

GOVERNING BODY**AGENDA**

**Monday 7th July 2014 from 16.00-18.00 hours in Room 116, College Buildings,
Thornhaugh St. Russell Square, WC1H 0XG**

**Followed by an evening meal from 18.00-21.00 hours in the Brunei Suite, SOAS,
Russell Square Campus, Thornhaugh Street, 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 Clerk to the Governing Body by 9am on Thursday 3rd July 2014.

I	Conflicts of Interest To note	[Oral Update]
II	Minutes	
	To approve: The minutes of the meeting held on 25 th April 2014	[Attached]
III	Actions Taken	
IV	Matters Arising / Matters for Report	
V	The Director's report Copies of Director's reports since the last meeting: 30 th May 2014 The report for June will be dispatched on 30 th June 2014	[Appendix A] [i] [ii]
VI	Amendments to SOAS Charter & Articles For informal recommendation to the Privy Council	[Appendix B]
VII	Amendments to Standing Orders To approve amendments	[Appendix C]
VIII	Duties of Registrar & Secretary To approve	[Appendix D]
IX	Process for the next GB effectiveness review To approve	[Appendix E]

X	Finance To approve: on Recommendation from Resources & Planning Committee: The draft revenue & capital budgets for 2014/15 The revised financial forecasts to 2015/16	[Appendix F] [i] [ii]
XI	The Professional Services Plan 2014/15 To note	[Appendix G]
XII	Risk Management To note	[Appendix H]
XIII	Governing Body Key Performance Indicators To approve	[Appendix I]
XIV	JNCC Membership To consider	[Appendix J]
XV	Academic Promotions To endorse: Promotions to Professor and Reader To note: Promotions to Senior Lecturer To note: The external report on the School's Promotion process	[Appendix K] [i] [ii]
XVI	Sub Committee Reports: To receive: Minutes/reports from the following sub committees: Academic Board - 11 th June 2014 Audit Committee - 29 th May 2014 Health & Safety Committee – 28 th May 2014 Resources & Planning Committee – 10 th June 2014 Nominations Committee – 16 th May 2014	[Appendix L] [i] [ii] [iii] [iv] [v]
XVII *	Emeritus status To note: the award of emeritus status to: Professor Tim Barrett Professor Doris Behrens-Abouseif Professor Anne Booth	[Appendix M]

	<p>Professor Ian Brown Professor Graham Furniss Professor Werner Menski Professor Itesh Sachdev</p>	
XVIII	<p>Valedictions To note: the following governors' terms of office comes to an end 31st July 2014</p> <ul style="list-style-type: none"> • Mr David East • Ms Leah Edwards <p>To note: the following governors' terms of office comes to an end 31st August 2014</p> <ul style="list-style-type: none"> • Ms Elizabeth Wright 	
XIX	<p>Next Meetings of Governing Body</p> <p>To note: Next meetings of Governing Body:</p> <p>Governing Body Meetings: Friday 3rd October 2014 9.30am Thursday 27th November 2014 4pm Friday 24th April 2015 9.30am Monday 6th July 2015 4pm</p> <p>Informal evening meetings of Governing Body:</p> <ul style="list-style-type: none"> • Thursday 13th November 2014 (4-8pm) • Tuesday 3rd February 2015 (evening) followed by all day Wednesday 4th February • Thursday 21st May 2015 (4-8pm) 	

SOAS, UNIVERSITY OF LONDON

GOVERNING BODY

Monday 7th July 2014

OPEN MINUTES

Dr T Miller (Chairman)
Ms E Wright (Vice-Chair)
Mr G Dalal (Honorary Treasurer)
Ms Laura Gibbs (Registrar)
Professor P Webley (Director)
Professor R Black (Pro Director)
Professor N Rao (Pro Director)

Mrs S Alier
Professor Sir I Crewe
Mr D East
Ms L Edwards
Sir Graham Fry
Mr C Ilako
Ms R Mortuza
Professor D Mosse

Professor C Oughton
Mr A Popham
Mr J Robinson
Mr D Skinner
Mr S Tinton
Ms Z Weaver
Lord Williams

In attendance: Mr G Appleby (Director of Finance & Planning)
Dr C Ince (Acting Secretary, Minutes)
Professor M Craven (Dean of Law & Social Sciences)
Professor G Singh (Dean of Arts & Humanities)

Apologies: Professor Anne Pauwels (Dean of Languages & Cultures)

Observers: Professor Sir M Harris
Mr K Joshi
Ms G Robertson
Mr D Suber

47. Welcome and Apologies

Governing Body **noted** the apologies.

48. Conflicts of Interest

There were no conflicts of interest stated.

49. Minutes

The minutes of the meeting on 25th April 2014 were **approved**.

50. Actions Taken

(i) MIN 37 – Safety issues

The Secretary **reported** that these had been raised at the Health & Safety Committee as requested.

