

**GOLDSMITHS
University of London**

ACADEMIC BOARD

ACADEMIC DEVELOPMENT COMMITTEE

Minutes of the meeting held on 29 September 2011

Present: Professor Simon McVeigh (in the Chair), Ms Vicky Annand, Mr Gerald Lidstone, Dr Lucia Boldrini, Professor Les Back, Ms Rachel Soper, Dr Marco Gillies, Dr Dejan Djokic, Mr Geraint Fox, Mr Matt Ward,

In attendance: Ms Melanie Rimmer (Secretary), Di Lockyer

Apologies: Dr Andrea Gilroy, Mr Tony Dowmunt, Professor Sanjay Seth, Mr James Haywood, Ms Francesca Bancarino

OPEN BUSINESS

1 NEW MEMBERS

Noted:

Professor Sanjay Seth and Mr James Haywood were joining the Committee as new members.

2 MINUTES

Resolved:

that the minutes of the meeting held on 31 May 2011 be approved.

3 MATTERS ARISING FROM THE MINUTES

There were no matters arising.

4 CONFLICTS OF INTEREST POLICY

Received:

the College's Conflicts of Interest Policy (11-308).

5 STANDING ORDERS

Received:

the standing orders for all College committees approved by Council with effect from 1 September 2010 (11-307).

6 TERMS OF REFERENCE, COMPOSITION AND MEMBERSHIP

Received:

a statement of the terms of reference, composition and membership of the Committee for 2011-2012 (11-312).

7 COMMITTEE ANNUAL REPORT TO COUNCIL

Approved:

the Committee's Annual Report to Council (11-313).

8 HE WHITE PAPER AND TEACHING FUNDING CONSULTATION

Received:

a summary of the latest policy proposals regarding HE funding and feedback on the proposals (11-314).

Noted:

- (i) that the impact of the responses given to the Government by Universities UK and the 1994 Group were unknown, but they did represent serious discussion with members of those organisations.
- (ii) that the proposals in the White Paper seemed designed to take institutions in one of two directions: either to maintain and grow student numbers through maximising intake of the highest achieving 'AAB students' or to focus on offering lower cost access to higher education for a broader range of students.
- (iii) that Goldsmiths finds itself 'squeezed' in this directional pull and facing the possibility of losing high achieving students to institutions with stronger reputations and other students to institutions charging lower fee levels.
- (iv) that around 10% of the current intake were 'AAB students' and that some departments are more able to attract high achieving students than others. [Secretary's note: more recent data has clarified that the current intake of 'AAB students' is around 18%.]
- (v) that the College's plan for the immediate future is to maintain current overall student numbers but this is likely to require flexibility and some shifting of targets at departmental level.
- (vi) that enquirer and applicant behaviour would be monitored closely but that there was always an element of unpredictability in this, particularly in the early part of the recruitment cycle.
- (vii) that the likely impact of the higher undergraduate fee on postgraduate applications and student numbers in a few years time added an extra level of uncertainty.

9 NEW ACADEMIC INITIATIVES

Received:

a paper providing an update on the potential new academic initiatives coming out of the Blue Skies Group (11-315).

Noted:

- (i) that any thoughts regarding the BA Liberal and Creative Arts, in particular regarding how to make it a distinctly Goldsmiths offer, should be directed to Professor Richard Grayson as the proposal was being developed in the History Department.
- (ii) that CAST was now more than a research centre as it was currently welcoming its first cohort of Masters students.
- (iii) that a serious collaborative proposal was being developed for a new ULIP programme by the Department of Psychology, Royal Holloway and Birkbeck.

