

Academic Board			
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**Minutes of the meeting of the Academic Board
14 October 2015**

The Principal:	Professor Edward Byrne AC (Chair)
The Vice-Principals:	Chris Mottershead Dr Joanna Newman Professor Karen O'Brien Professor Evelyn Welch
Assistant Principals	Professor Reza Razavi Professor Shitij Kapur
The Reverend The Dean:	Professor the Revd. Richard Burridge
Deans of Faculties	
<i>Arts & Humanities</i>	Professor Russell Goulbourne
<i>Florence Nightingale Faculty of Nursing & Midwifery(Interim)</i>	Professor Ian Norman
<i>Natural & Mathematical Sciences</i>	Professor Michael Luck
<i>Social Science and Public Policy:</i>	Professor Frans Berkhout
President, Students' Union	Nadine Almanasfi
Director, King's Learning Institute	Dr Kelly Coate
Heads of Professional Services	
<i>Director of Students & Education</i>	Tessa Harrison
Faculty members:	
<i>Arts and Humanities</i>	Professor Kate Crosby
<i>Dental Institute</i>	Dr Barry Quinn, Dr Mandeep Ghuman, Professor Mark Woolford
<i>Dickson Poon School of Law</i>	Professor Tanya Aplin
<i>Life Sciences & Medicine</i>	Dr Katherine Sleeman, Dr Ian McFadzean
<i>Natural & Mathematical Sciences</i>	Professor Nikolaos Mavromatos
<i>Florence Nightingale Faculty of Nursing & Midwifery</i>	Ian Noonan, Dr Cath Taylor
<i>Institute of Psychiatry, Psychology & Neuroscience</i>	Dr Sandrine Thuret
<i>Social Science and Public Policy</i>	Dr Matthew Moran

Permanent invitee

Ben Hunt (KCLSU Vice-President, Academic Affairs (Arts & Sciences))

In attendance: Lynne Barker, Trevor Pearce (Secretary),

Apologies for absence were received from: Keith Brennan, Ian Creagh, Amy Gillespie, Dr Patricia Grocott, Sophia Koumi, Professor Sir Robert Lechler, Dr Michael Malim, Professor John Marsden, Chris Mottershead, Professor Vaughan Robinson, Professor Rosamund Scott, Professor Rivkah Zim, Professor Dianne Rekow, Professor Kim Wolff

Part 1: Housekeeping

1. TERMS OF REFERENCE & MEMBERSHIP

1.1 Received: The terms of reference and membership of the Board for 2015/16 (**AB: 15/16: 1**)

1.2 Noted:

- (i) The Board's welcome to new members;
- (ii) That the Innovation Committee and International Committee should be included as sub-committees of the Board in its terms of reference.

2. MINUTES

2.1 Received and confirmed: The minutes of the meeting of 10 June 2015 (**AB: 14/15: 2**), with the addition of Dr Katherine Sleeman to the list of apologies for the meeting.

3. MATTERS ARISING

3.1 Received: An update on matters arising from the minutes of the meeting of 10 June 2015 not featured elsewhere on the agenda (**AB: 15/16: 2**)

3.2 Reported by the Assistant Principal (Academic Performance): That discussions had taken place with HEFCE's unit of assessment leadership over the underfunding of psychiatry and clinical neuroscience. The funding settlement could not be amended for 2015/16, and any future settlements were dependent on the outcome of the government's comprehensive spending review.

4. PRESIDENT & PRINCIPAL'S REPORT

4.1 Received: an update report from the President & Principal (**AB: 15/16: 3**)

4.2 Reported by the President & Principal:

- (i) That the Prevent legislation had now passed into law. King's had established a Prevent Steering Group to ensure that it was meeting its statutory obligations;
- (ii) That King's was on course to meet its admissions targets for 2015/16;
- (iii) That the King's Futures project on the development of the School of Management & Business were progressing under the direction of the new Executive Dean of the Faculty of Social Science & Public Policy, Professor Frans Berkhout;
- (iv) That King's was in the process of developing further online education opportunities, with two new programmes scheduled for delivery from 2016;
- (v) That the business planning cycle for 2015/16 had commenced. The

process was similar to that operated in previous years, and detailed discussions would take place with faculties in 2015/16 over their three year plans;