(ii) MIN 38 – LMEI Articles

The Secretary **reported** that the wording had been agreed as accurate with the LMEI's legal advisers. The wording allowed for the change over time in the post-holder of the Director, rather than it being restricted to the specific Director when the agreement was signed.

51. Matters Arising

There were no matters arising.

52. The Director's Reports [Appendix A]

31st May, 30th June 2014.

The Director **reported** that in addition to his previously circulated written reports he was able to update members on a number of matters.

At a recent meeting, the Shadow Minister for Universities had indicated he expected higher education to be an election issue and the Labour Party would be making commitments in advance of the next General Election. This was likely to include proposals for a reduction in the student fee without decreasing the overall level of funding to the sector. They would also look to remove students from immigration statistics.

The Director **reported** that USS had initiated an informal consultation over a change in benefits for the USS pension scheme, with a move to a career average model and other options for reducing the risks to the scheme. This would be subject to formal consultation in due course and the proposed changes would be likely to lead to a national dispute with UCU.

Governing Body **noted** that the Senate House North Block Project was on budget but slightly behind schedule due to some minor contractual issues. The Section 106 Agreement had now been approved by Camden Council. Further work was taking place to look at the cycling provision for the new building and addressing the heat and power requirements.

The Pro-Director, Research & Enterprise **reported** on the on-going discussions with fractional staff. The School had a significant number of fractional staff by headcount and they were very important to how the School delivered teaching and assessment. A number of meetings had taken place and the School had made an improved and final offer on 4 July. This was unlikely to be accepted by UCU members so the newly agreed dispute resolution procedure would be invoked.

The Pro-Director, Learning & Teaching **reported** on the latest student recruitment data. The new programmes were recruiting well but overall undergraduate recruitment was disappointing and even if the School achieved the same level of recruitment in clearing as the previous year it was likely to be 70 students below target. However, postgraduate recruitment remained positive with good acceptances from overseas students offsetting any financial shortfall due to a decrease in home applicants.

An initial survey of undergraduate applicants declining offers had shown the key reasons being entry requirements, course content, cost of living in London and the incentives or reduced offers from competitors. The last reason had not been reported in previous years and indicated how the market was changing. The School would review its approach in this area for the following year.

53. Amendments to SOAS Charter & Articles [Appendix B]

The Chairman **reported** on the formal paper to make the changes to the Charter and Articles, which had been discussed in detail at both the last meeting and the informal meeting earlier in the year. Initial discussions had taken place with the Privy Council and the University of London over the proposed changes.

Governing Body **approved** the amendments.

54. Amendments to Standing Orders [Appendix C]

Governing Body **approved** the amendments to its Standing Orders.

Governing Body **agreed** that the newly titled Health, Safety and Security Committee would amend its membership to include “A member of academic staff appointed by Research & Enterprise Committee”. This would improve the committee’s discussions on academic issues and contribute to the planned review of the School’s Health & Safety Policy.

Governing Body **agreed** that the Student Experience Committee would have a dual reporting line to both Academic Development Committee and Resources & Planning Committee. This would ensure any resource implications of its discussions could be considered appropriately.

55. Duties of Registrar & Secretary [Appendix D]

Governing Body **approved** the split of the duties between the new Registrar and Secretary roles.

56. Process for the next GB effectiveness review [Appendix E]

The Chairman **reported** on his proposals for the process for the next Governing Body effectiveness review. This would see it take place earlier than required by the CUC guidelines and involve input from external experts. It would also allow for a wider consultation than in the most recent review.

Governing Body **approved** the revised process and **noted** the existing actions in relation to the review of academic governance and wider issues raised during the last review, Minute 39 of the previous meeting.

57. Finance [Appendix F]

The draft revenue & capital budgets for 2014/15 [i]

The Director of Finance & Planning **reported** that the draft budget for 2014/15 showed a small deficit of £300k. The budget showed an increase in fee income of £2.5m, of which £2.2m was dependent on planned student number growth. The key factors on expenditure were the £1.4m investment via the Accelerated Investment Fund, £1.2m of new staff appointments and £1.4m of non-pay costs, predominately student bursaries and premises costs. Governing Body **approved** the draft budget and **noted** that it would be useful to include overall student and staff numbers in future finance papers.

Governing Body **discussed** the possible shortfall in student recruitment and the additional marketing efforts being put in place. The fee income provision in the budget was sufficient to cover the potential shortfall in undergraduate recruitment that had been discussed earlier as well as any failure to achieve the proposed growth in IFCELS numbers.

Governing Body **approved** the estates capital budget for 2014/15. This included the refurbishment of the infill block, which had been approved at the last meeting. The budget also included a provision of £1m for work on the combined heat and power plant. However, work on Senate House North Block necessitated work on the boilers in the Brunei Gallery, which could be claimed back from the consortium in due course. Governing Body **approved** the Chairman to take Chair's Action on this as required.

