

**GOLDSMITHS  
University of London**

**COUNCIL**

**Minutes of the meeting held on 7 April 2011**

- Present:** Mr Christopher Jonas (in the Chair), Professor Catherine Alexander, Mr Mark Baillache, Mr Richard Bolley, Dr Virginia Brooke, Dr Philip Broadhead, Mr Patrick Loughrey, Professor Alan Downie, Ms Althea Efunshile, Mr Rupert Evenett, Mr James Grierson, Dr Alison Henwood, Professor Mark d'Inverno, Mr Brian Lymbery, Mr Kenneth May, Professor Simon McVeigh, Mr Dick Melly, Baroness Morris, Ms Bindz Patel, Professor Jane Powell, Ms Cathy Runciman, Ms Mary Stacey.
- Apologies:** Dr Gareth Stanton, Ms Colleen Toomey, Mr Tom Williams.
- In attendance:** Registrar and Secretary (Secretary), Director of Finance, Director of Human Resources, Head of Corporate Governance and Information Management.
- Observers:** Union representatives for the business to which items 1-18 refer; Mrs Lucinda Parr for the business to which items 1-19 refer.

**OPEN BUSINESS**

**1 MEMBERSHIP**

The Chair welcomed Dr Alison Henwood, who was attending her first meeting of Council.

**Noted:**

- (i) that the student members for 2011-12 would be Mr James Haywood (President) and Mr Tom Williams (already a member of Council as Students' Union Chair, but re-elected for a further year);
- (ii) that Dr Richard Noble had been elected to Council by Academic Board in succession to Professor Alan Downie, to serve for three years from 1 September 2011.

**2 MINUTES**

**Resolved:**

that the Minutes of the meeting held on 30 November 2010 be approved.

### **3 REPORT ON ACTION TAKEN BY THE CHAIR**

#### **Noted:**

that since the last meeting the Chair had taken action as follows (11-143):

- (i) To amend the start date of Professor Zimmer's appointment as Head of the Department of Computing to 1 May 2011, with no change to the end date of 31 August 2014.
- (ii) To appoint Ms Craigie-Lee Paterson as a member of Environment and Sustainability Committee, to serve from 1 January 2011 to 31 August 2013.
- (iii) to appoint the following to serve on a Disciplinary Tribunal constituted under Statute 16, section 16, to be held on 23 March 2011:

Professor Joan Anim-Addo (nominee of Academic Board)  
Mr Rupert Evenett  
Ms Mary Stacey

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

Council received an oral report from the Warden, highlighting the Strategic Plan, Student Fees and the detrimental effects of the protests which had occurred at the opening event for the New Academic Building.

### **5 HEFCE GRANT ANNOUNCEMENT**

#### **Received:**

a report from the Registrar and Secretary and the Director of Finance (11-155).

#### **Noted:**

- (i) that there was a possibility of an in-year reduction of grant during 2011-12, which would present a particularly problematic challenge in the current phase of change;
- (ii) that the College would reconfirm to HEFCE during April that its forecasts remained unaltered since the December 2010 Annual Accountability Return.

### **6 PROJECT MANAGEMENT AND GOVERNANCE**

#### **Received:**

a report from the Registrar and Secretary arising from the conclusions of the Internal Audit report on the New Academic Building (11-144).

In discussion Council noted the importance of early and careful definition of the intended outcomes of a project in the business case, and the need to resist amendments leading to increases in cost. The College should more often consider the benefits of external project

management.

## **7 MINUTES OF AUDIT COMMITTEE**

### **Received:**

the minutes of the meeting of Audit Committee held on 8 March 2011 (11-145).

Members noted the recommendation (at item 6 of the Minutes of Audit Committee, 8 March 2011), that Council should approve an amendment to the term of office of the External Auditors. This had been agreed by Audit Committee on the basis of a recommendation from the Director of Finance, in a paper mainly concerned the setting of the External Auditor's fee.

It noted that, by Council Minute 66, 29 November 2007, Council had already appointed the External Auditors up to 31 December 2012. By that minute, a two-year extension up to the end of 31 December 2014 had also been provided for, and it was noted that Audit Committee would in due need to bring forward a recommendation concerning this option.

### **Resolved:**

- (i) that Deloitte's annual fee as External Auditors to the College for the Audits of 2010-11 and 2011-12 be the current fee level plus an annual fee increase of RPI minus 2.5%, with a minimum increase of £nil;
- (ii) that Deloitte be reminded and requested to comply with their original commitment to keep staffing largely constant over the course of the contract in order to maximise efficiencies and minimise the time spend familiarising audit staff with Goldsmiths operations.

