

**GOLDSMITHS
University of London**

COUNCIL

EXTERNAL RELATIONS AND DEVELOPMENT COMMITTEE

Minutes of the meeting held on 15 December 2011

- Present:** Baroness Morris of Yardley (in the Chair), Ms Vicky Annand, Mr Hugh Jones, Professor Caroline Knowles, Mr Gerald Lidstone, Professor Simon McVeigh, Mr David Mungall; Ms Julie Taylor, Ms Jessica Wanamaker.
- In attendance:** Ms Annette Bullen, Mr Pat Loughrey, Mrs Lucinda Parr, Ms Donna Hartwell (Secretary).
- Apologies:** Mr Tim Crook, Mr Joe Killin

1. WELCOME

Welcome to Jessica Wanamaker, newly appointed member of Council and to Julie Taylor, who takes over from Mike Metelits as Head of the Business Development Office.

2. MINUTES

Resolved :

to approve the minutes of the meeting held on 8 June 2011

3. STANDING ORDERS

Received:

the Standing Orders of the College (11.307)

4. CONFLICTS OF INTEREST

Received:

the College's policy on Conflicts of Interest (11.308)

5. TERMS OF REFERENCE, COMPOSITION AND MEMBERSHIP 2011-12

Received:

the Terms of Reference, Composition and Membership for 2011-12 (11.523)

6. ANNUAL REPORT TO COUNCIL AND PROPOSED DEVELOPMENT BOARD

Received :

- (i) The annual report from External Relations and Development Committee that went to Council on 29 November 2011 (11.499)
- (ii) A paper looking at options for supporting fundraising activity which includes a proposal for a Development Board, also considered by Council on 29 November 2011 (11.497)

In the Committee's annual report to Council, the Committee Secretary had looked at the Committee's effectiveness and the possible impact of a proposed Development Board, whose remit would be to support the College's fundraising activities.

The proposed new Board would primarily be involved with developing relationships with key individuals, charitable foundations and companies and would comprise successful, well-connected individuals with an interest in Goldsmiths. It would be a relatively informal body, with no management responsibilities and would not involve itself in developing or implementing fundraising priorities, strategy or activities. Upon consideration, it was thought this would impact on External Relations and Development Committee in name only and wondered whether dropping the 'development' from our title would provide clarity?

In reflecting on our own effectiveness, it was noted that this Committee was unique in being the only forum bringing together all the outward facing support departments (Marketing, Recruitment & Communications, Development & Alumni and Business Development) along with external members of Council and senior academics. Conversations taking place here and the connections being made did not happen anywhere else. It was suggested that we should perhaps encourage more such conversations within academic departments.

For added influence and to further enhance the interactions that take place at the Committee, it was suggested bolstering the membership to include an additional Council member and an academic member from Research and Enterprise Committee with which we share ownership of Strategic Aim 6 (Business and Community). Professor Simon McVeigh is already a member of Academic Development Committee, but consideration could be given to appointing a further academic member from this Committee too.

Was the timing of our discussions an issue the Committee wondered? We have very much followed our own path in terms of the subjects examined, and perhaps our discussions and subsequent feedback is sometimes out of kilter with the focus of the rest of the College. A possible solution to this would be for the Secretary to monitor the business of other Committees more closely and to pass on the view of External Relations and Development Committee at the appropriate time and conversely, to ensure that issues current elsewhere in the Committee system are discussed here. It was also suggested that we might consider meeting more regularly.

All in all, the Committee was happy with its performance and felt the issue lay more with the delivery of strategy rather than in our consideration or monitoring roles as set out in the Committee's Terms of Reference. Nonetheless, it was felt the monitoring role could be

strengthened by ensuring key items of Strategy were reviewed again after their initial consideration.

Resolved:

- (i) The Secretary would explore, with the Head of Corporate Governance & Information Management, the idea of dropping the word 'Development' from the Committee's title along with the possibility of increasing the membership to include an additional member of Council and two further academic members, one each from Research and Enterprise and Academic Development Committees
- (ii) The Secretary would keep abreast of the business of other Committees and feedback the opinion of External Relations and Development Committee when issues previously discussed arose. She would furthermore ensure items of interest elsewhere in the Committee system, which fell within our remit, were included in our discussions.

