

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

AGENDA

Thursday 5th July 2012 from 1600 - 1800

Room 116, College Buildings, Thornhaugh St. Russell Square, WC1H 0XG

Items marked with an asterisk are formal business, not intended for discussion. If members wish to discuss any issues arising from these items they should inform the Secretary by 9am on Tuesday 3rd July 2012

I	Minutes	
	To approve: The minutes of the meeting held on 20 th April 2012	[Attached]
II	Actions Taken	
III	Matters Arising / Matters for Report	
IV	Questions on the Director's report (<i>the Director's monthly report will be dispatched on the 30th June</i>)	[Oral item]
V	Finance To approve: (i) the Financial Forecasts 2011 (ii) the proposed Budget for 2012/13	[Appendix A] [Appendix B]
VI	Amendments to Standing Orders To approve: Amendments to the School's Standing Orders	[Appendix C Annexes]
VII	League Table Report To receive: a report on the League Tables	[Appendix D]
VIII	Vision and Strategy for the Centennial To consider: a paper from the Director on SOAS Vision and Strategy	[Appendix E]
IX	Equality & Diversity To note and to approve: Equality Analyses and paying due regard to the Equality Act (2010)	[Appendix F]
X	Risk Register To note: The Risk Register	[Appendix G] Annexes A&B
XI	SOAS Safety Policy To approve: The Safety Policy (<i>The appendices to the Safety Manual are available on request from sec-officer@soas.ac.uk</i>)	[Appendix H] Annex A

XII	<p>Sub-Committee Reports</p> <p>To receive: Sub-Committee reports/minutes:</p> <ul style="list-style-type: none"> (i) Academic Board, 6th June 2012 (draft) (ii) Audit Committee, 31st May 2012 (iii) Health & Safety Committee, 22nd May 2012 (iv) Resources & Planning Committee, 7th June 2012 (v) Nominations Committee, 3rd May 2012 (vi) Honorary Degrees & Fellowships Committee <ul style="list-style-type: none"> (a) to receive the report of the meeting of 3rd May 2012 (b) to approve the criteria for the award of SOAS Honorary Degrees 	<p>[Appendix I] [Appendix J] [Appendix K] [Appendix L] [Appendix M] [Appendix N]</p>
XIII	<p>Outsourced Cleaning Services at SOAS</p> <p>To consider: a paper</p>	<p>[Appendix O]</p>
XIV	<p>Valedictions</p> <p>To note: the following Governors terms of office comes to an end 31 July 2012</p> <ul style="list-style-type: none"> • Mr Michael French (Honorary Treasurer) <p>The following Governors' terms of office come to an end 31 August 2012</p> <ul style="list-style-type: none"> • Professor Surya Subedi, OBE • Mr Ali Khan • Ms Arianna Tassinari 	
XV	<p>*Emeritus Status</p> <p>To note: the award of emeritus status to:</p> <ul style="list-style-type: none"> (i) Professor Phil Jaggard (ii) Professor Tudor Parfitt 	
	<p>Date of next meetings</p>	
XVI	<p>To note: Next meetings of Governing Body:</p> <p>Friday 5th October 2012 at 9.30am Tuesday 27th November 2012 at 16.00pm Friday 19th April 2013 at 9.30am Thursday 4th July 2013 at 16.00pm</p>	

Following the meeting the Chairman is hosting dinner at 6.30pm in the Brunei Suite.

SCHOOL OF ORIENTAL AND AFRICAN STUDIES

GOVERNING BODY

Thursday 5th July 2012

OPEN MINUTES

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

Dr F Adamson
Mr D Beaton
Professor Sir I Crewe
Mr G Dalal
Professor G Furniss
Sir Graham Fry
Mr A Khan

Ms R Mortuza
Dr J Parker
Mr J Robinson
Professor S Subedi
Ms A Tassinari

In attendance: Mr G Appleby (Director of Finance & Planning)
Mr D Beaton (Registrar & Secretary)
Professor S Chan (Dean of Law & Social Sciences)
Professor A Pauwels (Dean of Languages & Cultures)
Professor G Singh (Dean of Arts & Humanities)
Dr C Ince (Minutes)

Mr H Lanigan-Coyte (SU Sabbatical Officer)
Ms A Fulton (SU Sabbatical Officer)
Ms K Ono (SU Sabbatical Officer)

Apologies: Mr N Lerner
Professor B Harriss-White

43. Apologies for absence

The apologies were **noted**.

