

Annual Review 2017



Last year...

676

Members came from 85 countries worldwide



Members studying at 46 institutions



51% of Members came from the Commonwealth



£380,000

given on Bursaries & Scholarships

↑ 55%

on the previous financial year



52% undertaking Masters

39% PhD research & programmes

9% other postgraduate qualifications

Recognising economic diversity

22% of College Members received financial assistance

88 sporting fixtures

67 arts and cultural events

72 intellectual engagement



Members of a global community

Drawing graduates from around the world to the Universities, Schools of Medicine, Law, Music and Art here in our capital, Goodenough College makes a unique contribution to their quest to excel. The College enriches their experience as Members of our community by developing skills, fostering debate, and celebrating cultural diversity within a collegiate atmosphere.

Since becoming the College's Patron in 1953 – more than six decades ago – we are immensely privileged that this is a community in which Her Majesty Queen Elizabeth II has taken such an interest.

The Queen's personal visits over the years pay testament to the College's commitment to the fertile exchange of people and ideas internationally, based on the core values of tolerance and mutual understanding.

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Foreword



Eric Tracey Chairman of the Board

I would like to start my first Annual Review since being appointed Chairman by paying tribute to my predecessor Jonathan Hirst QC who sadly passed away in July 2017.

Jonathan was Chairman for 8 years and led the College through a period of great change and achievement, most notably the successful refurbishment of both houses. He left both the Board and the College much better placed than when he began, and will be very much missed.

In March 2017, the Board approved a significant restructuring of the College's debt. Having arranged a long-term loan at an attractive interest rate, and established sustainable asset replacement and financial plans, the College can look forward with a confidence not imaginable before the refurbishment programme commenced.

The highlight of the year was the visit of our Patron, Her Majesty The Queen, to William Goodenough House in December where she unveiled a plaque marking the visit and her opening of the same building 60 years previously. We are most fortunate to have Her Majesty as our Patron.

One of our strategic goals is to 'transform College Members through the experience of living in a values-based community which inspires intellectual engagement and endeavour, encourages cross-cultural understanding and offers an exceptional social environment.'

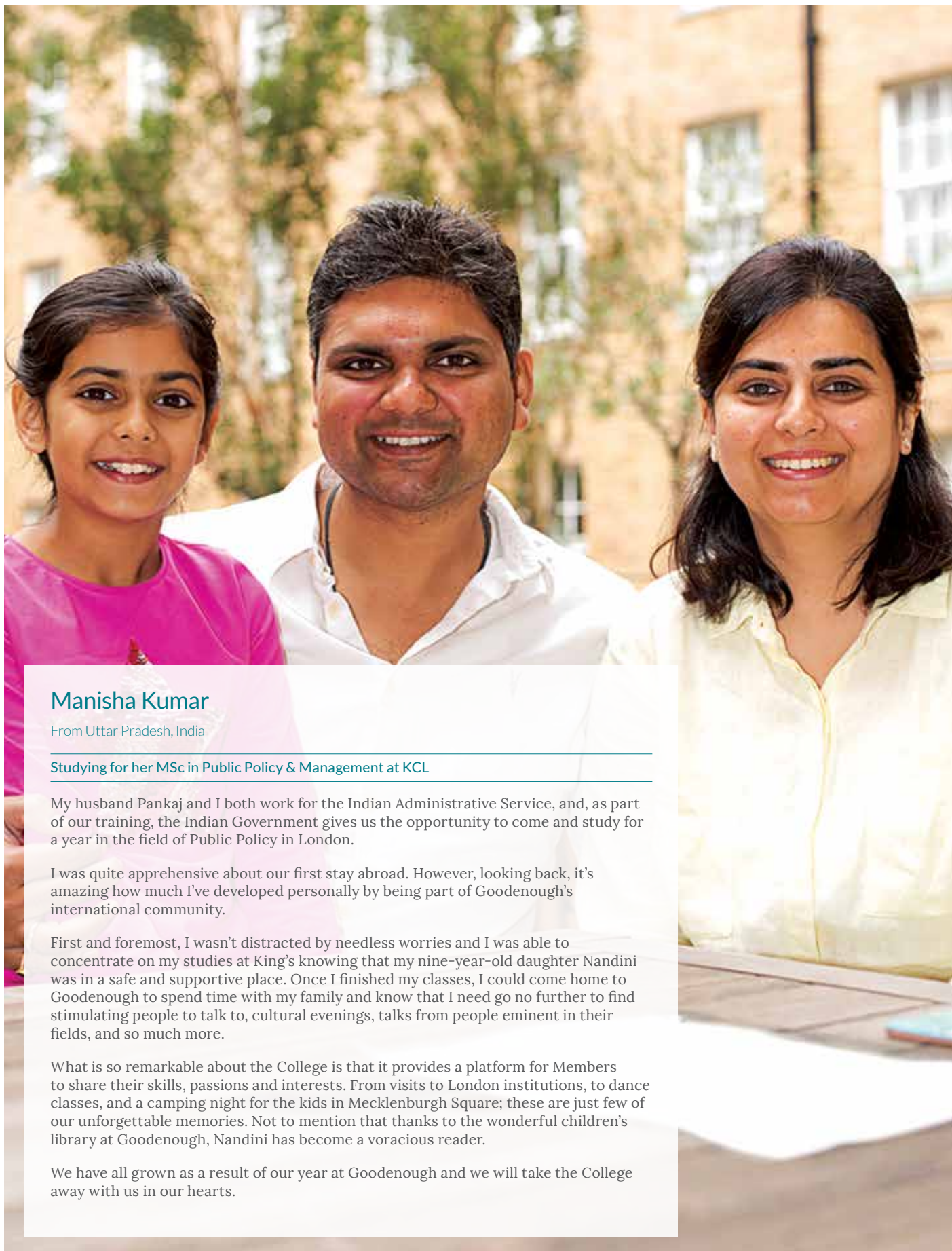
As you read about the vibrant extra-curricular life of the College in the following pages, I hope you will see the extraordinary effort we take to put this into action.

