

Resolved:

- (i) that, for the time being, degree awarding powers be used only in respect of collaborative provision;**
- (ii) that the marketing implications of different options in the use of degree-awarding powers be kept under review, including the value of the University of London brand.**

49 QAA AUDIT REPORT

Received:

a report from the Head of Quality and Standards (09-449R2).

Council expressed its thanks to all those who had contributed to the broadly very satisfactory outcome of the Audit, and noted that Academic Board was receiving more detailed information about the actions being taken to follow up recommendations.

50 BUDGET PROCESS

Received:

a report from the Director of Finance outlining the budget allocation process (10-85R).

It was noted that Goldsmiths hoped to achieve the necessary savings partly through a voluntary severance scheme; members of Council emphasised the importance of giving careful consideration to who would be permitted to participate in the scheme. Positive signs for the future lay in plans for new academic initiatives and the increasing attractiveness of Goldsmiths' subjects to overseas students.

51 STUDENTS' UNION GOVERNANCE

Received:

a report from the Registrar and Secretary, incorporating a report from the President of the Students' Union (10-133).

Noted:

- (i) that a word had been omitted in error in the circulated paper, as shown in bold text below:
 - "2. That the charge against certain Sabbatical Officers and Student Trustees that they acted in a bullying and/or harassing manner is, on the balance of probabilities, **upheld**."
- (ii) that investigations were continuing regarding problems within the Union.

52 COMMITTEES, GOVERNANCE AND ACCOUNTABILITY

Received:

a paper from the Registrar and Secretary (10-134).

During discussion it was noted that committees were crucial to delivery of the consensus-based model of governance fundamental to the nature of a university. However, there were ambiguities about how the more detailed management of projects (eg the New Academic Building) fitted into this structure, in particular in relation to accountability, and it was noted that this had the potential become more problematic in future, given the challenges which lay ahead.

It was pointed out that it was important to be aware of the cost in terms of staff time of holding meetings. On the other hand, in order to have proper oversight, Council needed to receive full information about key aspects of the College's affairs directly, as recent difficulties elsewhere in the higher education sector had proven. It was worth considering how and why the College had developed the existing system as a means of ensuring that any future change was fully justified. The emphasis in the review should be on the adequacy of systems of control.

Resolved:

to invite the Registrar to convene a small working group as proposed in the paper, to consider issues relating to decisionmaking within the College, the committee system and approaches to project governance, and to report back to Council in the Summer term 2010.

53 ANNUAL REPORTS OF COMMITTEES

- (i) **Annual report of Health and Safety Committee** for 2009, and also on 2008 for which it was not possible to produce an Annual Report at the usual time. (Minute 75, 25 June 2009 refers) (10-135);
- (ii) **Annual report of External Relations and Development Committee** (2008-09) (10-136);
- (iii) **Annual report of Remuneration Committee** (2008-09) (10-137).

54 RESEARCH AND ENTERPRISE STRATEGY

Council noted that the Strategy sought to address the increasing importance of the benefits of Goldsmiths research for society, and the increasing need to engage with the external world in a strategic way. However, the academic staff of the College needed to remain in a position to develop their own research programmes, rather than purely undertaking research commissioned by external bodies.

Resolved:

that the Research and Enterprise Strategy (10-56R) be approved, superseding the Research Strategy, subject to minor amendment to be approved by the Warden.

55 RECORDS MANAGEMENT STRATEGY

Resolved:

that the proposed Aims of the Records Management Strategy (10-100 be approved, noting the progress made towards further developments.

56 WASTE MANAGEMENT STRATEGY

Resolved:

that the proposed Waste Management Strategy be approved (10-1R).

57 RISK MANAGEMENT

Resolved:

that the Risk Management Policy (10-118) and the Risk Register (10-119) be approved.

58 DATA QUALITY

Resolved:

to approve, on the recommendation of Audit Committee, the Corporate Framework for the assurance of Data Quality (10-121).

59 STUDENT NUMBERS

Received: :

a report from the Director of Quality, Planning and Academic Governance on student number planning (10-13).

60 TRANSPARENT APPROACH TO COSTING (TRAC) RETURN

Received:

the return submitted at the end of January 2010, authorised by the Chair of Finance and Resources Committee (10-86).

