

**SCHOOL OF ORIENTAL AND AFRICAN STUDIES  
GOVERNING BODY**

**AGENDA, page 1  
Friday 3 December 2010 from 11am – 2pm  
Room 116**

<b>PART 1</b>		
<b>I</b>	<b>Minutes</b>	
	To approve: The minutes of the meeting held on 1 October 2010	[Attached]
<b>II</b>	<b>Actions Taken</b>	
	To receive: updates on action taken	
<b>III</b>	<b>Matters Arising / Matters for Report</b>	
<b>IV</b>	<b>Director's Report</b>	
	To consider: A report from the Director	[Appendix A]
	<i>The following to approve</i>	
<b>V</b>	<b>Finance –</b>	
	To approve: audited financial statements for the year ended 31 July 2010	[Appendix B]
	To approve: the 2010/11 revised revenue budget	[Appendix C]
	To approve: HEFCE financial forecasts 2010 and commentary	[Appendix D]
	To approve: signed Annual Assurance return	[Appendix E]
	To approve: recommendations on staffing from Faculty Plans	[Appendix F]
<b>VI</b>	<b>Annual Reports</b>	
	To approve: the printed version of the 2009-10 SOAS Annual Report and Financial Statements	[Appendix G]
	To approve: the 2009-10 Students' Union Annual Report and financial statements	[Appendix H]
<b>VII</b>	<b>Audit</b>	
	To approve: the 2009/10 Annual Internal Audit report	[Appendix I]
	To approve: the 2009/ 10 Annual Report of Audit Committee	[Appendix J]
<b>VIII</b>	<b>Strategic Planning</b>	
	To approve: the 2009/10 Corporate Planning Statement	[Appendix K]
	To approve: the revised Estates & Infrastructure Strategy	[Appendix L]
	To approve: the revised Records Management Policy (as part of Information Strategy work)	[Appendix M]
<b>IX</b>	<b>Standing Orders</b>	
	To approve: amendments to the Standing Orders	
	i. Governing Body Primary responsibilities	[Appendix N]
	ii. The School President	[Appendix O]
<b>X</b>	<b>Student Union (SU) Constitution</b>	
	To approve: the new SU constitution	[Appendix P]
	<i>The following to consider</i>	
<b>XI</b>	<b>Staff Survey Results –</b>	
	To consider: results from the 2009 staff survey	[Appendix Q]
<b>XII</b>	<b>Degree Awarding Powers (DAPs) Update</b>	
	To consider: cover note from the Pro-Director	[Appendix R]
	To consider: letter from the Advisory Committee on Degree Awarding Powers (ACDAP)	[Appendix S]
	To consider: final report from the Quality Assurance Agency (QAA)	[Appendix T]

**SCHOOL OF ORIENTAL AND AFRICAN STUDIES  
GOVERNING BODY**

**AGENDA, page 2  
Friday 3 December 2010 from 11am – 2pm  
Room 116**

<b>XIII</b>	<b>Committee Reports</b>	
	To receive: Minutes/reports/items to note from the following sub-committees	
	- Academic Board	[Appendix U]
	- Audit Committee	[Appendix V]
	- Health & Safety Committee	[Appendix W]
	- Resources & Planning Committee	[Appendix X]
<b>XIV</b>	<b>Any other business</b>	
<b>XV</b>	<b>Date of next meeting</b>	
	To note: Next meeting of Governing Body is on Friday 29 April 2011, starting at 11am followed by lunch at approximately 1pm.	

*The Director is hosting lunch from 1-2pm. Please let John Ahearne know (020 7898 4015 or email [sec-officer@soas.ac.uk](mailto:sec-officer@soas.ac.uk)) whether or not you are able to attend the lunch.*

**SCHOOL OF ORIENTAL AND AFRICAN STUDIES**

**GOVERNING BODY**

**Friday 3<sup>rd</sup> December 2010**

**OPEN MINUTES**

Dr T Miller (Chairman)  
Ms E Wright (Vice-Chair)  
Professor P Webley (Director)  
Mr M French (Honorary Treasurer)

