

## AGENDA

03 April 2020 2:00pm-3:00pm

Location: Microsoft Teams

Professors' Forum representatives: Irit Rogoff, Natalie Fenton, Evelyn Ruppert,  
Matthew Fuller, Atau Tanaka  
The Warden, Frances Corner, Deputy Warden, Elisabeth Hill  
Pro-Wardens Mark d'Inverno, David Oswell  
Helen Keogh

2:00 pm                    Introductions  
2:05 pm                    Professors' Forum presentation

5 min    Introduction, Irit Rogoff

Thank you for meeting with us. We have agreed to the meeting today as we are aware of the strength of grievance and loss of trust felt towards SMT across Goldsmiths' constituencies/communities and the sense that you need to hear about it directly and clearly. Months of grievance have built up while the Evolving Goldsmiths plan was being presented, and now that it is surpassed by the Covid-19 pandemic, we have the additional and punitive decision to dock staff pay in response to the recent strike. Staff are working all out to keep the teaching, tutoring and caring going and they are encountering personal, financial and health hardship. The punitive decision, not aligned with most other universities, has eroded the little trust and confidence that have remained. While we have heard you it is clear that you have not heard us, making placatory statements instead of taking actions that address issues. We have prepared the meeting to be as clear as possible and to get the main points of concern across succinctly. This is our institution, we are peers, we have built Goldsmiths together and represented it internationally and we must all be part of the plans for its future. We will be presenting our points in the following order and will keep things brief, so we can use the time for having a joint discussion.

5 min                    Overview, Natalie Fenton

- Curtail changes to DBMs and HoDs
- Need commitment against redundancies
- Forestall capital projects
- Need new governance

5 min                    Governance, Atau Tanaka

- Representation
- Due Process
- Transparency
- Meaningful participation

5 min                    Research, Evelyn Ruppert

- Structural change
- Collaborative leadership
- Financial allocations

5 min                    A new process, Matthew Fuller

- A restart building on Alternative Goldsmiths plan
- Leverage expertise of all staff
- University as a community of learning
- Need appropriate response in view of COVID19

2:30 pm                Discussion

3:00pm                End

## APPENDIX - Meeting Notes

The PF Steering Group members presented four key demands:

1. That the SMT commit to no compulsory redundancies
2. That the docking of pay due to strikes be stopped, due to the epidemic
3. That decisions about the future strategy of Goldsmiths be driven from empowered departments, meaning no change to the role of HoDs and DBMs.
4. That governance be reorganised to be truly participatory and open

These were followed by each one of us assessing the current state of Finance, Research, Governance and forward planning.

The Warden said that in the immediate term the goal was to make a 2 year survival plan, and in the first year of that, to open up discussion on future strategy. Following yesterday's meeting of Council,

- SMT structure is on the agenda of the next Academic Board, 27th April
- Ordinances changes reflecting new SMT roles would be sent out for "consultation"
- Council tabled a finance paper on COVID, indicating billions in shortfall sector-wide
- Goldsmiths would refund Term 3 fees and halls rent to students at a £5M cost to college
- The Warden defended college imposing salary deductions on strikers and that deductions would go into the student hardship fund
- That there was a 10% drop in applications even before COVID, where there was a 3% increase at other universities in London

Elisabeth Hill said that budgets would stay in departments, however claiming that having "bigger budgets" at school level would provide "levers" to be more strategic, all while leaving departments in control. She claimed that this would in fact create scope for academics to be "more edgy" working across departments in ways not possible when budgets are local.

David Oswell, separates the situation out in three ways, 1) the financial deficit 2) the "broader picture" and acceleration of EG, and 3) the new school structure and its management. He spoke of a "political economy" of research.

Mark d'Inverno described how the Pro-Warden's role had changed during the time he has been in post and since the adoption of the school structure. There were, for him, two parts to the Pro-Warden's job, 1) to take on their cross-college strategic roles (research, learning, international), and 2) "nurturing and nourishing" the HODs. He mentioned that the new SMT structure envisioned more leadership drawn from the body of academics.

The Warden concluded by making several other clarifications:

- The construction of the Enterprise Hub has been paused until autumn (although she also offered justifications for pressing ahead with it after this point)
- She noted our mention of Goldsmiths Leadership Group (GLG), saying it had been a productive working group
- She offered a meeting with the interim finance director and noted that meetings open to everyone on finance would be held in the summer term, but did not commit to opening up access to actual financial documents nor modelling
- She stated that some academics had contacted her praising the "Evolving Goldsmiths" plan

She pointed out that the ordinances haven't been looked at since 2015 and that the financial strategy hasn't been updated since 2012.

Natalie and Irit closed with a renewed request for clear commitments on our 4 demands.