## **8 CONSULTANCY POLICY**

### **Resolved:**

that the Consultancy Policy attached at Appendix A to paper 10-464R be approved with effect from 1 September 2011, as the main part of the revised Policy on Outside Work on Consultancy.

## **9 POLICIES ON DIGNITY AT WORK AND DIGNITY IN THE LEARNING ENVIRONMENT**

*(Minute 29, 1 December 2009 refers)*

### **Noted:**

- (i) that the Working Group set up in accordance with Council's decision of 1 December 2009, to review both the policies on Dignity at Work and Dignity in the Learning Environment after a year's operation and to report to the Spring 2011 meeting of Council, had concluded that substantial redrafting was needed, such that a report to the present meeting was not possible;
- (ii) that it was now envisaged that recommendations would be presented to Council's June

2011 meeting.

*[Secretary's note: After the meeting it was noted that a further postponement would be necessary, with a recommendation from the Working Group to Council on both Policies in the Autumn term.]*

## **10 MANAGEMENT FRAMEWORK FOR COMPLIANCE WITH INFORMATION LAW**

### **Resolved:**

that amendments to the Management Framework for Information Law be approved with immediate effect as set out in paper 11-146.

## **11 GENERAL REGULATIONS**

### **Resolved**

that amendments to the General Regulations be approved with effect from 1 September 2011 as set out in paper 11-128.

### **Noted:**

that a further amendment might need to be made to the General Regulations at the Summer term meeting in the light of a comment from a member of Council concerning a matter of departmental student administration, following discussion with those directly concerned.

## **12 TERMS OF REFERENCE AND COMPOSITION OF COMMITTEES**

### **Resolved:**

that proposed changes to terms of reference and composition of committees with effect from 1 September 2011 be approved (11-147).

## **13 ANNUAL REPORTS OF COMMITTEES: HEALTH AND SAFETY COMMITTEE**

### **Received:**

the annual report of Health and Safety Committee for the calendar year 2010 (11-4R).

## **14 TRAC RETURN**

### **Received:**

a copy of the Transparent Approach to Costing (TRAC) return submitted at the end of January 2011, together with a commentary (11-106).

## **15 ANNUAL MONITORING STATEMENT**

### **Received:**

a copy of the Annual Monitoring statement submitted to HEFCE as part of the Accountability return in the Autumn term 2011 (11-148).

## **16 STUDENT NUMBERS**

### **Received:**

an update on student numbers and student number planning (11-34).

## **17 ACADEMIC STAFF PROMOTIONS**

### **Received:**

a corrected list of promotions of members of the academic staff with effect from 1 September 2009 and 1 September 2010 (10-519R) following a high number of staff omitted from the statement circulated to Academic Board and Council in the Autumn term.

## **18 FORTHCOMING MEETINGS**

### **Noted:**

the following forthcoming meeting dates already approved by Council (all at 4pm):

30 June 2011

29 November 2011

29 March 2012

19 June 2012

## **19 STRATEGY REVIEW**

### **Received:**

Preparatory documents relating to the Strategic Plan, which would be for final approval at the June 2011 meeting of Council (11-156).

Council noted that the options presented in relation to the estate impacted significantly on other choices the College might make. Members welcomed the presentation of serious means to address the underlying infrastructure problems within the College, and moving towards implementation of the masterplan. It was recognised in discussion that the quality of the College estate would have an increasing impact – positive or negative – on the College's ability to attract students and staff, particularly in a new funding environment.

Council considered that for the time being it would be wisest to focus on shrinking the estate by disposing of some properties, and by seeking to increase the investment in the estate either by growth in income or by sourcing additional finance. One possibility was a bank loan; another was to raise money via a bond issue. The risks around this course of action were discussed.

Other issues raised in discussion of the plan as a whole included the need for the College to consider:

- direct reference to equality and diversity in the staffing section of the plan;
- where outsourcing of activities might be a suitable option, and more generally how the fixed costs of the College might be converted to variable ones;
- what objectives the College had, or should have, which were specific to the South East London location, and how this should be integrated with planning statements from academic departments;
- what size was desirable for Goldsmiths in terms of student numbers, and whether the present size was right;
- how the planning process could be more clearly based on Goldsmiths' unique features, established brand identity and the target student body which the it wished in future to attract;
- how the planning statements from academic departments, as presented in paper 11-156, could be made more self-critical, how a "bottom-up" approach to change could be encouraged, how plans could become less introspective and demonstrate a more pronounced engagement with the external environment, and also how the views of students on their department could be given greater weight in the planning process;
- which areas of academic provision were thriving and might be the target for enhanced development;
- whether distance learning (an "electronic institution") was a viable option;
- how to encourage quick wins and set clear timescales for developments, taking into account interdependencies of related activities.