Dr F Adamson	Mr N Lerner
Sir Graham Fry	Dr J Parker
Professor G Furniss	Professor N Rao
Professor B Harriss-White	Mr J Robinson
Mr C Ilako	Professor S Subedi
Mr J Kain	Mr S Uribe

In attendance:

Mr G Appleby (Director of Finance & Planning)  
Mr D Beaton (Registrar & Secretary)  
Professor I Brown (Dean of Arts & Humanities)  
Professor M Craven (Dean of Law & Social Sciences)  
Mr I Parry (Head of Institutional Risk, HEFCE)  
Dr N Varey (Minutes)

Apologies: Sir Ivor Crewe  
Mr J Griffith-Jones  
Mr K Kutay  
Professor A Pauwels (Dean of Languages & Cultures)  
Ms R Mortuza  
Ms Z Weaver

**PART 1**

**14. Welcome**

The Chairman welcomed the Governing Body members and extended a warm welcome to Mr Ian Parry, HEFCE's Head of Institutional Risk who will be heading the HEFCE assurance review on 8 February who was present as an observer.

**15. Apologies**

Apologies above, largely occasioned by the bad weather, were noted

**16. Minutes**

The minutes of the meeting held on 10<sup>th</sup> October 2010 were approved and signed, as a true record.

## 17. Actions Taken

(i) *Minute 43 ('09/10) Risk Register – Risk 002*

The Director confirmed that he had circulated a note regarding changes to UK Immigration Policy.

(ii) *Minute 8 HEFCE Assurance Review*

The Registrar and Secretary confirmed that details of the action plan for the HEFCE Assurance Review had been circulated and that Executive Board was monitoring progress.

(iii) *Minute 7 KPI's*

The Registrar and Secretary confirmed that progress has been made on:

- a Staff based KPI
- an Alumni Relations KPI
- Student Experience KPI

Each was being discussed by the relevant Committees which will bring forward recommendations to Governing Body before the end of this academic year.

The Finance Director confirmed that a correction had been made to KPI 6, Active PGR Student FTE per Research Active Academic FTE, that this data does include PGR students who are writing-up and still paying fees.

(iv) *Minute 9 Board Effectiveness Reviews*

The Registrar and Secretary confirmed that a questionnaire on the effectiveness of the Governing Body had been circulated to members. The Chairman advised the meeting that he believed that this was an important element of the governance structure and that once he had received responses to the questionnaire he would meet each member individually. Governing Body would also receive a summary report at the end of the review process with appropriate recommendations for further action.

(v) *Minute 10 2016 Strategy*

The Registrar and Secretary confirmed that the Centennial Report had been amended and reprinted.

The Chairman confirmed that an Extraordinary Governing Body meeting was held on the 17th November which discussed the Vision & Strategy of the School. This was a meeting with the Governing Body and the Executive Body and it was hoped to repeat this in the first quarter of 2011 when there will be more clarity with regard to funding.

## 18. Matters arising

There were no matters arising.

## 19. Director's Report

Governing Body **received** a report from the Director [Appendix A] and the following additional comments were noted.

(i) Funding

The Director reported that the vote in the House of Commons on Fees would now be on 9<sup>th</sup> December 2010. It is unlikely that there would be any Government concession on the cap but there may be on student support.

Governing Body noted that notwithstanding the assumptions about the phasing of the reduction in the T grant set out in the papers from the Resources and Planning Committee the latest information available suggested that the phasing would after all be back-load with a 10% reduction in the first year followed by 30% in each of the subsequent 3 years. Uncertainty about funding will rapidly decrease in the coming weeks. Once Parliament has decided the approach to fees the government will write to HEFCE before Christmas confirming the public money available for higher education and the framework within which the Council will be expected to arrange allocation to universities.

Governing Body **agreed** that in the unusual circumstances which now prevail it would be necessary for there to be an additional meeting of the Resources and Planning Committee and of Governing Body itself so that proper consideration and approval could be given to the School's financial plan and strategy before these were submitted to HEFCE by 15 April. The Registrar and Secretary will take the appropriate action.

The Members also wished to express their thanks to the senior management team and their actions over the past few weeks facing the various situations.

