

Academic Board			
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**Minutes of the meeting of the Academic Board
9 December 2015**

The Principal:	Professor Edward Byrne AC (Chair)
The Vice-Principals:	Professor Karen O'Brien Professor Sir Robert Lechler Professor Evelyn Welch
The Reverend The Dean:	Professor the Revd. Richard Burridge
Deans of Faculties	
<i>Arts & Humanities</i>	Professor Russell Goulbourne
<i>Natural & Mathematical Sciences</i>	Professor Michael Luck
<i>Social Science and Public Policy:</i>	Professor Frans Berkhout
President, Students' Union	Nadine Almanasfi
Director, Graduate School	Professor Vaughan Robinson
Heads of Professional Services	
<i>Head of Administration & College Secretary</i>	Ian Creagh
<i>Director of Students & Education</i>	Tessa Harrison
Student Members	Pauline Meyer (Arts & Sciences – Postgraduate) Sweta Raghavan (Health Faculties – Postgraduate)
Faculty members:	
<i>Arts and Humanities</i>	Professor Kate Crosby, Professor Rivkah Zim
<i>Dental Institute</i>	Dr Mandeep Ghuman, Professor Mark Woolford
<i>Dickson Poon School of Law</i>	Professor Tanya Aplin
<i>Life Sciences & Medicine</i>	Dr Katherine Sleeman
<i>Natural & Mathematical Sciences</i>	Professor Nikolaos Mavromatos, Dr Sophia Tsoka
<i>Florence Nightingale Faculty of Nursing & Midwifery</i>	Dr Patricia Grocott, Ian Noonan
<i>Institute of Psychiatry, Psychology & Neuroscience</i>	Dr Sandrine Thuret
Permanent invitee	Ben Hunt (KCLSU Vice-President, Academic Affairs (Arts & Sciences))

In attendance: Daniel Cremin, Professor Peter McBurney, Trevor Pearce (Secretary), Nicola Sainsbury, Dr Adam Sutcliffe

Apologies for absence were received from: Keith Brennan, Professor David Caron, Dr Kelly Coate, Professor Shitij Kapur, Dr Michael Malim, Dr Ian McFadzean, Dr Joanna Newman, Professor Ian Norman, Professor Dianne Rekow, Charlotte Rowland, Dr Cath Taylor, Professor Richard Trembath, Professor Kim Wolff

Part 1: Housekeeping

16. MINUTES

16.1 Received and confirmed: The minutes of the meeting of 14 October 2015 (**AB: 15/16: 1M**), with the following amendment:

6.7 Reported by the ~~Executive Dean for the Faculty of Arts & Humanities~~ the Vice-Principal (Arts & Sciences):...

17. MATTERS ARISING

17.1 Received: An update on matters arising from the minutes of the meeting of 14 October 2015 not featured elsewhere on the agenda (**AB: 15/16: 30**)

17.2 Reported by the Vice-Principal (Education): That the MSc Psychology and Neuroscience of Mental Health had opened for applications in November 2015, and the LLM international Corporate and Commercial Law had opened for applications on 7th December. Approximately 550 applications had been received for the programmes so far, and consideration was now being given to the development of further online programmes.

18. PRESIDENT & PRINCIPAL'S REPORT

18.1 Received: an update report from the President & Principal (**AB: 15/16: 31**)

18.2 Reported by the President & Principal:

- (i) That three important national developments had completed. The Comprehensive Spending Review report had been produced by the government and the outcomes of the Review were considered to be favourable for higher education institutions;
- (ii) That the report from the Nurse Review had been published. This report proposed a reorganisation of government funding mechanisms for research; the total amount of government funding for research would remain consistent, but mechanisms would be put in place to ensure that more of the research funding was allocated to cross-disciplinary work;
- (iii) That the government's green paper "Fulfilling our Potential: Teaching Excellence, Social Mobility and Student Choice" had been published. The paper proposed a re-organisation of governance of higher education in England and Wales, alongside the establishment of a "Teaching Excellence Framework" which would have implications for funding;
- (iv) That King's had performed successfully in admissions to its programmes for 2015/16. The institution's reputation in the market place continued to be strong, and the demand for taught postgraduate places in particular was increasing;

- (v) That the King's Strategic Plan expired in 2016, and a new 10-15 year vision statement was in development. Professor Jonathan Grant, Director of the Policy Institute, had been appointed to lead development of the Strategy, and would lead a wide consultation with students, staff, alumni, Council members and external stakeholders. It was intended that the Strategy would articulate a vision of the institution that we would like King's to be in ten years time, with high level themes for activity that would deliver upon this vision. Board members would be invited to take part in a workshop during 2016, and a green paper would follow to the Board;
- (vi) That 50 year leases of Bush House Buildings had now been taken, alongside an exclusivity agreement for the North West Building of the Aldwych Quarter