44. Minutes

The minutes of the meeting 20th April 2012 were **approved**.

45. Actions Taken

(i) MIN 32 – PGT Portfolio Review

The Pro-Director, Learning & Teaching **reported** that of the 300 courses identified with low student numbers 65 had been withdrawn already and a further 137 across faculties would be considered for deletion in 2012/13. The remaining 98 would be kept under review but were essential to the School's overall mission and external brand.

(ii) MIN33 – Distance Learning

The Director of Finance & Planning **confirmed** that the figure reported for distance learning income in the forecast outturn was correct, at £100K below last year's actual figure.

46. Matters Arising/Matters for Report

There were no matters for report other than those on the agenda.

47. Questions on the Director's Report

The Director **reported** that, in addition to his reports circulated at the end of May and June, the new Vice-Chancellor of the University of London, Professor Sir Adrian Smith, would be starting on 1 September 2012. Therefore, he would be acting Vice-Chancellor for August.

Governing Body **noted** that the drop in applications for 2012/13 entry was comparable to the national trends in subjects but that the picture was vary varied as the system moved to the new fee regime. The drop in both applications for language degrees could be due to the financial implications for student's undertaking a 4-year degree programme. However, it was hoped that the latest changes to HEFCE funding in this area might allow the School to reduce the fee for the year abroad element to zero.

Governing Body congratulated John Hollingworth on his award of the MBE in the Queen's Birthday Honours.

48. Finance

To approve

Appendix A – The Financial Forecast 2012

Appendix B – the proposed budget for 2012-13

The Honorary Treasurer **reported** that Resources & Planning Committee had considered the Financial Forecast and its assumptions in detail and agreed that the budget should be considered as a separate paper to better explain the reasons for why in 2012/13 there was a reduction in the predicted surplus due to costs rising faster than income. The Finance Director explained that the budget showed a £1.3M decrease in the surplus but this included a £1M contingency provision for failure to meet recruitment targets but the latest data showed these were likely to be met. Staff costs and the School's cost base would be considered as part of Resources & Planning's review of the Financial Strategy and its benchmarks in the next academic year.

The Director of Finance & Planning **agreed** that he would take advice from the Pensions Regulator on the assumption around auto-enrolment in pension schemes from 2013.

Governing Body **approved** capital budget envelopes of £1.55M for long term maintenance projects in 2012/13, noting that a list a specific projects would come back to the next meeting, and £800k for IT equipment projects, delegating authority to allocate funds the specific projects to Executive Board. It **noted** that the Honorary Treasurer had taken Chair's Action, on behalf of the Resources & Planning Committee, to approve the re-acquisition of the sub-lease of 21/22 Russell Square from the School of Pharmacy at a cost of £700K.

The Director of Finance & Planning **reported** that the School was considering introducing the option for students to pay their fees by instalments, as requested by the Students' Union. This would require tighter credit control as the School did not use preventing access to academic resources as a credit control mechanism.

Discussing the Financial Forecast, Governing Body **noted** the proposed increase in fees for overseas PGT students. These were consistent with the School's high quality offering, had many related scholarships and were benchmarked against competitor institutions.

Governing Body **approved** the Forecast and revenue budget for 2012/13.

49. Amendments to Standing Orders

To approve: Appendix C & its annexes

The Registrar & Secretary **reported** that the proposed changes to the Standing Orders tidied up a number of inconsistencies in terminology. The main change was to delegate the authority for the approval of most non-academic policies and minor strategies to the Executive Board, although some would still be discussed at the Board's sub-committees. An annual report would be presented to Governing Body and it would continue to be responsible for approving the School's Strategy and its eight key sub-strategies.

Governing Body **approved** the changes to its Standing Orders and that in future agendas would start with an item reminding members to declare any conflict of interests with items on the agenda.

50. League Table Report

Appendix D – to receive

The Dean of Arts & Humanities **presented** the report from the League Table Working Group that provided a statement of action taken in the current academic year, and that planned for 2012/13, to address the School's performance in national and international league tables. The key metric was that of student satisfaction and any actions to improve this needed to be embedded in faculty plans.

The newly implemented Personal Adviser System meant that every student was allocated a personal adviser and required to visit them at induction and then another two times during the year at key points in the academic cycle, backed up by electronic contact. The take-up varied between departments and was anticipated to be between 60-70% in the first year.