(ii) Student occupation

The Director provided an update on the current occupation of the Brunei Suite by a group of students. Governing Body also **received** a statement tabled on behalf of the occupiers. Although considerable time and effort had been spent by senior management and by the student sabbatical officers trying to resolve the situation discussions had so far proved fruitless. The occupiers have been courteous and well behaved but no agreement has been reached as to a way forward. The Governing Body endorsed the Director's view that occupation was not a legitimate action and reaffirmed its policy on occupations. The occupation was a significant drain on management time and the resources of the School the impact of which was possibly not fully appreciated by the occupiers.

The Governing Body noted the Student Union's view that the occupation was part of a national movement which was escalating in the run-up to the vote in Parliament on the increase in the fees cap for UK undergraduate students. In the short term there was little that the School could do and the current approach was the best way.

The Students Union had held an Emergency General Meeting at which a motion had been passed by a majority of 8 in favour of the occupying part of the School. It was important to note that out of approximately 4000 students only a little over 200 took part in the vote for occupation. Nevertheless Governing Body was aware that there was support amongst staff and students for the campaign against current government HE policy. There is less support for the occupation which has had the unfortunate effect of dividing opinion in the School

The Director and the Chairman had felt it appropriate to issue a statement setting out their views on aspects of the current debate about HE policy. The occupiers' key demand had been for a statement from the Director which endorsed their views. The

School's position had been, and would continue to be, that any statement by the Director about higher education policy would not be subject to negotiation with the occupiers. Governing Body supported this position.

The Governing Body noted it's thanks to all concerned for their efforts to bring this difficult situation to a positive conclusion.

(iii) Pensions

Governing Body noted as an employer the School was responsible for conducting the consultation on proposed changes to the structure of USS with members, potential members and trades unions. The work was on-going.

(iv) Pay

The Director advised the Governing Body that he understood that following the Special UCU Conference in November the Union's Executive may call for strike action in the New Year.

(v) Recruitment

The Director advised that the effects of the under recruitment were shown in the Revised Revue Budget (Appendix C). Governing Body noted that the under recruitment was against targets rather than a reduction in actual numbers of students. The under recruitment against targets was particularly for Masters Students in Development Studies and in Law, both which previously exceeded targets. With undergraduates this is across the board and a survey has shown that there is no particular reason for that.

(vi) Fund Raising

The Director reported that there continued to be good progress in the School's fundraising activities during the period of the matched funding scheme which will end in July 2011. During 2009-10 the School had raised £3,714,611 which if it passed all the HEFCE audit process should leverage a further £1,241,102. GB also noted with appreciation the funding of three MA/MSc scholarships per year for four years by Standard Chartered. Governing Body **endorsed** the importance of increasing the number of scholarships funded from external sources.

(vii) PDF and 53 Gordon Square

The Director reported that legal issues still prevented the School and the University of London reaching a final agreement on the lease of 53 Gordon Square and the arrangements to house part of the Percival David Foundation collection of ceramics and books.

(viii) Personalia

Governing Body **congratulated** Professor Surya Subedi on his appointment as a member of the Human Rights Advisory Group to advise the Foreign Secretary.

## 20. Audit

The Governing Body **received** the following reports:

- Annual Audit Committee Report to the Governing Body 2009/10 (Appendix I)
- Annual Report of the External Auditors 2009/10 (Appendix J).

The Chair of the Audit Committee reminded Governing Body that when he had arrived at SOAS there had been a disproportionately large number of Internal Audit recommendations which had not been completed. The reasons for this were that recommendations had been agreed by management without the resources necessary for implementation or that the recommendations had been poorly drafted making implementation problematic. He thanked the Registrar & Secretary for having substantially rectified this situation although continued attention would be necessary to keep the situation under control. Governing Body noted that management were confident that sufficient resources were available to implement recommendations from Internal Audit and that procedures were in place to ensure that recommendations are tightly drawn with clear deliverables and timescales.

The Governing Body was advised by the HEFCE Adviser that the Council places a great deal of reliance on these reports when making its assessment of institutional risk. This would be amongst other areas that would be scrutinised as part of the forthcoming HEFCE Assurance Review.