## **20 APPOINTMENT OF A NEW CHAIR OF COUNCIL**

### **Resolved:**

- (i) to approve proposed arrangements for the appointment of a Chair of Council to succeed the present Chair from the end of his maximum permitted term on 31 August 2012 (11-149);
- (ii) to appoint Ms Mary Stacey as chair of the Search Committee.

## **21 OPENING OF THE NEW ACADEMIC BUILDING**

### **Received:**

a report from the Registrar and Secretary on disruption to the official opening event for the New Academic Building (11-158)

## **22 HEFCE SHARED STRATEGY FOR RELATIONSHIP MANAGEMENT BETWEEN HEFCE AND INSTITUTIONAL GOVERNING BODIES**

### **Received:**

the HEFCE Shared Strategy for relationship management between HEFCE and institutional governing bodies (11-159).

**CONFIDENTIAL BUSINESS**  
*Exemptions 36 and 43 of the Freedom of Information Act apply for up to six months*

## **23 NEW OVERSEAS COLLABORATIVE PARTNERSHIP**

### **Received:**

a proposal for a new collaborative partnership with Lasalle College of the Arts, Singapore (11-150).

### **Noted:**

- (i) that Finance and Resources Committee had already resolved approval of the financial aspects of this partnership under the Outline Approval process for collaborative partnerships, as defined in Section 8 of the Collaborative Provision Framework;
- (ii) that, in view of the fact that a major partnership was proposed in this case, it was appropriate for Council to have a direct role in risk assessment and approval at this stage.

Members of Council noted that a senior academic leader would be appointed for the partnership and be accountable for delivery; there would also be dedicated administrative staff. The ongoing budgetary arrangements would be overseen by Finance and Resources Committee.

It was further noted that the success of the relationship was not to be measured solely in terms of direct financial viability and benefit, but that there was also an opportunity for reputational gain through promotion of the Goldsmiths brand in a new part of the world - possibly leading to improvement in postgraduate student recruitment - and more specifically through establishing the College's profile as a validating partner,

### **Resolved:**

that the proposal continue to be considered through the College's agreed procedure as

set out in the Collaborative Provision Framework.

*Exemptions 36 and 43 of the Freedom of Information Act apply for up to two years*

## **24 TUITION FEES**

### **Received:**

- (i) a paper concerning the College's future approach to home and EU undergraduate tuition fees from September 2012 (11-157);
- (ii) a position statement from the Students' Union relating to their concerns about the introduction of higher-cost fees, and their decision not to be involved in discussions about tuition fee levels (11-165).

### **Noted:**

- (i) that *the Senior Management Team had among its terms of reference:*

*12 To approve all tuition fees and fee bands, subject to prior consultation with Council (via the Financial Strategy or by other means), on any major changes of approach in relation to tuition fee setting.*

- (ii) that Council was now asked to consider the changes of approach currently necessary in the setting of fees for 2012-13, with a view to finalising the College's new Access Agreement by 19 April 2011 as required by OFFA;
- (iii) that the fee level declared in the Access Agreement would become the maximum fee which could be charged by the College, but that the option existed to charge fees below that level during the period of validity of the agreement, if that were later to emerge as preferable.

During discussion members further noted that the College needed to increase its net income, but that there was also a balance to be struck between the level of fees set and the proportion of income devoted to bursaries. Members of Council expressed different views on the extent to which the fee for a programme should directly reflect its individual cost. It was generally agreed that whatever fee was set for a programme should be an inclusive price for all essential expenditure by those enrolled.

### **Resolved:**

that the College's undergraduate fee level for home and EU students for 2011-12 be set at £9000.

## **25 APPOINTMENT OF A NEW MEMBER OF COUNCIL**

### **Resolved:**

- (i) that Mr Dan Lambeth be appointed a member of Council for three years with effect from 1 September 2011 (11-151);
- (ii) that Ms Mary Stacey be re-appointed as a member of Council for a second and final term, for three years from 1 September 2011 (11-166).

### **Noted:**

that *curricula vitarum* were circulated as agenda papers when recommendations for new appointments to Council were being made, but that all members of Council had access, on request, to the application forms submitted by candidates.

## **26 MEMBERSHIP OF COUNCIL COMMITTEES**

### **Resolved:**

to approve proposals for the appointment of members of Council committees from 1 September 2011 (11-152).

## **27 HONORARY DEGREES AND FELLOWSHIPS**

### **Resolved:**

to approve recommendations for honorary degrees and fellowships (11-153).

## **RESERVED BUSINESS**

## **28 APPOINTMENT OF HEADS OF ACADEMIC DEPARTMENTS**

### **Resolved:**

that Ms Anna Furse be appointed Head of the Department of Drama from 1 September 2011 to 31 August 2014 (11-154).