- (vi) That the lease had now been signed for the new Bush House Buildings site, and the first King's function had taken place there;
- (vii) That the next stage of the King's estate redevelopment would focus upon the administrative functions currently operating from the James Clerk Maxwell Building. In the medium term central administrative functions would be further concentrated in this Building, but in the longer term may be moved to a new site. Plans to redevelop the health campuses would also be consulted upon shortly;
- (viii) That King's was performing well in national and international league tables. The institution had maintained a good position in the QA league table despite a change in their scoring methodology that militated against strong performance by institutions with significant health and medicine activity. King's had risen from 40th place to 27th place in the Times Higher league table, and was consolidating its position as an elite member of international institutions. King's was now in the top 10 institutions in the world for medical and health education, and in the top 20 for arts & humanities and social sciences.
- (ix) That Denmark Hill had now been established as a smoke free campus. This appeared to be well received by the local community and adopting the process for other campuses to become smoke free would be considered in due course;

4.3 Noted:

- (i) The Board's congratulations to the health faculties for their strong performance in the Times Higher league table;
- (ii) That King's had published a statement on its practice with regard to external speakers at King's events, emphasising its commitment to freedom of expression alongside its commitment to providing a safe environment and compliance with the law. This was a complex issue and the Dean's Office was available to support offices in articulating the exact King's position in response to queries. The President & Principal's report would be amended to ensure consistency with the published statement.

5. HEAD OF ADMINISTRATION & COLLEGE SECRETARY'S REPORT

5.1 Received: a report from the Head of Administration & College Secretary (**AB: 15/16: 4**)

5.2 Reported by the Director of Students & Education:

- (i) That the start of year assurance process had run well and relatively few problems had been reported by students on start of year arrangements;
- (ii) That a strategic review of timetabling would report back to the Board, in December.

5.3 Noted:

- (i) The Board's thanks to the Director of Students & Education and her team for their effective planning of start of year processes, which were notably improved from the previous year;
- (ii) That there had been a visible improvement in the quality and quantity of IT equipment in tutorial rooms for 2015/16. Issues remained with

the effective functioning of IT equipment, but it was hoped that the IT investment plan would resolve these;

- (iii) That a Socially Responsible Investment steering group had been established, which included the Dean alongside the KCLSU president, A clear timetable for action had been established and a report would follow to the Council and Academic Board during 2015/16, bringing together investment, research contract and procurement practice.

5.4 Noted: that there had been residual issues at the hall of residence that had been affected by the boiler failure. A report on the current position would follow to the KCLSU Vice President, Academic Affairs (Arts & Sciences).

5.5 Received: an update report on the development of the Teaching Excellence Framework (**AB: 15/16: 5**)

5.6 Reported by the Head of Quality & Academic Support: That the UK Government had committed, in its election manifesto, to the introduction of a Teaching Excellence Framework, but full detail on the proposals had yet to be produced.

5.7 Reported by the Vice-Principal (Education):

- (i) That it was now anticipated that a government green paper would be published by 25th October 2015, with a consultation exercise that would complete by Christmas 2015;
- (ii) That it was anticipated that the outcomes of the Framework would link to the indexation of fees. It remained unclear whether “excellence” would be defined narrowly or broadly. There was likely to be a core component of the framework with selective benchmarks for institutions to choose;
- (iii) That the Russell Group had been lobbying the government to ensure that any input measures included measures that related to the employability of students, student retention and NSS scores;
- (iv) That it was hoped that the Framework would include a qualitative research environment statement, which would enable institutions to define their approach to excellence alongside their methods for delivery;

6. VICE-PRINCIPAL (ARTS & SCIENCES)’ REPORT

6.1 Received: An update report from the Vice-Principal (Arts & Sciences) (**AB: 15/16: 6**)

6.2 Reported by the Vice-Principal (Arts & Sciences):

- (i) That King’s was now in possession of the Aldwych Quarter buildings, which would formally be known as Bush House Buildings. Staff and students continued to discuss the best ways to utilise the space to support the delivery of a world class research intensive student experience;
- (ii) That King’s was lobbying the local council to pedestrianise the area between the Strand and Bush House, which would help in the development of the Strand as a genuine campus environment.

6.3 Noted: That the Church of St Mary le Strand had strong links with King’s and was keen to work closely with the institution and support the moves to pedestrianise the area.

