

**GOLDSMITHS  
University of London**

**ACADEMIC BOARD**

**ACADEMIC DEVELOPMENT COMMITTEE**

**Minutes of the meeting held on 18<sup>th</sup> January 2012**

**Present:** Professor Simon McVeigh (in the Chair), Ms Vicky Annand, Mr Gerald Lidstone, Dr Lucia Boldrini, Ms Rachel Soper, Dr Dejan Djokic, Mr Geraint Fox, Mr Matt Ward, Dr Andrea Gilroy, Professor Sanjay Seth

**In attendance:** Ms Melanie Rimmer (Secretary), Dr David Oswell, Christopher Lloyd, Kieron Broadhead (for items 1 to 4), Robert Howard (for items 1 to 4)

**Apologies:** Professor Les Back, Dr Marco Gillies, Mr Tony Downmunt, Mr James Haywood, Ms Francesca Bancarino

***OPEN BUSINESS***

**1 MINUTES**

**Resolved:**

that the minutes of the meeting held on 29 September 2011 be approved.

**2 MATTERS ARISING FROM THE MINUTES**

**Noted:**

- (i) consideration was on-going into the potential of a BA Liberal and Creative Arts; there was some concern about spreading resources for new initiatives too thinly.
- (ii) the Institute of Management Studies had now been formally approved and would begin operation on 1<sup>st</sup> September, although it is already beginning to develop its activities and postgraduate portfolio; Professor Frank Bond had been appointed Director.
- (iii) the HEFCE consultation on T-funding for 2013-14 and beyond was expected to be published by the end of February and the Committee would be invited to contribute to the College's response.
- (iv) the partnership with LASALLE College of the Arts would be formally launched at an event in Singapore on 29<sup>th</sup> February, to be attended by the Goldsmiths Chair of Council and Deputy Warden, and the Singapore Prime Minister.

**3 CURRENT STUDENT NUMBERS REPORT**

**Received:**

a report on current student numbers, including latest information about Widening Participation indicators (12-1).

**Noted:**

- (i) in the current year, 2011/12, recruitment targets for undergraduate and teacher training places had been met, as had widening participation targets, and postgraduate and international recruitment was up on previous years.
- (ii) the 2010/11 WPSA/OFFA monitoring report had been submitted in which we had reported that we met our stated targets with regard to enrolments of students coming from state schools and from lower socio-economic backgrounds but that we had not met our ambitious target in respect of recruitment of students from low participation neighbourhoods.
- (iii) it was suggested that department-level WP benchmarks might be set to recognise the fact that some departments were better able to contribute to this area of recruitment than others.

**4 2012/13 RECRUITMENT FIGURES AND SCENARIO PLANNING****Received:**

an oral briefing on the latest application figures.

**Noted:**

- (i) that overall Home/EU undergraduate applications were significantly down on last year, although there were striking variations across departments; that a shortfall of just 50 students would result in a reduction in income of almost half a million pounds per year; and that undergraduates represented the bulk of the student body and provided financial stability as they provided income over three years.
- (ii) that activities would focus on maximising conversion from application to enrolment; that plans were being developed to increase the intake to departments that had the strongest application fields; but that in some scenarios there would be a decrease in actual enrolments next September.
- (iii) that the Committee should consider the impact on the College's strategic profile of any reduction in overall numbers and any increased intake in certain areas.
- (iv) that there was no obvious pattern in the decrease of applications, but that work was being undertaken in Marketing, Recruitment and Communications to establish where there were identifiable strengths and weaknesses in certain disciplines across the sector as a whole.
- (v) that there was evidence that applicants were preferring universities near to where they live and further that the number of international students being attracted to London was on the decline in some parts of the world.
- (vi) that a reduction in student numbers was only sustainable to a certain degree, as a smaller College would still need to maintain the same support and back-office services to operate.
- (vii) that there would be a cost to the College in becoming too niche as it was expensive to resource and operate specialist programmes, and it would impact the College's international reputation which depends on a varied institutional profile.
- (viii) that greater emphasis may need to be placed on the practice element of programmes in order to better articulate employability skills to prospective students.

## **5 PORTFOLIO MANAGEMENT STRATEGY**

### **Received:**

an update on the Goldsmiths 2015 Academic Review Workstream project (12-3).

### **Noted:**

- (i) that the review of the Portfolio Management Strategy being undertaken as part of Goldsmiths 2015 was on-going, but that interim recommendations included an annual review of the portfolio against an agreed strategic direction and greater use of data to inform decisions about programmes.
- (ii) that the current process for programme approval as documented lacked a real strategic consideration of whether a programme idea should be developed: SMT necessarily focused on resources management rather than academic considerations and ADC did not have the strategic overview or remit.
- (iii) that the lack of strategic consideration meant there was a lack of clarity about the College's portfolio strategy and greater awareness of this would help to focus ideas for new programmes.
- (iv) that the current programme approval process was comparatively light-touch and could be undertaken quickly where necessary, but that the lead time required for recruitment meant that an eighteen-month planning cycle was ideal for Masters programmes (longer for undergraduate)
- (v) that whilst more centralised and interventionist decision-making about new programmes was necessary, it was important that an environment of innovation remained in departments to allow ideas for new programmes to develop.

## **6 MANAGEMENT STRUCTURES**

### **Received:**

a paper outlining some proposals for additional management structures (12-4).

### **Noted:**

- (i) that draft proposals included the creation of two new management groups, one to have oversight of research matters, the other of student and academic matters.
- (ii) that financial and marketing input would still be necessary if the student and academic group were to take on the role of portfolio management.
- (iii) that student and academic matters was a huge function and might be worth splitting, with ADC forming a third group.
- (iv) that such new groups risked undermining the role of Pro-Wardens and the authority of all parts of the structure would need to be clearly set out.

## **7 INTERNATIONALISATION SURVEY**

### **Received:**

an oral report on the findings of the recent Internationalisation Survey of staff.

### **Noted:**

- (i) that the Internationalisation Survey had been completed by around 400 members of staff.
- (ii) that priorities identified by respondents were recruitment, research, curriculum and teaching, partnerships and collaboration, and student satisfaction; and the regions identified for priority were North East Asia, North America and the European Union.
- (iii) that 30% of academic staff and 30% of support staff respondents had links with or specialist knowledge of international partners.
- (iv) that the numbers of international students enrolling on full programmes in the UK had been projected to fall in the future, with more emphasis on partnerships with overseas institutions; and in light of this that the opportunities created by staff links abroad were going to be important.
- (v) that further analysis of the survey results would be provided to the Committee in the future.

## **8 REGIONAL INTEREST GROUPS**

### **Received:**

draft terms of reference for the pilot Regional Interest Groups (12-5).

### **Noted:**

- (i) that the creation of Regional Interest Groups (RIG) was recommended from early analysis of the Internationalisation Survey, and the current proposal was to establish a pilot group.
- (ii) that RIGs were expected to share information, advise on opportunities, and facilitate new links and activities, but the pilot group would help to establish more clearly their remit.

### **Approved:**

- (iii) that the proposed pilot RIG be established, and that the Research Office and the Research and Enterprise Committee be made aware and input to its work.

## **9 ANY OTHER BUSINESS**

There was no other business.

## **10 DATES OF NEXT MEETING**

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