Governing Body **approved** the capital equipment budget as detailed in the paper with the remaining £140k expenditure delegated to the Executive Board in line with the Financial Regulations.

The revised financial forecasts to 2015/16 [ii]

The Director of Finance & Planning **reported** that the forecasts saw the School generate a surplus of £1.7m in 2015/16 and £4.3m in 2016/17. These figures would be reviewed in light of the recent HEFCE teaching grant letter before submission.

The forecasts included pay assumptions around national pay increases, incremental increases and USS pension contributions as well as known changes to national insurance contributions. In addition they contained a provision for any negotiated increase in the London Weighting Allowance but this would also need to cover any changes in fractional staff costs.

Governing Body **noted** that the forecasts were based on the existing faculty plans and an increase in student recruitment over the period. An additional meeting of the Resources & Planning Committee would take place this cycle to consider these in detail and the School was also developing plans to conduct a zero-base budgeting exercise.

Governing Body **approved** the financial forecasts for submission to HEFCE.

58. The Professional Services Plan 2014/15 [Appendix G]

Governing Body **noted** the Professional Services Plan for 2014/15, which had been approved at Resources & Planning Committee.

The Registrar would review the plans to develop measurable objectives and consider the investment in different directorates over time. This would be reported back to Resources & Planning Committee.

59. Risk Management [Appendix H]

Governing Body **noted** the Risk Management Policy and its responsibilities and process for the annual review. Both the Executive Board and Audit Committee reviewed the institutional risk register on a regular basis.

The Chair of the Audit Committee **reported** that the latest risk register included a new risk around the failure to take advantage of strategic opportunities. The Executive Board would be reviewing the register before the end of the academic year and reporting back to the Audit Committee. Overall the Committee's view was the process was robust and the

appropriate actions were being taken. The process compared well to other institutions and the Committee received input from both internal and external audit.

Governing Body **agreed** that it would see the risk register overview at each of its meetings.

60. Governing Body Key Performance Indicators [Appendix I]

Governing Body **considered** in detail a paper on proposed changes to the Key Performance Indicators it reviewed on an annual basis. This included some amendments to existing indicators.

Governing Body **approved** the revised indicators and that both financial measures should be included – surplus and cash (via EBITDA).

61. JNCC Membership [Appendix J]

Governing Body **endorsed** the new Joint Negotiation and Consultative Committee constitution and **approved** the recommendations for School members.

62. Academic Promotions [Appendix K]

To endorse: Promotions to Professor and Reader

To note: Promotions to Senior Lecturer

Governing Body **noted** that the School's promotion process allowed for promotion based on merit and assessment against criteria rather than purely by vacancies in a set establishment list. It noted the positive report of the process from the external observer.

The diversity profile of staff was monitored annually by the Equality & Diversity Committee. Overall the School performed well against the sector and had shown significant improvement over time in respect of gender balance at senior academic level. However, there was still room for further improvement.

Governing Body **endorsed** the promotions.

63. Sub-committee Reports [Appendix L]

Governing Body **received** the following sub-committee reports.

Academic Board – 11th June 2014

Audit Committee – 29th May 2014

Health & Safety Committee – 28th May 2014

Resources & Planning Committee – 10th June 2014

Nominations Committee – 16th May 2014

64. Emeritus status [Appendix M]

As this was a starred item it was not discussed. Governing Body **noted** the award of emeritus status.

65. Valedictions

To note: the following governors' terms of office comes to an end 31st July 2014

- Mr David East
- Ms Leah Edwards

To note: the following governors' terms of office comes to an end 31st August 2014

- Ms Elizabeth Wright

Governing Body **thanked** the members for all their contributions. In particular it thanked the Vice-Chair for her work over her 11 years as a member

66. Next meetings of Governing Body

Governing Body **noted** its next meeting would take place on 3 October 2014.

SOAS, UNIVERSITY OF LONDON

GOVERNING BODY

Action Points 2013/14

Minute	Item	Action	Deadline For Report to GB	By
39	GB effectiveness review	Executive Board to consider issues raised and ensure all were being considered and the Director to report back to GB by September.	3/10/14	PW
39	GB effectiveness review	Academic Board to reconsider its effectiveness and membership and report back in the autumn	27/11/14	PW
40	SU Priorities	Non-academic priorities to be considered by RPC for 14/15 academic year	27/11/14	Sabbs
42	Health & Safety	Comprehensive review of Health & Safety Policy and supporting procedures	27/11/14	CI
54	Standing Orders	Additional changes to membership/ToR of H,S&SC and SEC	27/11/14	CI
57	Finance	Inclusion of student and staff numbers in future papers	27/11/14	GA
57	Finance – Capital budget	Report on Chair's Action in respect of heating works	3/10/14	TM
58	Professional Services Plan	Review of Plan to establish measurable objectives and spending over time. Report to RPC.	27/11/14	LG
59	Risk Register	Inclusion of risk register overview as a standing item for each meeting	3/10/14	CI