- 6.4 Received:** An update on the governance review of the Faculty of Social Science & Public Policy (**AB: 15/16: 7**)
- 6.5 Reported by the Executive Dean, Faculty of Social Science & Public Policy:**
- (i) That the Faculty had grown significantly in the last five years, and the review was an opportunity to clarify decision making structures in a large and increasingly complex organisational unit;
 - (ii) That a steering group for the review had convened to oversee the review. The Group included the Vice Principals for Arts & Sciences, Education, International and Research & Innovation.
 - (iii) That staff within the faculty were keen to engage with the review and a Faculty Forum had been held to gather views. Plans were being formulated quickly and it was anticipated that a report would follow from the review to the December Academic Board.
- 6.6 Received:** A proposal to establish a new Centre for the Study of Media, Communication & Power (**AB: 15/16: 8**)
- 6.7 Reported by the Vice-Principal (Arts & Sciences):**
- (i) That the departments of Culture, Media & Creative Industries and Digital Humanities would be involved in the development of the proposal, and would sit on the Centre's advisory group to ensure that the new Centre's activity would draw upon and complement rather than compete with the existing research activity of these two departments;
 - (ii) That the independent charity, the Media Standards Trust, had been based at Kings for 2 years. The Centre would grow out of the Trust's work, including the potential establishment of new master's programmes and contributions to teaching in Departments such as the Department of Political Economy;
 - (iii) That it was anticipated that a review of the activity of the Centre would take place within two to three years. If the Centre was unable to meet its own stated aspirations and business plan, the intention would be to wind it down at that point.
- 6.8 Agreed:** To approve the proposal to establish a new Centre for the Study of Media, Communication & Power
- 6.9 Received:** Draft terms of reference for the Marketing, Recruitment & Admissions Group (**AB: 15/16: 9**)
- 6.10 Reported by the Vice-Principal (Arts & Sciences):**
- (i) That the Group had been established to ensure that key decisions on marketing and admissions were taken collectively.
 - (ii) That it was an important part of the Board's work to ensure that appropriate threshold academic standards were maintained, including admissions standards. The Group would therefore report to the Academic Board;
- 6.13 Noted:**
- (i) That the Group would also include representation from the International Office within its membership;
 - (ii) That the Marketing and Admissions teams had a long history of collaboration with Arts and Sciences faculties and departments, but

less with departments and divisions from the health faculties. The health faculties group would initially meet separately in addition to the collective meeting, but it was anticipated that there would eventually be only one Group.

- (iii) That a fundamental principle of the group was to assess the admissions process from the perspective of applicants. Processes would be standardised wherever possible to ensure transparency and efficiency;
- (iv) That the initial constitution of the group was large, and it was planned that, as the group's approach became clearer, it would move to a smaller representative system;
- (v) That guidance from the Competition and Markets Authority indicated that higher education institutions had to do more to ensure that their publicity was accurate and that terms and conditions of enrolment were complied with throughout each student's enrolment period. The Group would have a key role in ensuring that King's complied in full with this guidance.

6.11 Agreed: To approve the terms of reference of the Marketing, Recruitment & Admissions Group.

7. VICE-PRINCIPAL (EDUCATION)'S REPORT

7.1 Received: an update on the development of distance learning programmes (**AB: 15/16: 10**)

7.2 Reported by the Vice-Principal (Education):

- (i) That King's had now signed a contract with a commercial partner with a view to the development of additional distance learning programmes. King's would retain the intellectual property of teaching materials with this programme, and also retain full responsibility for all quality assurance matters including admissions, assessment and award;
- (ii) That care would be taken during the programme development process to ensure that threshold academic standards were maintained and that the quality of learning opportunities for all distance learning students was consistent with that of campus-based students;
- (iii) That it was planned to launch two master's programmes during 2016, offered by the Institute of Psychiatry, Psychology & Neuroscience and the Dickson Poon School of Law;
- (iv) That a new unit entitled King's Online would be created to support the programmes, including the existing King's distance learning programmes. A director for the new unit would be appointed by the end of the calendar year.

7.3 Noted:

- (i) That the majority of assessment for the programmes was likely to be essay or report based. Assessment would be designed to be secure and to ensure that appropriate learning outcomes were tested;
- (ii) That support for distance learning students would include the assignment of a support tutor for each student. King's recognised that successful distance learning programmes required a significant allocation of resource;
- (iii) That the Vice-Principal (Education) would discuss with the College Dean how existing AKC distance learning programmes could be

supported from the new unit.