18.3 Reported by the Head of External Affairs & Government Relations:

- (i) That the government was committed to the establishment of the Teaching Excellence Framework. It was anticipated that it would be launched during 2016, as a "light-touch" model, with a more developed Framework implemented on an iterative basis;
- (ii) That a detailed technical consultation on the Teaching Excellence Framework would take place in the first quarter of 2016;
- (iii) That there were financial implications for King's in the proposals outlined in the green paper. It was proposed that membership of the Office for Students would be by paid subscription, and it would be important to understand what impact this would have on the institution;
- (vii) That the Office for Fair Access had been resistant to suggestions that they should be given statutory targeting powers. Suggestions in the paper that admissions should be school- and postcode- blind had potential to militate against institutions' widening access strategies;
- (viii) That the Head of Public External Affairs had identified key questions for King's to respond to in its response to the Green Paper. Members were asked to send their views to the Head of External Affairs, to inform Kings' response by 18th December

18.4 Noted:

- (i) The view that the institutional response should ensure that links between high quality research and excellent teaching were supported by the Framework and associated funding model;
- (ii) That there was support within the sector for the principle that equal weight should be given to research and teaching at higher education institutions;
- (iii) That re-development of the Strand campus was still under consideration. New proposals would be put forward, taking into account activity that would now take place within Bush House Buildings;
- (iv) That it was planned to develop the Guy's and St Thomas' campuses as the next smoke free campuses of Kings' estate.

18.5 Received: a draft Vision Statement for King's Futures (**AB: 15/16: 32**)

18.6 Reported by the Chair: That the Statement had been refined following consultation. It aimed to ensure that stakeholders from across the institution to understand the purpose of the King's Futures programme and current initiatives.

18.7 Agreed: To endorse the Statement.

19. HEAD OF ADMINISTRATION & COLLEGE SECRETARY'S REPORT

19.1 Reported by the Head of Administration & College Secretary:

- (i) That, following completion of the Start of year assurance process, a lessons learned exercise had been conducted; Key points from the exercise included the need to empower staff to solve problems as they occur, to consider triage mechanisms in dealing with urgent verses important challenges, and the need to ensure effective communications throughout the period. A second term process would be put in place at the start of the Spring term;
- (ii) That a report on the implementation of the IT transformation programme would be circulated. A large number of projects were in progress, which included ongoing infrastructure developments, improvements to wifi, backup systems and network configuration. New finance and HR systems were soon to be implemented and it was planned to develop standard operating environments across the university, including Apple SOE;
- (iii) That Laura Clayton had now been appointed to a cross-institutional role, leading on process reform;
- (iv) That a committee was now in place to oversee the institution's commitment to socially responsible investment. Further information would follow to the February meeting of the Board;
- (v) That the planning cycle would shortly focus upon professional service functions following the completion of the faculty planning round. This would include a number of identified initiatives relating to education management and management of the student experience, as well as HR, marketing and communications. The Chief Information Officer would be invited to the next Board meeting to update the Board on IT projects.

19.2 Noted: support from the Students' Union for the work being undertaken on socially responsible investment.

20. VICE-PRINCIPAL (ARTS & SCIENCES)' REPORT

20.1 Received: A report from the Vice-Principal (Arts & Sciences) (**AB: 15/16: 34**)

20.2 Reported by the Executive Dean, Faculty of Arts & Humanities: That the Lecture Capture Policy was now being implemented. 69% of timetabled events offered by the Faculty had now been captured in either audio and visual or audio form, following detailed discussions with departments to ensure that intellectual property concerns in particular had been resolved.

20.3 Reported by the Vice-Principal (Arts & Sciences): That, following a campaign on behalf of Graduate Teaching Assistants, King's would be reviewing its GTA pay and terms & conditions policies during the Spring term. The King's executive was happy to enter into dialogue with identified campaigners on the issue, but a number of anonymous leaflets and emails containing erroneous information had been distributed, which had undermined attempts to negotiate in good faith with campaigners.

20.4 Noted:

- (i) That contacting senior members of the institution could be daunting for students. Focus groups had been convened and a KCLSU Student Council debate on the issue had been held, at which the

Chair had been briefed on the institutional executive position. All sides were committed to supporting continuing dialogue and good faith in resolving the identified issues on GTA pay and terms & conditions;

- (ii) Support from the Students' Union for the continuing implementation of the lecture capture policy, particularly within the Faculty of Arts & Humanities;
- (iii) That a number of studies of institutions that had already implemented lecture capture had suggested that there was minimal impact upon student attendance at lectures, but that the quality of lectures had improved.