The diversity of nationalities and subjects being studied by our Members is at the heart of the College's mission. In the light of current political uncertainties, it is vital that we emphasise our welcome to those of all nations, as we continue to put into practice our founder's goal of promoting tolerance and understanding internationally.

A handwritten signature in black ink, which appears to read 'Eric Tracey'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Eric Tracey
Chairman of the Board

“The diversity of nationalities and subjects being studied by our Members is at the heart of the College's mission.”



Manisha Kumar

From Uttar Pradesh, India

Studying for her MSc in Public Policy & Management at KCL

My husband Pankaj and I both work for the Indian Administrative Service, and, as part of our training, the Indian Government gives us the opportunity to come and study for a year in the field of Public Policy in London.

I was quite apprehensive about our first stay abroad. However, looking back, it's amazing how much I've developed personally by being part of Goodenough's international community.

First and foremost, I wasn't distracted by needless worries and I was able to concentrate on my studies at King's knowing that my nine-year-old daughter Nandini was in a safe and supportive place. Once I finished my classes, I could come home to Goodenough to spend time with my family and know that I need go no further to find stimulating people to talk to, cultural evenings, talks from people eminent in their fields, and so much more.

What is so remarkable about the College is that it provides a platform for Members to share their skills, passions and interests. From visits to London institutions, to dance classes, and a camping night for the kids in Mecklenburgh Square; these are just few of our unforgettable memories. Not to mention that thanks to the wonderful children's library at Goodenough, Nandini has become a voracious reader.

We have all grown as a result of our year at Goodenough and we will take the College away with us in our hearts.

Director's report

Andrew Ritchie CBE Director



“When in the presence of Her Majesty, there is the strongest possible sense of a life committed to encouraging cooperation and inspiring leadership.”

Of the many experiences that mark a year at Goodenough for our Members, one of the most memorable and long lasting will surely be the visit of Her Majesty the Queen to the College on 1st December 2016.

It was wonderful to be able to welcome Her Majesty back for her 10th visit to Mecklenburgh Square, and to do so in a busy year which saw her ninetieth birthday. On this occasion she visited William Goodenough House to celebrate the 60th anniversary of her opening the building in 1957. The visit also marked 80 years since her grandmother Queen Mary opened London House in 1937.

She met hundreds of Members during the visit, representing a wide range of College activities from the Members' Council to our sports teams, from the Cooking Club to the Ballroom Dance Society. As she made her way through William Goodenough House, the frisson of excitement that passed through the gathering was palpable.