The Annual Audit Committee Report to the Governing Body 2009/10 was **approved**.

The Chair of the Audit Committee commended to Governing Body the Report of the External Auditors for the year ended 31 July 2010.

Sir G Fry raised the point that in this letter there was reference to a number of historically immaterial deferred income balances that had been identified where there is not an appropriate basis for deferral. The Chair of Audit Committee confirmed that the External Auditors recommendation that such balances should be reviewed and released to income, where appropriate, in 2010/11, had been agreed. It was noted that in relation to Financial Statements the term 'immaterial' is used to describe any adjustment to the figures within the Financial Statements that would not cause the reader to alter their view of the reported results.

Governing Body considered what should be an appropriate financial level for materiality in the accounts. The Chair of the Audit Committee and the Finance Director advised that this was c. £500,000 and that the auditors had been content to sign the accounts off on this basis.

The Report and the Management Representation Letter were **approved**.

## 21. Finance

Governing Body **received** the following reports from the Honorary Treasurer. These had previously been considered by the Resources and Planning Committee at its meeting on 16 November 2010.

- (i) Audited financial statements for the year ended 31 July 2010 (Appendix B).

The Finance Director reported an actual surplus of £2.062m for financial year ended 31 July 2010 (an improvement of £536k on the surplus of £1.526m reported in March).

This surplus represented 3.3% of gross income and compared to a surplus of £907,000 for 2008/09.

This improvement has been achieved through fee income growth, largely as a result of increased recruitment in a period of relatively low pay inflation. Tuition fees grew by 18.6% while staff costs grew by 5.4%. Taken together with a flat level of funding grants and research income, total income growth of 8.6% exceeded total expenditure growth of 6.9%.

This improvement in surplus was reflected in cash terms with £3.6m generated from operating activities (as against £1.9m in the previous year).

During the year, the School commenced on an enhanced programme of investment in its Estate, expending £6.4m. This contributed to a net cash outflow reducing cash reserves from £16.6m to £15.4m. Sufficient cash reserves remain to fund the planned capital investment programme for 2010/11.

The Chair of the Audit Committee advised the Governing Body should make clear that the School needed to generate a surplus so as to be able to invest in improvements in the estate and new academic activities. The Chairman endorsed this emphasising the need to reinvest in the facilities of the School.

It noted that HEFCE indicated that last year the sector overall made 2% surplus and it is likely that this will be the same this year. Governing Body agreed that the School should, in future be more explicit in its Operating and Financial Review about how the surplus funds are used.

The Audited financial statements for the year ended 31 July 2010 were **approved**.

(ii) Revised Revenue Budget 2010/11 (Appendix C).

The Honorary Treasurer advised that, as part of the annual planning process, the School's budget has been updated to reflect income changes arising out of actual enrolment data and the financial impact of any other known changes that have become apparent since the budget was prepared. The revised budgeted outturn is somewhat better than previously reported mainly as a result of two specific accounting adjustments, these being:

- the recognition of matched funding income [of £743k] in the current year which will not be expended until future years; and
- the release of a provision [of £181k] for University of London external services no longer required

Governing Body noted that were it not for these two adjustments the budgetary position would have deteriorated from that previously forecast with a revised figure of only £258k.

Governing Body noted that the most significant negative impact is as a result of the School's failure to reach income targets for on campus degree programmes. Recruitment figures as at 22 October 2010 indicated a fee income shortfall of some £636k. This has largely arisen as a consequence of lower than expected recruitment of Home/EU undergraduate student and taught postgraduate students. Taken together this has reduced budgeted income by £839k. On a more positive note recruitment of overseas undergraduate students surpassed targets, reducing the overall income

shortfall by £261k. In light of this income shortfall, the School has released £500k from its general contingency budget.

In terms of factors with a positive impact, the staffing budget has fallen by £225k. This has been made possible by recognising in full the year one savings arising from the restructuring of the Library and Information Services Directorate. Previously these had been set off against the restructuring costs which have now been charged to the previous year. Wherever possible, action will be taken by the Management Team throughout the year to improve the current budgeted position, with a further report on the likely outturn for 2010-11 to be made to the Governing Board next term.