7.4 Received: a report on the development of the institutional responses to the National Student Survey and Postgraduate Taught Experience Survey 2015.
(AB: 15/16: 11)

7.5 Reported by the Vice-Principal (Education):

- (i) That the results of the NSS were disappointing. It was hoped that the investment decisions taken by King's in recent years would improve NSS results, but these would take time to have their full impact;
- (ii) That the NSS had indicated that feedback on assessment remained an issue that the institution needed to address. The Vice-Principal (Education) had indicated that 2015/16 would be the year for assessment and feedback, and a number of initiatives were in place to ensure that student satisfaction in this area improved;
- (iii) That it was important to acknowledge that many of the issues raised in the NSS did not relate to infrastructure or large projects. All members of the institution should take responsibility for improving the quality of interaction with students, and developing the relationship with students as partners in their education.
- (iv) That the Postgraduate Research Student Sub-Committee would be leading on the implementation of action planning resulting from the Postgraduate Research Experience Survey. PRES results had indicated a small decline in student satisfaction, in particular over the quality of student space;
- (v) That results from the Postgraduate Taught Experience Survey were more positive for King's; student satisfaction from PTES results was typically lower than for the NSS, and the satisfaction ratings from King's students were relatively high when compared to the rest of the sector. The Head of Taught Postgraduate Study would be overseeing the development of action planning from the PTES.

7.6 Noted:

- (i) That many of the issues were issues identified were issues that required a cultural change. King's should promote a culture of care for its students and staff, which should be apparent from induction onwards;
- (ii) The view of student representatives that the culture of the institution should emphasise the importance of an equal partnership in education. All students should feel that their contribution is valued;
- (iii) The view that the institution should prioritise the development of an inclusive culture, with particular reference to disabled students.

7.7 Received: An update on preparations for the Higher Education Review 2016
(AB: 15/16: 12)

7.8 Reported by the Director of Students & Education:

- (i) That the Review would take place in the week beginning 6th June 2016. Members were asked to ensure that they would be available during that week if needed;
- (ii) That the Review was a review of all of the education activity of the institution. The review was of substantial importance to King's and it was vital that the outcome was a positive one;
- (iii) That the Review offered King's an opportunity to demonstrate the world class experience that students obtained from the institution.

- Preparations would focus both on ensuring the implementation of quality assurance process, but also articulating the world leading initiatives in education that were offered by the institution;
- (iv) That preparations would be detailed, with production of a 150 page Self Evaluation Document and provision of approximately 1000 pieces of evidence to the review team.

7.9 Received: A report on commencements for 2015/16. (**AB: 15/16: 13**)

7.10 Reported by the Vice-Principal (Education):

- (i) That undergraduate commencements for 2015/16 were positive. Three major new undergraduate degrees had come on stream and this would help the institution achieve its recruitment targets;
- (ii) That the institution would review its intake profile to ensure that it continued to implement its Widening Participation Strategy effectively;
- (iii) That taught postgraduate and postgraduate research recruitment was likely also to be strong for 2015/16.

7.12 Received and approved: Regulations for King's programmes offered by RADA (**AB: 15/16: 14**)

7.13 Received and noted: Details of amendments to the Academic Regulations 2015-16, approved on behalf of the Board by chair's action (**AB: 15/16: 15**)

8. VICE-PRINCIPAL (HEALTH)'S REPORT

8.1 Received: an update report from the Vice-Principal (Health) (**AB: 15/16: 16**)

8.2 Reported by the Interim Dean, Florence Nightingale Faculty of Nursing & Midwifery:

- (i) That the health faculties were developing a five year strategy, which aimed to articulate ambitious but attainable targets for the faculties. It was planned to build on the existing strengths to establish the institution as an international top 10, and UK top five, institution for health subjects by 2020;
- (ii) That the institution had made a successful bid for recognition as a health Doctoral Training Partnership. King's would receive 15 four-year studentships per year for the initial four years of the partnership. In addition, the health faculties would receive five additional studentships per year from the Guy's and St Thomas' hospitals;
- (iii) That the health faculties were undertaking significant work in developing international partnerships. The Florence Nightingale Faculty of Nursing & Midwifery was about to enter into a partnership with the Nanjing Health Bureau, to support the development of the Nightingale Nanjing Nursing College. This was with a view to upskilling the local workforce, attracting the most able students to complete a King's BSc programme and to attract teachers to King's PhD programmes;
- (iv) That the Dental Institute was close to signing a training contract with the BYBO Dental Group which would include clinical activities and an exchange programme. These contracts would bring income of approximately £10 Million over five years.