20.5 Received: A report from the review of Governance of the Faculty of Social Sciences & Public Policy (**AB: 15/16: 35**)

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

- (i) That the report contained recommendations regarding the move of one department into the Faculty of Social Sciences & Public Policy; this recommendation was subject to further consultation and the Board was not asked to consider that issue at this meeting;
- (ii) That the recommendations of the report were intended to remove barriers to effective working within and between faculties.

20.7 Reported by the Executive Dean, Faculty of Social Science & Public Policy:

- (i) That the report was the outcome from extensive consultation, which had begun in May 2015. An open forum had been held to discuss the proposals, which was followed by establishment of a reference group to discuss proposals in detail, and a Steering Group consisting of the four Vice-Principals to monitor the outcomes;
- (ii) It was proposed to create five Schools within the faculty, within which departments would be established. The Policy Institute would continue to operate as a separate entity;
- (iii) The proposals were intended to create a clear narrative on the distinctiveness of social science at King's. It was hoped that revised operating arrangements within the new faculty would lead to business process and decision making efficiencies. Strategic planning would take place at school level, with heads of department established as academic leaders within their discipline;
- (iv) That it was anticipated that the revised structures would support future growth, and no redundancies were planned as a result of the changes.

20.8 Noted:

- (i) The view of student representatives that the proposed changes would be beneficial. The current structure of the Faculty was seen as confusing, and the revised structures would be more accessible;
- (ii) That the proposed administrative structures were based in part on the model adopted by the Faculty of Arts & Humanities, whose "clustering" model had been an effective way of implementing efficient administration across a range of relatively small departments. The Schools would be units of approximately 80 – 100 people, and the clustering approach would support consolidation of administrative support and effective links to institutional services;
- (iii) That the consultation process had been overseen by Ipsos MORI, who had convened the open forum and operated an online

consultation, with responses summarised and reviewed by the reference group. An implementation board would be established once the recommendations had been endorsed;

- (iv) Support for the establishment of portfolio Vice-Dean roles, which ensured efficient communication between departments within faculties and with central institutional offices;
- (v) The view that a key to success of the plans would be ensuring that Heads of School had sufficient authority as well as responsibility, and in particular should have responsibility for budget holding within their School;
- (vi) That the institution had ambitious plans for the development of a School of Business which, if realised, would bring that School to a size that was consistent with the size of some of Kings' faculties; the institution's structures should bring cognate areas together and enable development of new faculties if that was in the interest of the institution.

20.9 Agreed: To approve the recommendations of the report from the review of governance of the Faculty of Social Science & Public Policy.

20.10 Received: A report from the pilot Quinquennial Review for the Department of History (**AB: 15/16: 36**).

20.11 Reported by the Head of the Department of History:

- (i) That the Review had been a very positive experience for the department, and the Head of the Department expressed gratitude to all participants, and in particular the external reviewers;
- (ii) That the recommendations of the Review had been positively received by the Department. The panel had endorsed the broad direction of travel for the Department, and the recommendations in general amounted to recommendations to continue and accelerate their strategic plans;
- (iii) That recommendations regarding professional service support were being addressed at faculty level;
- (iv) That a Departmental Steering Group had been established in response to the recommendation that emphasised greater delegation to, and engagement of, senior staff within the Department;
- (v) That the recommendation regarding the position of the Institute of Contemporary British History would be addressed during the implementation of the recommendations of the Review of Governance in Social Sciences & Public Policy.

20.12 Noted: That the report had commended the Head of Department in particular for his academic leadership of the department

20.13 Agreed: to accept the report from, and response to, the Quinquennial Review of the Department of History.

20.14 Received: A report from the pilot Quinquennial Review for the Department of Informatics (**AB: 15/16: 37**)

20.15 Reported by the Head of the Department of Informatics:

- (i) That the Department's experience of the review process was a positive one, and the department was particularly grateful to the panel for their detailed consideration of the department's submission;

- (ii) That the Department had accepted all of the panel's recommendations, and was putting responses to them in place. A Departmental Operations Committee had been established to meet every fortnight, and was now considering how to rationalise the degree programmes offered by the department;
- (iii) That student numbers on the department's programmes continued to increase, and the department was putting in place a "house" system to give students a feeling of communality in what was an expanding department;
- (iv) That staff numbers were also increasing and the department was increasing its activity in technology based subjects as a result.

20.16 Noted:

- (i) The view that the process had been a successful one for participating departments; the reviews had been positive in enabling departments to review their activity in collaboration with panels, including external members, and the quality of response was high;
- (ii) That the Academic Board would also receive mid-cycle follow up reports from participating departments.