The net impact of adjustments made is an improvement of £620k with the budgeted surplus rising from £562k to £1.182m

Governing Body approved the Revised Revenue Budget 2010/11.

(iii) HEFCE financial forecasts 2010 and commentary (Appendix D).

The Honorary Treasurer advised that a detailed forecast was usually submitted at this time to HEFCE but in view of the exceptional uncertainty facing the sector HEFCE had offered universities the option to delay their submissions until 15 April 2011 by which time the situation should have become clearer. The Honorary Treasurer explained that what the management team have undertaken is a considerable amount of scenario planning only some of which has been illustrated in this paper considered by the Governing Body. The detailed work already considered would enable the School to produce a revised financial forecast once funding reductions and undergraduate fee regulations are clarified.

Governing Body noted that the three scenarios reported upon are based on models in which undergraduate Home/EU contributions are set at £6k, £7k and £9k. Under each scenario the School is forecast to fall sharply into deficit in 2011/12, then following the change of fee regime in the 2012/13, there is a significant divergence. It was reported that a fee level of £6k or even £7k is unsustainable under the current cost base and that eventual annual efficiency savings of £3.5m to £5.5m would be required in order to put the School on a sound financial footing by 2014/15. With fees set at £9,000 it would appear that School could potentially withstand the short term deficits and achieve a reasonable level of surplus by 2014/15. It was however noted that this does assume that the School will be able to maintain the current levels of undergraduate student numbers, after an almost three fold rise in tuition fees, without further investment in support services, facilities or estates infrastructure. Given that some further investment will be required, efficiencies would still need to be sought in order to fund such investment.

The assumption made about the impact of interest rate movements on the scenarios was discussed. The Finance Director advised that the assumptions used in the scenarios in this regard were based on advice received from the School's Treasury advisors but that changes in interest rates tended to be financially neutral with any increase in interest on the School's investments cancelling out any increase in interest on loans. It was noted that a change in exchange rates is likely to have a greater impact on the School's finances given the high level of international recruitment – this impact has been considered as part of the sensitivity analysis.

Governing Body noted the considerable work already carried out by the School's Executive Board and recognised that further work is required to consider the most appropriate level of undergraduate fee for the school and the possible resource ramifications of this decision. This together with further clarification from HEFCE on funding reductions should place the School in a better position to determine the level of

the funding gap and actions to close this gap. Resources and Planning Committee would be kept fully informed of plans as these developed and a special meeting of Governing Body would be arranged for mid to late March to receive and approve the School's financial forecasts in time for their submission to HEFCE by 15 April 2011.

Notwithstanding the extended deadline for submitting full financial forecasts until 15 April 2011 Governing Body noted that HEFCE still required the financial forecasts for the years to 2010-11 together with a note on the scenario planning the School has undertaken. Accordingly Governing Body **approved** for submission to HEFCE the financial forecasts 2010-11 and the note on scenario planning.

(iv) Signed Annual Assurance return (Appendix E)

The Honorary Treasurer advised that the Director had signed the statement that the School had already met its obligations under the HEFCE Financial Memorandum.

The signed Annual Assurance return was **approved**.

(v) Recommendations on staffing from Faculty Plans (Appendix F)

The Honorary Treasurer advised the Governing Body that the three Faculty Plans had been exhaustively reviewed by the Planning and Resource Committee. A key element of these plans is the requests for staff. The Resource and Planning Committee have recommended to the Governing Body that these posts are approved in principle so that they may be advertised; however, any or all of these recruitment processes would be aborted depending on the final outcome of the deliberations on the School's financial forecasts. The Director confirmed that the Executive Board would monitor closely progress on filling these positions and no final decision would be taken until there is greater clarity about the School's financial position.

During discussion of this item a number of members of Governing Body indicated that they were overwhelmed by the number of acronyms and it was **agreed** that in future acronyms should be spelt out in full the first occasion that they appeared in any paper and that in addition the Secretariat should produce a glossary of terms to be produced.