# Professors' Forum Warden/SMT meeting

03 April 2020

Professors' Forum representatives: Irit Rogoff, Natalie Fenton, Evelyn Ruppert, Matthew Fuller, Atau Tanaka

The Warden, Frances Corner; Deputy Warden, Elisabeth Hill

Pro-Wardens Mark d'Inverno, David Oswell

# Introduction

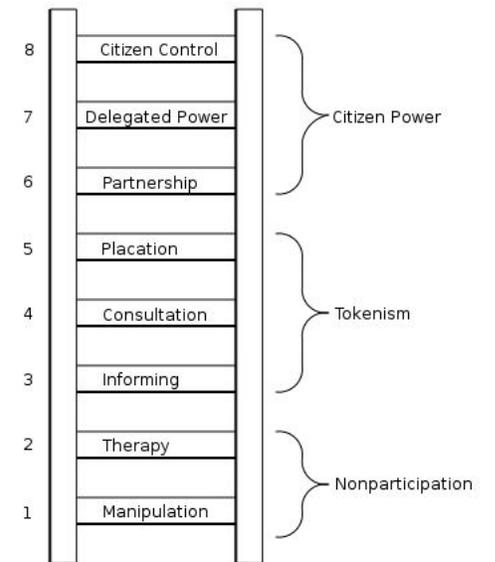
*We have agreed to the meeting today as we are aware of the strength of grievance and loss of trust felt towards SMT across Goldsmiths' constituencies/communities and the sense that you need to hear about it directly and clearly. Months of grievance have built up while the Evolving Goldsmiths plan was being presented, and now that it is surpassed by the Covid-19 pandemic, we have the additional and punitive decision to dock staff pay in response to the recent strike. Staff are working all out to keep the teaching, tutoring and caring going and they are encountering personal, financial and health hardship. The punitive decision, not aligned with most other universities, has eroded the little trust and confidence that have remained. While we have heard you it is clear that you have not heard us, making placatory statements instead of taking actions that address issues. We have prepared the meeting to be as clear as possible and to get the main points of concern across succinctly. This is our institution, we are peers, we have built Goldsmiths together and represented it internationally and we must all be part of the plans for its future.*

# Overview

- Evolving Goldsmiths is ill conceived in Substance
  - Issues need to be treated separately
    - Dysfunction of SMT
    - Failure to match growth targets
    - School structure moribund
  - Democratic structures of governance have been overridden
  - Covid-19 has overtaken everything
- Suspend EG
  - Curtail changes to DBMs and HoDs - retain department financial self-governance
  - Need commitment against Compulsory redundancies (VS = £2M cost)
  - Forestall capital projects e.g. Enterprise Hub (£6M cost)
  - New governance
    - Academics on all committees
    - GLG feeds into AB
    - Reassert power of AB
    - General Assembly as staff voice reporting directly to Council
- Vote of No Confidence becomes no option unless:
  - Immediate consultation with Departments and all staff
  - SMT/Planning provide Departments w detailed analysis
  - Working groups across Schools, Professional Services, Students Union

# Governance

- Operational Representation
  - Revisit roles and responsibilities of academic members of Council
  - Leadership group (GLG) reports to Academic Board (AB)
  - Need elected, equal academic representation on all College committees, including FRC
- Due process
  - Need to respect Ordinances Article 5. “Powers of the Academic Board”
    - *5.8 To make recommendations to the Council on the organisation of departments.*
  - Need to adhere to Statutes Article 4 “Powers of Council”
    - *4.20 To establish or abolish any posts in the College, provided that the Academic Board shall be consulted on any changes to the establishment which involve major change to the academic profile of the College.*
  - Reassertion of powers of Academic Board
- Full Transparency
  - Director of Finance must publish financial reports, planning & modeling papers
  - Council minutes need to be distributed
  - Information must be shared before decisions are taken
- True Participation
  - Consultation is tokenism
  - Partnership and Delegation are meaningful
  - Need to reestablish trust
  - General Assembly to give voice to academic staff, reporting to Council



# Research

- Departments are the key generators of research culture at Goldsmiths
- Departments have fulfilled their role in diverse ways
  
- The role of College is to facilitate and support this through policies and research infrastructures (e.g., professional services, funding).
- Especially over the past several years, College has not adequately delivered on its role.
- From research themes or individual externally funded projects, support to research and researchers has not been enacted in ways that match Goldsmiths espoused commitments or ambitions to be a research intensive university.
- Centralised management is not the solution.

# Research

Three areas for supporting and expanding our research capacities

## 1. Organisational change - recognise recent positive initiatives

- Restructuring of Research Services (RS)
- Creation of Academic Leads in Research, Knowledge exchange, Enterprise, Ethics, Teaching
- But need to be accompanied by collaborative processes whereby Goldsmiths researchers and Departments can engage and shape both administrative services and academic leadership so that they truly work for, support and speak to them

## 2. Collaborative Leadership - mobilise, support and strengthen peer support and collaboration

- Peer support instead of internal competition
- Build on unique strengths of Goldsmiths: Inclusive, Democratic, Critical, Inventive, Creative, Politically active and transformative

## 3. Finance - new models?

- Growing our research income is not the starting point.
- Revisit allocation of overheads and fEC between College & Departments
- Consider incentives/disincentives: e.g., workload adjustments, replacement teaching
- Identify ways to support contract staff and reduce casualisation
- Consider our responsibilities and duty of care to the myriad staff (from postdoctoral researchers to replacement lecturers) hired to support our research-intensive ambitions.

# A new process moving forward

- We need a new start, use elements from Alternative Goldsmiths
- We need to leverage the expertise and professionalism of all staff
- PF is a channel to reach the various constituencies
- The university is a community
- COVID changes everything and we need to act accordingly