Governing Body **noted** that with student satisfaction a small drop in the rating could lead to a large drop in the league tables due to its high weighting and bunching of institutions. The relationship between the Head of Department and staff was seen as a major factor in how the student experience was improved. The School received feedback from students in many ways and had a good understanding of the issues it needed to address and worked closely with the Students' Union on its annual priorities.

Governing Body **agreed** that it would consider a comprehensive report at its next meeting. This would include targets for each metric used in the league tables and milestones for the School's performance along with a detailed action plan.

51. Vision and Strategy for the Centenary

Appendix E – to approve

The Director **reported** that the revised Vision and Strategy was recommended to the Governing Body by the Academic Board and Resources & Planning Committee. There had been a wide consultation and a consensus to stay with the School's existing strengths but include the Diasporas of its regions. The document outlined the agreed priorities with a greater emphasis on the student experience and employability.

Governing Body **approved** the new Vision and Strategy for the Centenary noting that there were eight underpinning sub-strategies it would continue to monitor. A history of the School was being researched and written to coincide with the centenary celebrations.

52. Equality & Diversity

Appendix F – to approve

The Dean of Languages & Cultures, and Chair of the Equality & Diversity Committee, **reported** that the paper covered the ongoing work to meet the School's duties under the Equality Act. Governing Body **approved** the recommendations in the paper.

53. Risk Register

Appendix G (Annexes A&B) – to approve

The Registrar & Secretary **reported** that the new Risk Register had been prepared with the new internal audit team from KPMG and had revised the methodology used and reduced the number of institutional risks from 22 to 9. It had been considered in detail by the Audit Committee on a number of occasions and showed a clear ownership of the risks and mitigating actions. Governing Body **approved** the Risk Register, which would be updated for the next meeting of the Audit Committee in September.

54. SOAS Safety Policy

Appendix H, Annex A – to approve

Governing Body **approved** the revised Safety Policy, which would be signed by the Chairman and the Registrar & Secretary.

55. Sub – Committee Reports

To Receive: Open Minutes/Reports from the following Sub-Committees:

- (i) Academic Board Minutes 6th June 2012 (Appendix I)
 - (ii) Audit Committee Minutes 31st May 2012 (Appendix J)
 - (iii) Health & Safety Committee 22nd May 2012 (Appendix K)
 - (iv) Resources and Planning Committee Minutes 7th June 2012 (Appendix L)
 - (iv) Nominations Committee 3rd May 2012 (Appendix M)
 - (vi) Honorary Degrees and Fellowships Committee (Appendix N)
- To receive a report of the meeting 3rd May 2012
To approve the criteria for the award of SOAS Honorary Degrees

The Governing Body **received** the reports and **approved** the criteria for the award of SOAS Honorary Degrees.

56. Outsourced Cleaning Services at SOAS

Appendix O – to consider

Governing Body **discussed** a paper from Mr A Khan and Ms A Tassinari that considered the School's outsourced cleaning contract and the employees terms and conditions of employment. This was an issue on which many staff and students had strong feelings and they requested that the School consider the issue again. Governing Body had last reviewed the School's outsourced contracts, which also covered security, maintenance and catering & conferences in 2010.

Governing Body **noted** that whilst the paper related to the cleaning contract the working group had considered all outsourced contracts and the review of this area conducted by

QMW. The financial impact to the School of changing was in the order of £1.5M. It **agreed** that the Resources & Planning Committee would consider the issue in more detail at its next meeting.

57. Valedictions

To note: the following Governors terms of office comes to an end 31 July 2012

- Mr Michael French (Honorary Treasurer)

The following Governors' terms of office come to an end 31 August 2012

- Professor Surya Subedi, OBE
- Mr Ali Khan
- Ms Arianna Tassinari

Governing Body **recorded** its formal thanks to those members leaving over the summer, in particular Mr French who had served as Honorary Treasurer since 2004 and made a significant contribution to the work of the School during his time on Governing Body.

58. *Emeritus Status

To note: the award of emeritus status to:

- (i) Professor Phil Jaggar
- (ii) Professor Tudor Parfitt

Governing Body **noted** the award of emeritus status to two professors.

59. Date of next meetings

To note:

Next meetings of Governing Body:

Friday 5th October 2012 at 9.30am

Tuesday 27th November 2012 at 16.00pm

Friday 19th April 2013 at 9.30am

Thursday 4th July 2013 at 16.00pm