Governing Body noted that in two of the Faculties staff numbers were reducing whereas in the other numbers were increasing. This was because across the School the levels of income/student numbers could not always be maintained and as a consequence when retirements or resignations occurred sometimes posts were not refilled. This applied particularly to the Faculty of Arts and Humanities and Faculty of Languages and Cultures. In The Faculty of Law & Social Sciences there has been an increase in student numbers and income as a result of which staffing levels have grown to respond to that business.

The growth of the Faculty of Law and Social Sciences and the lack of growth in the other two Faculties has resulted in a cross subsidy from this one Faculty to the two others. In the past the School had received some special ear-marked funding (now incorporated into the teaching grant) to help minority languages. With the likely withdrawal of funding for arts, humanities and social science teaching the School was in danger of losing a level of income which recognised the special position of minority languages.

The Director confirmed that both he and colleagues had been lobbying government hard and HEFCE about the importance of ensuring that support continues in some form for the teaching of minority languages.

The reference in the paper to natural wastage amongst staff was explained as meaning the departure of members of staff through retirement or resignation. It was confirmed that this was through retirement or people leaving. The Governing Board confirmed that any courses that a decision had been reached to close, would be readily available in the normal way.

Governing Body also sought clarification about the processes for scrutinising budgets/staffing requests for professional staff in faculties and elsewhere in the School. The Registrar and Secretary confirmed that there was a structured process for both groups. Plans for professional staff within faculties were included in the detailed plans submitted by each faculty and workforce planning for central professional services was undertaken following the completion of the academic planning to ensure that professional services were able to provide the appropriate support.

Governing Body **approved** the recommendations on staffing from Faculty Plans on the conditions set out above.

## **22. Annual Reports**

Governing Body **received** the printed version of the 2009-10 SOAS Annual Report and Financial Statements. (Appendix G)

The Director advised that the report was in two sections, the second of which, the Financial Statements, the Governing Board had already approved in 21 above. The first section provides an overview of what the School has achieved during the past year. The Chairman drew the attention of the Governing Body to Page 39 which relates to the Governance of the School and the responsibilities of the members of the Governing Body.

The printed version of the 2009-10 SOAS Annual Report and Financial Statements was **approved**.

Governing Body **received** the Annual Report and Financial Statements for the Students Union for the year 2009-10. (Appendix H)

The Co-Presidents of the Students Union introduced the paper. The year had been one of changes especially with the refurbished accommodation for the Students Union which had been generally welcomed by current students and alumni who have visited. Other issues of note included the continued difficulty in booking space for events and the ever greater demands on the resources of the Students Union.

Governing Body's attention was drawn to the Students Union's environmental activities and the level of the students' engagement with these projects. The Students Union's Strategic Plan had been developed though consultation with the students, however, many of the year's activities fell outside the scope of this document. This was partly because of the difficulty of maintaining consistency where a large number of the sabbatical officers changed each year. The Students Union would continue to seek to use the Strategic Plan as a mechanism for achieving greater continuity in its activities over time.

Governing Body queried how the Students Union trustees were appointed and how engaged they were. The members of the Student Executive are also the Trustees so in that sense levels of engagement are high. Meetings as Trustees are held once a term as a minimum, with the Executive meeting every week. Elections take place twice a year, with the main elections in March with usually a very good response.

The Chairman was delighted as to how much activity was going on and that is reflective of a healthy situation and congratulated the leadership. He asked specifically what the response had been to the new Common Room. There had been a satisfactory and a very good response. The Director also reported that Alumni recently visiting the Su were also impressed with the changes.

The Governing Body **approved** the 2009-10 Students' Union Annual Report and Financial Statements subject to amendments of the errors identified.

### **23. Strategic Planning**

Governing Body **received** and was asked to **approve** the following reports:

(i) 2009/10 Corporate Planning Statement. (Appendix K).

The Director advised that this was an important document which is submitted to HEFCE and described the extent to which the School has achieved the objectives it had set itself for the previous year:.

Governing Body noted some inconsistencies in the report about the frequency with which KPIs were reviewed. This was probably due to some changes in practice over the past few months. It was confirmed that KPIs were reported once a year.