8.4 Received and approved: a proposal to re-name the FoLSM Department of Neuroscience as the Department of Neuroscience Education (**AB: 15/16: 17**)

9. VICE-PRINCIPAL (INTERNATIONAL)'S REPORT

9.1 Received: A report from the Vice-Principal (International) (**AB: 15/16: 18**)

9.2 Reported by the Vice-Principal (International):

- (i) That future reports to the Board would include reports from the International Committee, which would give the Board the opportunity to see a more complete picture of international activity, policy and strategy;
- (ii) That Vice-Deans (International) had been appointed and had been involved in the development of the International Strategy Operational Plan and associated identification of priorities;
- (iii) That the Principal had visited India to help strengthen Kings' ties with partner institutions there;
- (iv) That a key challenge facing the institution was current immigration legislation, which impacted the higher education sector and made it difficult to attract staff and post-doctoral students in particular;
- (v) That the Peking Health Science Centre collaboration would be launched shortly. This would generate significant income for King's which was the only UK-based higher education institution included in the partnership;
- (vi) That the Doctoral Training Centre partnership in Indonesia was working well with a number of agreements being signed with the Indonesian research councils;
- (vii) That Hong Kong University had a new senior management structure, which fully supported the development of greater engagement between King's and HKU;
- (viii) That priorities included the development of international scholarships to attract the best minds to King's as well as a strategy for refugees. The latter would be developed in collaboration with KCLSU and university networks to facilitate King's engagement with the refugee community.

9.3 Noted:

- (i) That the Principal had met with the Minister for Immigration, and King's would continue to lobby to ensure that visa restrictions did not prevent international students from coming to King's';
- (ii) That the Board would consider the establishment of an International Student fund to support international students in short term difficulties at a future meeting.

10. VICE-PRINCIPAL (RESEARCH & INNOVATION)'S REPORT

10.1 Received: a discussion document on the developing Research Strategy (**AB: 15/16: 19**)

10.2 Reported by the Assistant Principal (Research & Innovation):

- (i) That the key aim of the Strategy is to establish King's as a top 20 research institution in world league tables. King's was successful in the 2014 REF and has a strong record of attracting research income. The Research Strategy would aim to consolidate the current position and build on this to expand our breadth, size, quality and impact;
- (ii) That a Research Strategy & Development Office had now been established to support faculties in the development of strategy at the local level as well as helping with the development and delivery of the university wide strategy. There will be additional resource to support Departments, Divisions and Faculties with research development and

- obtaining grant funding.
- (iii) That the International Strategy had four key research themes, which are important for external engagement.
- (iv) That the Strategy has 8 key pillars. Three of these are; firstly, to broaden and balance the research base, where appropriate attracting greater grant income in key areas. Secondly to improve impact by ensuring that our departments and faculties are more porous to the outside and work to strengthen links with business, industry and public bodies and thirdly, that the Strategy should link with the Education Strategy, defining how students would benefit from world class research at King's;
- (v) That the Strategy would include key performance indicators, so that the institution could be clear about the improvement of performance over the lifetime of the Strategy;
- (vi) That it was anticipated that a number of green papers around the key pillars would be published shortly; with a draft for approval by the Board scheduled for May 2016;
- (vii) That this is an early draft and a major engagement process is underway to involve faculty members and students in development of the research strategy.

10.3 Noted:

- (i) That Board members were encouraged to circulate the proposals and comment upon the Strategy to the Assistant Principal (Research & Innovation);
- (ii) The view that the Strategy should support the development of a culture of ambition, and represent King's as a self-confident institution which produced world class research;
- (iii) That the four themes identified in the International Strategy had been adopted after extensive consultation, as key messages that the institution wished to promote about its activity;
- (iv) Support for the goals identified in the discussion paper, and particularly its selective approach. It would be helpful to be clear on the proposed timescale for the introduction of the Strategy and the steps that would be taken immediately upon its adoption;
- (v) That the health faculties had discussed the proposed Strategy and noted the need to address issues of estate and finance within the Strategy;
- (vi) That it would be important to articulate the King's vision of the role of students in its research strategy and the perceived benefits to students of studying at a research intensive institution. Key performance indicators should include methods for measuring the impact of the strategy upon the student community;
- (vii) That King's was committed to the delivery of world-class research-led teaching. There would be consultation with the student body to ensure that the Research Strategy facilitated this;
- (viii) The view that the Strategy should include measures to attract the best research teams to King's.