10 MANAGEMENT SCHOOL

Received:

a paper outlining the current thinking on the proposal for a Goldsmiths Management School (11-316)

Noted:

- (i) that there were different parts to the proposal, which included the creation of a suite of new Masters in Management programmes alongside the activities of ICCE and of the Occupational Psychology unit.
- (ii) that the intention was for the proposal to be taken to Council this term alongside the new Strategic Plan.
- (iii) that the proposal would create a series of programmes that shared modules and maximised student choice and flexibility, and that ICCE's experience to date would help to support this, although it was important that all programmes offered something distinctive to students.
- (iv) that the difference between 'management' and 'entrepreneurship' was an important one to maintain, and that it was the entrepreneurial approach and the fact that Goldsmiths has a creative practice focus that would make the Management School distinctive in the market.
- (v) that the market research undertaken had focussed on the UK market, and had found particular interest in the entrepreneurial aspects of the proposal.
- (vi) that international applications for ICCE programmes were high and the expectation was that there would be a high interest from overseas in the broader proposed offer, and that the impact on administration functions of high numbers of applications and on the student experience of high number of international students would need to be considered.
- (vii) that in the context of the risk of reduced student numbers as a result of the new higher education environment, serious consideration should be given to including an undergraduate programme as part of a Management School offer.

Approved:

- (i) that the Goldsmiths Management School proposal be approved in principle to Academic Board.

11 GOLDSMITHS 2015 ACADEMIC REVIEW WORKSTREAM

Received:

a paper summarising early thinking on projects to be pursued by the Academic Review Workstream (11-317)

Noted:

- (i) that two large areas of work had emerged from the Workstream's discussions: the need to understand the range of modules on offer at the College in order to maximise options available to students, reduce any duplication, and enhance interdisciplinarity; and the need to more strategically manage the College's portfolio, in particular the process for developing new programmes.
- (ii) that academic input to these projects would be essential and that this Committee was expected to play a role in offering feedback and support to the Academic Review Workstream.
- (iii) that the creation of greater choice to students would require flexible administrative and financial systems and processes, such as in timetabling, room bookings and teaching arrangements.

13 PORTFOLIO DEVELOPMENT STRATEGY

Received:

a paper posing a number of questions regarding the development of a strategy for managing the academic portfolio (11-318)

Noted:

- (i) that a more strategic approach to managing the portfolio was necessary, in order to prioritise ideas and be responsive to market demands.
- (ii) that such a strategy would have a broader focus than simply the development of new programmes, but also include the on-going monitoring and closure of programmes.
- (iii) that this Committee might play a role in oversight of the strategy.
- (iv) that strategic oversight of new programme development might be taken by a group or panel that met regularly to hear proposals; the group would be able to identify where different proposals might overlap or work together, and could use market intelligence to prioritise ideas for further development.
- (v) that any such group or panel would need to have the recognised authority to say 'no' to some ideas, and that support should be available to departments in developing ideas that are selected for taking forwards.
- (vi) that any development and approval process should take into account the timescale for launching and marketing new programmes.

14 INTERNATIONALISATION SURVEY

Received:

an oral report on the plan to undertake an audit of the College's international links.

Noted:

- (i) that the Committee had previously discussed the development of an Internationalisation Strategy that would look beyond recruitment to embed an international approach within learning and teaching and other aspects of the student experience, and had suggested a survey to gather information about the College's current international links.
- (ii) that a survey had now been designed and would ask colleagues about the geographic focus of their links and the types of international partnerships they were involved with.
- (iii) that the survey would be launched in November and would report its findings in the early part of the Spring term.
- (iv) that the survey should consider asking colleagues which languages their work had been translated into.
- (v) that current and former international students, particularly at postgraduate level, were a good source of knowledge about their countries networks and potential partnerships.

15 LASALLE COLLABORATION UPDATE

Received:

a paper detailing the current status of the programme validation process being undertaken at LASALLE (11-319) and a paper regarding outstanding issues in the approval of institutional collaboration (11-345).

Recommended:

- (i) the Committee noted the responses to the two outstanding matters from the Institutional Approval and recommended to Academic Board that the matters be regarded as addressed.

16 ANY OTHER BUSINESS

There was no other business.

17 DATES OF NEXT MEETING

To note that future meetings will be held at 2pm on the following dates:
Wednesday 2 November 2011; Wednesday 18 January 2012; Wednesday 25 April 2012.

Melanie Rimmer
Projects Manager
September 2011