

Consultation Document

Goodenough College is an independent residential college for international postgraduate students located in the heart of London. Our objective remains true to our founder's vision:

...to organise, encourage and assist the education in England of students from any part of the world, giving preference to students from the Commonwealth (with priority for students from those nations less able from time to time to provide resources and facilities of their own).

For approaching 80 years, successive generations of international postgraduate students have lived and studied in the unique environment of Mecklenburgh Square. Our historic buildings and peaceful surroundings in the heart of London's university quarter have helped to create an exceptional environment in which values of academic excellence, cultural diversity and social interaction foster personal development and mutual understanding for thousands of College members, many of whom become leaders in their chosen fields.

Amidst the complex global challenges of the 21st Century the role of Goodenough College is ever more relevant to those engaged in postgraduate education. We wish to build on our past and present strengths and enhance our position as the premier residence in London for outstanding international postgraduate students.

As the College Governors consider the long term future of this great institution they are committed to developing a strategic plan which will ensure the College's enduring success. In this consultation document we set out our vision and core values together with a number of objectives which we believe underpin our purpose. We actively seek your views on the document in order to inform the formulation of our long term strategic plan.

You might find it helpful to frame your responses around the following broad questions:

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- **Do you endorse the College's vision and core values?**
 - **Do you feel that this document accurately describes the College and its role?**
 - **Do you believe that the College as depicted has an enduring and relevant role?**
 - **Are there any additional issues which should be addressed in our strategic plan?**
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Our Vision

To provide a home for outstanding international postgraduate students and their families, irrespective of background, where mutual understanding and respect are fostered across a broad diversity of disciplines and cultures.

Our Values

- To promote and sustain a college community which attracts outstanding postgraduate students from a wide geographic, academic and social base.
- To develop and maintain good quality and affordable accommodation and facilities, providing a collegiate environment in which students can flourish socially and intellectually.
- To promote and nurture the College as an institution with an enduring role which is underpinned by secure finances.

Our People



Members

We seek to offer outstanding postgraduate students the advantages of membership of a collegiate system within a stimulating and supportive environment. We wish to reinforce our traditional close links with Commonwealth countries and to build on newer international relationships. At the same time we are committed to maintaining the widest possible balance of academic backgrounds amongst our members and will continue to reinforce links with academic institutions in London and internationally.

The College accommodates 600 members, 80 of whom are resident with a partner or family. Places are competitive, with four applications for every successful candidate. Our student body is increasingly diverse, nearly 100 countries being represented at any one time (approaching 50% from the Commonwealth). Members study practically every discipline at around 70 academic institutions within London, some remaining at the College for 4 years. Attracting members from developing countries, particularly those within the Commonwealth, is a challenge. Students with a disability and those studying natural sciences are under-represented. We continue to address these issues.



Alumni

Alumni are our finest ambassadors and their involvement in College life enriches our community. We seek to keep them informed about life at the College and to encourage them to contribute to its development both financially and through their time and talents. We aim to create a global community through which alumni benefit from being connected with each other. We continue to nurture international alumni groups and events, and ensure that alumni are made welcome whenever they return to the Square.

The College has a database of some 13,000 alumni. Alumni receive a printed version of Goodenough News twice a year. Alumni frequently return to the Square to stay in the Goodenough Club or for particular events including the Annual Alumni Reception. Events also take place around the world. Our strongest association is the London Goodenough Association of Canada, which will be 60 years old in 2011. There are currently three alumni members of the College's Advisory Council; two more are members of the Development Advisory Board. A number of alumni assist the College by making their professional skills available for careers advice. More could be done in this regard.

Maintaining contact with our alumni is a particular challenge, given that around 90% live overseas. We are in the process of designing a new online community network, called The Square, to provide alumni with a more comprehensive means of keeping in touch with the College and with each other, regardless of their location. It will be supplemented by our regular email newsletter.



Our Community

Living together

There is a close relationship between academic scholarship and social contentedness: the work/life balance needs to be right. This is particularly true for those students undertaking postgraduate studies in a country and a culture which is not their own. We seek to provide a supportive pastoral framework, based on mutual student support and underpinned by professional College staff. We fully embrace partners and families within our community. We recognise the value of lifelong friendships forged through living in a community and the importance of social and professional networking across cultural and academic boundaries.

The College reinforces community building through the work of its staff and the active involvement of the Members' Council. Orientation and welcome events take place at the start of each academic year and periodically thereafter. Members are encouraged to eat together in the Great Hall. Dining-in nights and faculty dinners are strongly supported. The garden, with its child play area and tennis court, is a unique asset and is well used by members and their families. Communal spaces such as the libraries, media centres and common rooms are popular, and we are seeking to improve other cultural and recreational facilities. Active consideration is being given to the better utilisation of space to meet these needs.



Working together

We are dedicated to helping our students to develop their talents beyond the purely academic environment and to extend their cultural horizons. We value all contributions to College life, whether they are cultural, intellectual, sporting or social. We seek to help our students, in the broadest sense, to prosper in the 21st Century and to contribute successfully to their own countries and the world in which they live. Through the wide range of activities that are available to our members, we encourage them to focus on personal development and to gain an understanding of global citizenship, leadership and social responsibility.

The breadth of talent represented by our members provides a wonderfully diverse resource to the College. There are currently 88 member-led clubs and societies, the activities of which are subsidised from central funds. Evening 'port talks' take place at least once each week and musical recitals and art exhibitions are organised on a termly basis. Two international conferences are held each year. An opera is presented annually, produced and performed largely by College members. Individual and team sports continue to flourish, with running, swimming, soccer, squash and cricket being particular College strengths.