61 PROPOSED CHANGES TO THE FINANCIAL MEMORANDUM: HEFCE CONSULTATION

Received:

the HEFCE consultation paper 2009-46 (10-124), together with a commentary from the Head of Corporate Governance and Information Management incorporating a copy of the College's response already submitted (10-125R).

62 IMPLICATIONS FOR UNIVERSITIES OF CHANGES IN CHARITY LAW: HEFCE CONSULTATION

Received:

the HEFCE consultation paper 2009-46 (10-128), together with a commentary from the Head of Corporate Governance and Information Management incorporating a copy of the College response already submitted (10-129R).

63 TERMS OF REFERENCE AND COMPOSITION OF COMMITTEES

Resolved:

to approve changes to the terms of reference and compositions of committees with effect from 1 September 2010, and the establishment of a new *ad hoc* committee (10-138).

64 GENERAL REGULATIONS

Resolved:

to approve amendments to General Regulations with effect from 1 September 2010 (10-130).

65 MANAGEMENT FRAMEWORK INFORMATION LAW

Resolved:

to approve a proposed minor amendment to the Management Framework for Compliance with Information Law (10-74).

66 RESEARCH CENTRES

Resolved:

to approve revisions to the Guidelines for the Establishment of Academic Centres and Units (09-401R).

67 GENDER EQUALITY SCHEME

Noted:

an interim statement from the Registrar and Secretary (10-139).

68 UNIVERSITY OF LONDON STRATEGIC PLAN

Received:

copies of the University of London Strategic Plan (10-140).

69 DEAN OF THE GRADUATE SCHOOL

Noted:

the appointment of Professor Les Back to succeed Professor Carrie Paechter as Dean of the Graduate School from 1 September 2010 until 31 August 2013.

70 ANNUAL REPORT ON PROMOTIONS OF ACADEMIC STAFF 2008-09

Noted:

that, as some outstanding decisions remained on academic staff promotions with effect from 1 September 2009 (deferred from the December meeting), a double

report would be made at the December 2010 meeting on both 1 September 2010 and 1 September 2009 promotions.

71 PLANNING DOCUMENTS SUBMITTED TO HEFCE IN DECEMBER 2010

Noted:

the Corporate Planning Statement (10-141) and monitoring statement (10-142) as submitted to HEFCE.

72 KEY PERFORMANCE INDICATORS

Received:

an update of key performance indicators (10-143).

73 FUTURE ELECTED AND *EX OFFICIO* MEMBERSHIP OF COUNCIL

To note the following elections:

- (i) Dr Stephen Cottrell (elected by Academic Board to serve on Council for three years from 1 September 2010);
- (ii) Ms Bindz Patel (President of the Students' Union 2010-11);
- (iii) Mr Tom Williams (Students' Union Chair 2010-11).

74 FUTURE MEETINGS OF COUNCIL

To note the dates of future meetings of Council (all at 4pm):

29 June 2010

30 November 2010

7 April 2011

30 June 2011

To approve the following date for an additional meeting of Council, should it be needed for special reasons, eg discussion of future financial arrangements, and the plans of the new Warden:

7 October 2010

75 RETIRING WARDEN

Resolved:

the following statement of thanks to the retiring Warden:

The Council of Goldsmiths, University of London expresses and hereby records its sincere thanks to Professor Geoffrey Crossick for his distinguished service to the College and for his wise guidance in the conduct of its affairs as Warden during the period 2005-2010.

CONFIDENTIAL BUSINESS

*Exemption in section 40 of the FOI Act (personal information)
(until public announcement of appointments/awards)*

76 INDEPENDENT MEMBERSHIP OF COUNCIL

Resolved:

a recommendation for the appointment of a new independent member of Council (10-144).

77 RE-APPOINTMENT OF INDEPENDENT MEMBERS OF COUNCIL

Resolved:

to approve recommendations for the re-appointment of existing independent members of Council (10-145).

78 INDEPENDENT MEMBERSHIP COMMITTEES

Resolved:

to approve recommendations from Nominations Committee (20 January 2009) for new appointments to independent places on committees with effect from 1 September 2009 (09-523R).

79 HONORARY DEGREES AND FELLOWSHIPS COMMITTEE

Resolved:

to approve recommendations for the award of honorary degrees and fellowships (10-146).