When in the presence of Her Majesty there is the strongest possible sense of a life committed to encouraging cooperation and inspiring leadership. These are values that mean a great deal to us at Goodenough College. In these times when so much is transient, even in public life, Her Majesty's extraordinary record of duty and service is an inspiration to us all.





“Dressed beautifully in yellow, the Queen entered the Library with grace and elegance, closely accompanied by her retinue. All eyes were fixed on her every move as we stood anxiously anticipating the moment she would reach our group.”

Stacee Smith (WGH 15 -)



Director's report

continued

Creating an exceptional intellectual environment

For those arriving at Goodenough College, it soon becomes clear that our ambition to inspire intellectual engagement is a defining characteristic of College life. In addition, the College now offers a structured programme of initiatives that help foster the personal development of our Members through an understanding of leadership, global citizenship and social responsibility.

Faculty Dinners attended by Members in the Great Hall remain an important part of the events calendar and attract speakers of the highest calibre. Lady Hale, who spoke at the Law Faculty Dinner this year, has just been appointed first female president of the Supreme Court.

The year has also seen the fuller outworking of annual **Faculty Lectures** (designed as partners to the annual Faculty Dinners). These lectures are organised entirely by the Members with the advice and support of the Dean's Office. They are on a larger scale than Port Talks and engender more of a sense of occasion. Members attended presentations from The Revd. Dr Cally Hammond of Gonville and Caius College, Cambridge (Arts & Humanities); Mr Timothy Barnes, tech guru (Business); the High Commissioner of Jamaica (Politics) and Professor Rodrigo Olivares-Carminal (Law). Questions and discussions from the floor are very much a part of these evenings.

Providing Members with a perspective from the heart of the City – and further developing our City Corporation connections – eminent speakers took part in a **College Lecture Series** entitled, 'A View from the City'. Among those reflecting on this theme were Alderman Professor Michael Mainelli, Fellow of the College; Sir Nicholas Kenyon, Managing Director of the Barbican, and Deputy Catherine McGuinness, Chairman of Policy and Resources.

Our programme of **Port Talks** continued to expose Members to a refreshingly eclectic range of topics. They included Gordon Stewart on Schubert's Lieder, international artist 'Birdcap' on street art, Dame Maura McGowan (Governor) on the Rule of Law, and Canadian MP Kennedy Stewart on grassroots political activism.

“The College now offers a structured programme of initiatives that help foster the personal development of College Members through an understanding of leadership, global citizenship and social responsibility.”





Hayden Dahmm

From USA

Marshall Scholar, having completed his MSc in Sustainable Energy Futures, he is now studying for his MSc in Environmental Policy & Regulation

As a blind person, coming to London was an enormous transition. For the first time in my life I felt I would be completely out of my comfort zone. As it turned out, Goodenough College has proved to be the most amazing launch pad and my entry into the postgraduate world has been transformed by the College and its international membership.

The easy interaction with my fellow graduates has introduced me to a different level of academic rigour and insight. This daily exchange over dinner, during and after Port Talks, and in the ongoing community life of the College has the wonderful benefit of broadening your horizons and, at the same time, enabling you to understand your own material in new ways. This is of course what postgraduate study at university is all about, but it is especially alive and well within the College walls.

From participating in the Members' Council, to Shakespeare at Stratford upon Avon, acting classes and the joys of Malaysian food, the fabulous combination of social events, intellectual discovery, and cultural fun has made me a far more rounded and mature person.

Enriched by my experience living at the College, I can't wait to return to London in a future phase of my career.

Director's report

continued

Acquiring skills to last a lifetime

As well as the Clubs and Societies that proliferate here – the great majority led and presented by Members themselves – the College today is home to skills workshops and seminars that develop the wider business and presentational abilities of Members.

For example, during **GoodSkills Week**, Members received a master class on how to command a room from Fellow Michael Bowes QC. They learnt about the practical applications of psychometric testing from the Inspirational Development Group, and in-depth analysis of the key factors influencing entrepreneurial success from finance and media tycoon Simon Bragg. Not forgetting practical trouble-shooting advice on project management from staff member Paul Emmanuel and managing one's digital presence from Fellow and alumna Anni Rowland-Campbell.