The improvement in the take up rate for Staff Development Reviews was welcomed, however, it was agreed that compliance with the process was very important and every effort would be made to continue this progress.

The Chairman believed that this report represented a very good framework for the Governing Body as it reflects what has been achieved but also what the School is committed to doing and thanked the Director for this.

The completion of the School's Equal Pay Audit was noted which had been considered by the Equality and Diversity Committee. Governing Body **agreed** that the key results of this audit should be highlighted in the Annual Report it receives from the Equality and Diversity Committee. .

The 2009/10 Corporate Planning Statement was **approved**.

(ii)

Revised Estates & Infrastructure Strategy (Appendix L).

R

Governing Body **received** a revised version of the Estates Strategy which had been approved by it at its meeting on 30 April 2010. The Estates and Infrastructure Committee had considered this draft and had agreed to recommend its approval to Governing Body. The key change is to the projects included in the plan and the way in which capital expenditure is profiled as set out in Appendix 1 of the strategy. This revised profile for capital expenditure is also included in the Financial Plan approved by the Governing Body at item 21. The previous strategy had been quite wide ranging mixing maintenance of existing buildings with the acquisition of land and the construction of a new building. Funding was to have been derived from a mixture of reserves, loans and fund raising. Capital expenditure plans are now fundamentally changed to focus on delivering what the School needs and is capable of being funded through revenue, loans and its reserves. The objective is to up-grade the facilities that the School currently has and to ensure that this condition level can be maintained

before considering acquisitions. The intention is to make the best use of the School's current space. This will enable the School to continue to improve the quality of space for students and staff in an affordable manner.

The Governing Body agreed that this was the correct approach and a well laid out plan and the Revised Estates & Infrastructure Strategy was **approved**.

(iii) Revised Records Management Policy (Appendix M).

Governing Body **received** a revised Records Management Policy.

The Registrar & Secretary advised that this was an update to a previous version and part of the School's Information Strategy. As such it represented a sensible and balanced approach to the issue of records management.

Governing Body queried the School's approach to the retention of records for students and how consistency of approach was maintained between different departments. The Registrar and Secretary advised that more clarity with regard to this was needed and that this was part of the work of implementing the Policy. There were also important space management issues around the retention of records. In many offices a significant amount of space was devoted to the storage of large quantities of records not all of which were current.

The Revised Records Management Policy was **approved**.

## **24. Standing Orders**

(i) Governing Body Primary Responsibilities (Appendix N).

The Registrar and Secretary reported that as part of the 2009 HEFCE Assurance Review the auditor had commented to the effect that the School's statement about its responsibilities towards its Students Union was not as specific as to duties as that set out in the Committee of Universities Chairmen (CUC) Guide. Governing Body noted that this was a change to clarify existing practice rather than an alternation in the way in which it has fulfilled its obligations under the Education Act 1994.

Governing Body **approved** the amendment to Section F Student Issues of the Statement of Primary Responsibilities set out in Standing Orders.

(ii) The School President (Appendix O).

The Registrar and Secretary advised Governing Body that the current School President, Baroness Helena Kennedy, would come to the end of her term of office on 31 July 2011. Accordingly the School would need to identify a successor. This was an appropriate juncture to tidy up Standing Orders insofar as they relate to the role of President to make the statement around the role clearer and to reduce the term of office from 5 to 4 years bringing it in line with other terms of office such as members of Governing Body.

Governing Body **approved** the amendment to Annex XIII of Standing Orders.

## **25. Student Union Constitution**

Governing Body **received** a revised constitution for the Students Union (Appendix P). The revision was necessitated by the new Charities Act under which student unions

were now required to become registered charities. While universities, as charities, were regulated by HEFCE, students unions were regulated directly by the Charities Commission. In general Governing Body was content with the constitution which was largely based on a template provided by the National Union of Students (NUS). However, members expressed concern that there would be no lay members as Trustees of the Students Union. This had been raised as a concern with the Co-Presidents when the draft Constitution had been considered by Executive Board earlier in the autumn.