7. WHAT HAPPENED NEXT?

Received :

A paper from the Committee Secretary giving an update on the progress of actions from previous discussions (11.524)

8. OUR PUBLIC PROFILE – THE WARDEN'S VIEW

The Warden had been asked to this meeting because, as a relatively new member of staff, we were interested in his perception of Goldsmiths' public profile.

The Warden felt that people did have a sense of who we are, but not a deep understanding. The feeling about the College was very much Goldsmiths equals Art. Relative to our size, he felt Goldsmiths was very definitely a brand which punched above its weight.

Our location was a key issue. It was both a strength and a weakness, in that perceptions about the area meant we were sometimes viewed negatively, yet our location and origins were also part of our distinctiveness. The point was made that in any case we didn't need to be tied to our location, and the example was given of the University of the Arts' who now have a strong presence in East London.

He reflected on the incredible achievement of being placed in the world's top 100 arts institutions in the 2011-12 QS rankings, which only went to show how far we had travelled from our origins as a technical institute for the industrial, poor and working classes.

But the journey we've made (getting better at accessing privileged groups, moving up academic rankings) has been to the detriment of our local links. Although we take some pride in the distinctiveness of our setting, we are isolated within it and seen as inaccessible by local people. There was a feeling that something has been lost and the new Strategic Plan hoped to address this.

Why are local links so important? The answer is twofold; we want to reach out to the local community because it's part of our self-image and we think creating social capital is something that we *should* do, but also because recruiting from this other demographic is something we *need* to do.

In terms of developing our brand, the Young British Artists will continue to generate brand identity for years to come, so it's the other things we do well we need to concentrate on, such as Sociology (we were placed in the top 30 UK social science institutions in the QS rankings).

Many times during the discussion members made reference to Goldsmiths' status as a 'specialist institution'. But are we truly comfortable with this? An explicit decision to remain an arts institution has never actually been taken and in the present climate could be harmful to our future sustainability. However it would seem that we are fond of this view of ourselves which adds to our sense of Goldsmiths' uniqueness. And if we did decide on this path, there was an important role for us to play in preserving the humanities in British universities.

9. STRATEGIC PLAN – LONDON AND THE WORLD KEY PERFORMANCE INDICATORS

Received:

A paper from the Strategic Plan Co-ordinator (11.525)

Following Council's approval of the Strategic Plan on 30 June 2011, work was now underway to develop Key Performance Indicators (KPI's) for the four key areas or 'pillars' of the plan, namely :

Knowledge Production
Student Experience
London and the World
Financial Sustainability

Lucinda Parr, the Strategic Plan Co-Ordinator, was present at the meeting and invited External Relations and Development Committee to comment on the London and the World KPI's, welcoming any suggestions the Committee might have. This had been a particularly difficult area to formulate.

The Committee pondered how to find relevant, germane and useful KPIs, bearing in mind that only measuring what was easy was unlikely to be helpful. The Committee commented, as Council had done at their meeting on 29 November, that what had been developed so far was too narrow.

The Committee had the following two suggestions:

- (i) Measuring alumni actively taking part (attending, giving)
- (ii) Measuring number of appearances in the media (good *and* bad)

A further thought was that the Sociology department could be commissioned to formulate KPI's.

Resolved :

To discuss this again at the June meeting and to feed back our recommendations to Council.

10. ALUMNI RELATIONS UPDATE

Received :

A paper from the Director of Development (11.526)

This paper updated the Committee on developments since receiving the Alumni Relations Strategy in May 2010. The Committee noted that of a total of 72,500 alumni, the College was now in touch with 49,000. The Committee thanked David and his team for their excellent work.

11. NEXT MEETING

Resolved :

The Committee would discuss the following at their next meeting :

- (i) Key Performance Indicators for the 'London and the World' pillar of the Strategic Plan
- (ii) The way forward for External Relations and Development Committee
- (iii) An introduction to the Business Development Office
- (iv) An update from Marketing Recruitment and Communications -for further discussion at the following meeting (in December)
- (v) Work placements/employability to be reviewed again at the December meeting

The next meeting of External Relations and Development Committee will be on Wednesday, 13 June, 2012 at 2.30 p.m.

DH