The varied and informal nature of involvement at the College is especially appreciated by Members – perfectly exemplified by the **3 Minute PhD fest**, a **'Sushi and phil'** evening and a few **'Pub Talks'** in Freddie's. On a more formal note, a grand **College Debating evening** organised in conjunction with the Calcutta Debating Circle and Debate London, enabled participants to polish their public speaking skills on the motion *'This House believes that the rise of nationalism is due to globalisation'*.

The new programme of **Dean's Seminars** provided further opportunities for Members to enjoy analytical discussion over a more

extended period. Following seminars arranged in Berlin and Vienna, a group of 13 Members, recruited openly and competitively, travelled to Paris in the company of the Dean and Dr Owen Gower, Fellow of the College. The Seminar considered questions in the philosophy of existence with much enthusiasm.

As in previous years, the College has been fortunate to attract informative presentations from Embassies, Think Tanks and institutions with global reputations. Among these, Members heard talks from the Embassies or High Commissions of Ireland, Italy, Jamaica, Mexico, the Holy See and Spain. They also visited the Royal College of Defence Studies, Chatham House, the Royal Commonwealth Society, the Barbican Arts Centre, the National Theatre, the Guildhall, and the Old Bailey where 12 Members enjoyed lunching with, and learning from, Her Majesty's Judges.

“The varied and informal nature of involvement at Goodenough is especially appreciated by Members.”





Marilina Toli

From Greece

Studying for her MSc in Project Management in Construction at the Bartlett School of Architecture, UCL

Working on your Master's is quite a solitary experience and doesn't involve much collaboration. It's not group focused. I'm interested in management and it was really at Goodenough College that I found the experience I wanted in working closely with others.

For example, in my second year at the College I took responsibility for leading the TEDx conference team. Arranging to hold a big TEDx event is a major undertaking and it is fortunate that we are licensed to host more than 100 people. Our team of 22 Members met weekly over six months organising content on the theme of (R)evolution, choosing speakers and making sure we complied with the long list of TEDx rules. Add to that the technical arrangements, publicity, finance and troubleshooting, it's no surprise that we developed as a group and honed individual skills, such as how to resolve problems, seeing other points of view, communicating clearly, becoming a good leader, using criticism constructively and resolving conflicts!

Hand in hand with this, the programme of skills workshops arranged by the College – 'How to Command a Room', on CV writing and on how to find a job – have all contributed to building our capability and confidence.

I'm immensely grateful to the College for its practical application of its key values of – community, commitment and aspiration. This is a place where people very different in backgrounds and outlook come together and work together, and I'm the richer for it. w

Director's report

continued

“Intercultural and multinational exchange is at the heart of discovery and is a vital part of College life.”

Raising our profile through scholarly exchange

Continuing to develop national and international partnerships consistent with our values and ambitions remains a strategic priority for the College. It is at the heart of our commitment to enhance cultural, travel and career opportunities for Members, Fellows and alumni.

For example, our relationship with Massey College at the University of Toronto provides new opportunities in collaboration on many fronts. These include the rich musical and artistic life we share in common, trans-Atlantic scholarly exchange in the wide range of fields explored in both communities, and the possibility of confronting together the common challenges facing Canada and the UK.

The philosophy of celebrating difference through courtesy, and diversity through immersion, is something shared by both Colleges and at which they both excel.

Equally it plays a part in the partnerships we are forging with the Council for At-Risk Academics, the Queen Elizabeth II Academy for Leadership at Chatham House and the Royal United Services Institute, all of whom have scholars or fellows living at the College. We are also developing links with the Mansion House Scholarship Scheme with the encouragement of the Lord Mayor of London elect.

Intercultural and multinational exchange is at the heart of discovery and is a vital part of College life, both in Mecklenburgh Square and at The Burn in Scotland.

Andrew Ritchie

Andrew Ritchie CBE
Director





Alderman Charles Bowman

Lord Mayor of London elect

London has for centuries derived its prestige thanks to the global stature of its many institutions and industries. From the Courts of Law to financial services, from communications to entertainment, the arts, and centres of learning – these and many more draw the world's most capable people to our capital. Our relationship with them, and theirs with us, form the bonds which have created the powerhouse that is London today.

Professionally, I've been closely involved with financial institutions in the City of London – all the more so as an Alderman of Lime Street Ward, and Aldermanic Sheriff of the City of London. This has given me the chance to meet with organisations that contribute in extraordinary ways to developing the relationships on which the future of London depends. One of these is Goodenough College.