10.4 Received: A revised and approved Publications Policy (**AB: 15/16: 20**)

10.5 Noted:

- (i) That, following the comments made at the June meeting of the Academic Board, the Policy had been revised and approved on behalf of the Board by the Chair of the Research Committee;

- (ii) That it would be helpful to devise guidance for authors to send to journals to explain the operation of the institutional repository and the requirements of the King's Policy;
- (iii) That guidance should be given on the location of responsibility for submitting journals to publications and the institutional repository where there was more than one author.

11. DEAN'S BUSINESS

11.1 Received: An update on business from the Dean's Office (**AB: 15/16: 21**)

11.2 Reported by the Dean:

- (i) That the AKC awards had a key role in defining the King's experience. Enrolment on the awards continued to rise, which indicated that King's had made progress in improving student engagement within the institution;
- (ii) That the AKC curriculum for this year included philosophy and religious topics from a number of different global regions, which supported the goals identified in the International Strategy;
- (iii) That there were now 78 students registered as distance learners on the AKC award;
- (iv) That the newly enacted legislation required King's to promote good campus relations. A steering group had been established to ensure that these legal obligations were met. A Good Campus Relations Group, chaired by the Dean, had been established and was reviewing current Kings' policies in the area;
- (v) That King's recognised its legal obligations both to provide a healthy and safe environment for staff, students and visitors alongside its responsibilities enshrined in the 1988 Education Act to support freedom of expression. Normal practice was for the Dean and/or Principal to meet with external speakers as necessary to ensure that they understood Kings' legal requirements, and events could be cancelled if the institution took the view that holding an event compromised its obligations to protect the health and safety of students and staff.

11.3 Noted:

- (i) The Board's congratulations to the Dean's office on the increase in enrolments for AKC awards;
- (ii) That implementation of the Prevent strategy was a significant issue for universities, who had to balance safety and reputational issues with issues of academic freedom;
- (iii) The view that the institution's statement on promoting good campus relations focussed on differences of religion; it should also include clear statements about the need to prevent other forms of harassment such as sexual or racial harassment, which are also covered in the work of the Diversity & Inclusion Steering Group;
- (iv) That a future report from the Dean's Office would identify the different groups established to promote good campus relations alongside guidance on their alignment.

11.4 Received and approved: Nominations for election to the award of AKC (**AB: 15/16: 22**)

12. STUDENT BUSINESS

12.1 Received: a report on KCLSU's priorities for 2015/16 (**AB: 15/16: 23**)

12.2 Reported by the KCLSU Vice-President(Academic Affairs – Arts & Sciences):

- (i) That the Union would be discussing disabled access to Bush House Buildings with representatives from Estates and Facilities;
- (ii) That diversity in the curriculum was a key focus for the Union in 2015/16. Union representatives had discussed methods for diversifying the curriculum with representatives from the Arts & Science Faculties, and it was anticipated that a range of new modules would be created to support this diversification;
- (iii) That the Union was also involved in positive discussions about the experience of Graduate Teaching Assistants at King's;
- (iv) That union representatives would sit on the Fit to Sit Working Group;
- (v) That the Union would review its engagement with the committees. Union representatives were positive about their involvement with Kings' committees and looked forward to remaining part of discussions about the strategic direction of the institution.

13. ANNUAL REPORTS ON REGULATORY ACTIVITY

13.1 Received and noted: The annual report on student misconduct, complaints and appeals (**AB: 15/16: 24**)

13.2 Received: and noted: The annual report on suspensions, waivers, restrictions of access to theses and revocations (**AB: 15/16: 25**)

14. ACADEMIC BOARD COMMITTEES

14.1 Received and Noted: the following reports:

- College Assessment and Standards Committee, 24 June 2015 [**AB: 15/16: 26**]
- College Education Committee, 1 July 2015 [**AB: 15/16: 27**]
- College Research Committee, 24 June 2015 [**AB: 15/16: 28**]
- Programme Development & Approval Committee, 8 July 2015 and 9 September 2015 [**AB: 15/16: 29**]

15. DATES OF FUTURE MEETINGS

15.1 Noted: that future meetings of the Board would take place on

- 9th December 2015
- 24th February 2016
- 20th April 2016
- 22nd June 2016