The Burn, which is situated in the Scottish Highlands and was gifted to the College in 1948 as a study and recreational centre, remains a much loved retreat for our members and alumni. It continues to be popular with reading parties from the Scottish Universities. The totality of these extra-curricular activities is one of the College's greatest strengths.

Wider Engagement

We aim to broaden our connections with a range of educational, charitable and commercial organisations in London and around the world. These links contribute to the vibrancy of College life and to the enhancement of our reputation. We seek to promote the College more widely and look to develop new partnerships. We are strongly committed to our links within the local community and continue to seek ways of contributing actively to charitable projects around the world.

The College maintains a strong relationship with a number of institutions which share our values and outlook, including the British Council, Chatham House, Cumberland Lodge and the Royal Overseas League. We continue to enjoy close links with many High Commissions and Embassies in London. College members are also actively involved as volunteers with a number of local outreach initiatives which tackle social and educational deprivation. Similar projects overseas have included those in South Africa and Romania.





Our College

Improving our Environment

The quality of our estate has a direct effect on our ability to attract and retain the best postgraduate students. We are committed to the renovation and modernisation of our buildings and facilities to meet modern requirements and their preservation for future generations. We are strongly committed to enhancing the environmental sustainability of the College, drawing on the expertise of our students. We aim to provide good quality living accommodation for our members. We are committed to making more effective use of our space and to providing high quality communal facilities in order to enhance the ‘Goodenough Experience’.

The College estate, including The Burn, is in urgent need of major refurbishment. The infrastructure of our buildings is fragile and in some aspects beyond local repair. Many of our facilities are no longer suitable for our needs. We have recently developed an Estate Strategy which provides for the renovation of the College to appropriate modern standards and ensures that it is fully maintained on a long term basis. We will shortly be embarking on a major refurbishment programme which is planned to take five years. In doing so we are actively exploring the potential for utilising alternative energy sources, reducing energy and water consumption and optimising recycling arrangements. An upgrading of the facilities at The Burn is also underway.

A key element of the Estates Strategy is, as a minimum, to restore the balance and amount of College accommodation to the level that existed before the sale of Byron Court. We have developed plans to construct additional student accommodation above three wings of William Goodenough House comprising 61 single ensuite rooms and flats. We also intend to incorporate into William Goodenough House the four adjacent houses (43-46 Mecklenburgh Square) which for many years have been leased to a housing association. This will provide the College with an additional 20 flats. Our long term



aspiration is to obtain ownership of additional property within the Square. The result of this extensive refurbishment and modernisation work will be a College environment which will profoundly enhance our long term purpose.

Sustaining our Finances

We recognise the absolute necessity of establishing a sustainable long term financial framework for the College which will facilitate the development of all aspects of community life. The framework will, as a first priority, ensure that the College estate is maintained to a high standard and that funds are available for the improvement and replacement of facilities when required. We seek to ensure that students from every economic background are able to live at the College and to engage in all aspects of community life. We will diversify our income streams and, in particular, seek ways to raise philanthropic support from all those sympathetic to our vision and values.



The College's financial framework has focused on providing affordable accommodation, diverse and dynamic member-led activities and appropriate pastoral care. Whilst funds have been made available for discrete capital projects there is a major backlog of urgent maintenance issues across our estate totalling some £18 million. The recent sale of Byron Court provided funds which will enable the College to restore the infrastructure to good condition and make much-needed improvements. We are committed to ensuring that such backlogs never again occur and that our long term financial model is robust and enduring.



It is a significant challenge. We have a modest endowment and no government funding. 80% of our income derives from student rents which are currently subsidised to ensure they remain affordable. One option is to increase rents. Another is to reduce the level of subsidised activity enjoyed by College members. A third is to identify additional income streams and to maximise returns from existing sources, for example the Goodenough Club.

Given the charitable nature of our purpose and the affection and respect in which the College is held we believe it right to secure increased philanthropic support from a wide range of sources. Our alumni have a central role to play in this endeavour. We will seek also to obtain funding from charitable foundations, commercial organisations and individuals.

The Way Ahead

This Consultation Document has (for the first time in our history) articulated the College's core values and key objectives which will together form the basis of our long term strategic plan. It also sets out the principal challenges which face us in fulfilling this new strategic plan. Our fundamental purpose is to sustain and enhance the role of the College as a community for international postgraduate students in London, so that future generations may continue to benefit from the 'Goodenough Experience'.

We trust that our enduring vision and values will be recognised by those who have lived here from the earliest days. Some aspects of the College represent a change for the better; we now embrace a more diverse student body and a greater breadth of community activity. Other aspects reflect strategic weaknesses and are being urgently addressed; principal among those are the need to improve the quality of our buildings and to ensure the College's long term financial sustainability.

We hope that this paper accurately assesses the strengths and acknowledges the challenges facing this wonderful institution. We look to all those who cherish the College to advise us at this important juncture in our history. Whether you are current College members, alumni or friends in London and around the world, your views are actively encouraged and will be most carefully considered.

How to Respond

By post to:

'Consultation Response'
Development and Alumni
Relations Office
Goodenough College
Mecklenburgh Square
London WC1N 2AB
UK

By email to:

consultation@goodenough.ac.uk

We have also established an online forum for contributions at <http://goodenoughconsultation.wordpress.com>

**We welcome your responses by
September 30th 2010**