In 1950, the proceeds of The Lord Mayor's National Thanksgiving Fund were used to build William Goodenough House. I am delighted to see those historic links with the City flourishing today. Meeting prominent members of the City community gives Goodenough Members personal insight into the ways in which trust, probity and mutuality of respect are the foundations on which the City has always depended.

I will have the honour of being installed as Lord Mayor of London in November 2017 and, over the year of my Mayoralty, I will be strengthening the historic link Goodenough has with the City of London in three key ways.

First, we are making plans to integrate Goodenough College as part of the Mayor of London's Mansion House Scholarships. Each year, these bring aspiring higher education students from around the world to study in London, contributing to their academic expenses. Goodenough's immensely supportive and inspiring environment will make an invaluable contribution to Mansion House Scholars, as it does to all its Members.

Secondly, the Mansion House and Guildhall will continue to play their part in introducing Goodenough Members to seminal aspects of our culture, for example by meeting resident judges at the Old Bailey and learning about the UK Rule of Law.

Lastly, as Lord Mayor of London I shall be visiting some thirty countries around the world, promoting business and cultural exchange with the UK. During my visits, I shall make a point of communicating the very special place Goodenough College has in welcoming tomorrow's leaders who are studying in the cosmopolitan, dynamic – and very British – heart of London.

Financial report

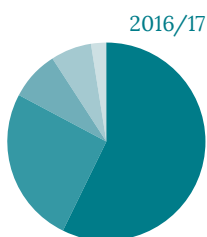


Richard Barker Director of Finance and Resources

Income

£12.1m

2015/16: £10.9m

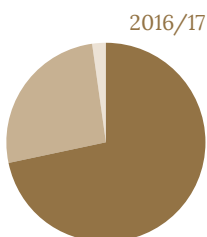


	2016/17
● Member Rents and other charitable income	£7.0m
● Goodenough Club, short stay & sabbatical	£3.0m
● Catering, Events and Venue Hire	£1.0m
● Investment income	£0.8m
● Donations	£0.3m

Operating Expenditure *

£9.2m

2015/16: £8.7m



	2016/17
● Charitable Activities	£6.6m
● Trading Activities	£2.4m
● Fundraising and Investment Management	£0.2m

Operating Surplus

£2.9m

2015/16: £2.2m

2016/17

*Excludes depreciation and financing costs

Securing the future

During 2016/17, we concentrated on securing sufficient finance to support the College's long term Asset Replacement Plan (ARP). The College forecast its operating costs and revenues over the next 30 years and matched these against the demands of the Asset Replacement Plan and the costs of servicing the £26m loan with Barclays bank.

The £26m loan was an important facilitator of the recent refurbishment, but after seeking professional advice, the Board agreed to restructure that debt taking advantage of particularly favourable terms for long-term debt available from capital markets. This transaction was successfully completed in June 2017.

The College's long-term forecast shows that this new debt puts the College on a sustainable footing to achieve our approved ARP. Focus will now turn to detailed planning of the delivery of the ARP, monitoring progress against the long term operating forecast and considering plans for estate development. The Board has established a standing Finance Committee to support this process.

The College generated income of £12.1m during 2016/17 achieving an operating surplus of £2.9m (up by £0.7m on that generated in 2015/16). A budget has been set to achieve an operating surplus of £3.1m in 2017/18 on the same basis. This is in line with the requirements of the long term operating forecast.

The College's trading activities continue to be strong with income generated from the Goodenough Club, short stays and sabbaticals growing by £0.5m to £3.1m and catering, events and venue hire income growing by £0.4m to £1m. The College substantially increased its spend on Scholarships and Bursaries to Members, generously supported by donations. The Board remains committed to further developing the capacity to finance the College's charitable activities through the efficient operation of its estate, the further development of its trading activities and building on recent fundraising success.

Richard Barker
Director of Finance and Resources

The full 2016/17 accounts are available on our website: www.goodenough.ac.uk



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Goodenough College is indebted to the late
Stefania Barrichello (1983-2017)
for her participation in and photographic record of
College life. We all miss her more than words can say.

Photographs by:
Christian Maier-Smith
Stefania Barichello (LH 14-17)
Peter Dance at Tempest

Written and designed by
Nick Kavanagh and Bethan Emerson