Governing Body understood from the Co-Presidents of the Union that the issue of trustees had been considered carefully. While many student unions did have lay members as trustees nearly half did not. Notwithstanding Governing Body took the view that good practice in governance normally included a measure of lay representation on governing bodies. In this case the proposal was only that there should be one lay trustee.

The Student Union Constitution was **approved** subject to the Union reconsidering the issue of including one lay trustee. It was **agreed** that the Co-Presidents would discuss with the Chairman of Governing Body the response of the Students Union Executive to this proposal.

## **26. Staff Survey Results (Appendix Q)**

Governing Body **received** a summary of the responses to the Staff Survey which had been conducted towards the end of the previous academic year. The paper had previously been circulated to staff with the School and the HR Committee had considered a detailed presentation on the results of the survey. Governing Body was pleased to note that there had been considerable improvement in the responses to a number of key questions in comparison to the outcome of the previous survey in 2007; however, further work remained to be done. The Registrar and Secretary indicated that work was underway to agree the actions going forward in each faculty and Directorate.

Governing Body members raised a series of questions particularly relating to the responses to questions on equal opportunities, salaries and bullying & harassment. Members were concerned that the summarised presentation of the report could give a misleading impression of the extent to which bullying and harassment had been reported. Accordingly Governing Body **agreed** that it should receive at its next meeting a revised report based on a more thematic presentation of the results and an indication of the actions that will be taken.

## **27. Degree Awarding Powers(DAPS) Update (Appendix R,S,T)**

Governing Body **received** the report of the Degree Awarding Powers (DAPs) assessor.

The issues raised in the report are very important for future of the School and the final outcome of the process will to some extent be dependent on the outcome of the forthcoming HEFCE Assurance Review. Governing Body **agreed** that the issues raised required longer discussion than would be possible at a normal business meeting. Accordingly it agreed that a special meeting should be held in February 2011 to discuss in detail the implications of the DAPs report in the wider context of government policy towards higher education.

Governing Body noted that the outcome of the HEFCE Assurance Review would be known by the end of February.

## **PART 2**

### **28. Committee Reports (Appendix U,V,W,X)**

The Chairman asked the Governing Body **to receive** the Papers on the Academic Board (Appendix U); Audit Committee (Appendix V); Health & Safety Committee (Appendix W) and the Resources & Planning Committee (Appendix X).

The Director advised that there had been the first meeting of the Academic Board under the new governance structure, attendance was good and was very pleased with the progress being made.

### **29. Any other business**

Mr Uribe tabled a paper offering alternatives to tuition fees through a University token currency which could be paid for non academic work completed by students. This currency could be paid towards tuition fees. It could give access to workers with low wages to access to higher education.

### **30. Date of next meeting**

It was **noted** that the date of the next meeting of Governing Body was planned for the 29<sup>th</sup> April 2011 which was also the date of the Royal Wedding.

It was **agreed** that a new date would be found and the Governing Body advised accordingly.

**SCHOOL OF ORIENTAL AND AFRICAN STUDIES****GOVERNING BODY****Friday 3 December 2010****Action Points 2010/11**

<b>Minute</b>	<b>Item</b>	<b>Action</b>	<b>Deadline For Report</b>	<b>By</b>
17	<i>KPI's</i>	Staff based KPI, Alumni Relations KPI and a Student Experience KPI to be discussed by the relevant Committees and forward recommendations to Governing Body	8/07/11	DB
	<i>Board Effectiveness Reviews</i>	Summary Report	8/07/11	TM
19	<i>Additional Meetings of the Governing Body and the Resource &amp; Planning Committees</i>	To consider the School's financial plan and strategy before these were submitted to HEFCE	08/04/11	DB
23 (i)	Equal Pay Audit	School's Equal Pay Audit the key results to be highlighted	08/07/11	MC
24	Student Union Constitution	Co-Presidents would discuss with the Chairman the issue of including one lay trustee.	End 12/10	TM
25	Staff Survey Results	Revision of report based on a more thematic presentation of the results and an indication of the actions that will be taken.	08/04/11	DB
26	Degree Awarding Powers (DAPS)	A special meeting to be held in February 2011 to discuss the issues raised.	End Feb	DB/NR