20.17 Agreed: to accept the report from, and response to, the Quinquennial Review of the Department of Informatics.

20.18 Received and approved: A proposal to establish a Centre for Urban Science & Progress (**AB: 15/16: 38**)

21. VICE-PRINCIPAL (EDUCATION)'S REPORT

21.1 Reported by the Vice-Principal (Education:

- (i) That the BME Student Success Project had completed. King's had adopted a Key Performance Indicator on BME degree classification and was now bringing together a number of inclusive education strands including the anti-sexual harassment campaign and disability support into one Inclusive Education project. This would be supported by the KCLSU-supported liberation groups;
- (ii) That a student-led forum had now been established in each faculty;
- (iii) That the King's Student Survey would be launched on 11th January, closing on 5th February, while the NSS would be launched on 8th February, closing on 28th April. The PTES would launch on 17th March.

21.2 Received: An update on preparations for the Higher Education Review (**AB: 15/16: 39**)

21.3 Reported by the Director of Students & Education:

- (i) The most pressing priority was now completion of the next draft of the Self Evaluation Document, for review by an external adviser, which would take place prior to the Christmas break;
- (ii) A series of briefings would be established during February and March, involving colleagues likely to be part of the Review event;
- (iii) An internal website informing colleagues about preparations for the review would be published in January 2016;
- (iv) All members were asked to ensure that they and colleagues were responsive to requests for information in support of preparations for the Review.

- 21.4 Received:** A report from the Review of the Academic Calendar (**AB: 15/16: 40**)
- 21.5 Reported by the Director of Students & Education:**
- (i) The Academic Calendar Working Group had worked diligently to collect and analyse feedback, recognising the need to balance competing priorities;
 - (ii) It was proposed to establish a transitional model for the calendar for two years, with a fully harmonised calendar adopted by 2018/19;
 - (iii) The harmonised calendar would include two 12 week semesters, with standardisation of reading and revision weeks across the institution.
- 21.6 Noted:**
- (i) Concern was expressed about the potential impact upon time available to academic staff for research but the proposals were intended to ensure this was not the case
 - (ii) The view that the proposed new calendar would fit more closely with other Colleges of the University of London, thus supporting intercollegiate study;
 - (iii) That further work would need to be done to facilitate proposals for the Florence Nightingale Faculty of Nursing & Midwifery to offer a second intake to their degree programmes;
 - (iv) That the Group had overseen a benchmarking process for contact time and that King's was not out of step with the sector average.
- 21.7 Agreed:** To endorse the recommendations of the Report of the Review of the Academic Calendar.
- 21.8 Received:** A report from the Review of Timetabling (**AB: 15/16: 41**)
- 21.9 Reported by the Director of Students & Education:**
- (i) The Review was intended to ensure a common, institution wide and systematic approach to timetabling, which would support the strategic growth agenda, particularly for interdisciplinary programmes;
 - (ii) The Director of Students & Education would work with the Head of Timetabling to put together a project plan. Faculties would be asked to support the implementation of the plan to ensure that the objectives of the review could be realised.
- 21.10 Noted:** That the proposals retained the institution's commitment to supporting religious observance, including ensuring that compulsory subjects were not timetabled for Friday afternoons.
- 21.11 Agreed:** To endorse the recommendations of the Review of Timetabling.
- 22. VICE-PRINCIPAL (HEALTH)'S REPORT**
- 22.1 Received:** an update report from the Vice-Principal (Health) (**AB: 15/16: 42**):
- 22.2 Reported by the Vice-Principal (Health):**
- (i) That development of the Health Faculties strategy was well advanced; the faculties would work with Jonathan Grant to ensure that the Strategy was developed alongside the wider institutional strategy;
 - (ii) That Professor Ian Norman had now been appointed as the Dean of the Florence Nightingale Faculty of Nursing & Midwifery until Summer

2016. Dr Louise Barriball had been appointed as the Vice-Dean (Education) for the Faculty. Professor Simon Howell had been appointed as the Director of Academic Strategy and Julia Elliott for would be taking on responsibility for the development of technology platforms across the faculty's research community;

- (iii) That the faculty executive had met with student leaders from the Florence Nightingale Faculty of Nursing & Midwifery, and had had positive discussions about improvements to student satisfaction;
- (iv) That the new BSc Psychology programme had been launched and had been successful in its recruitment;
- (v) That the Faculty had been successful in obtaining DTC accreditation from the MRC, and would have 12 MRC funded studentships per year for the duration of the agreement;
- (vi) That the faculties had agreed with partner trusts within King's Health Partners a series of initiatives to drive excellence in education and research across KHP; 8 agreements were now in place across the health campuses;
- (vii) That the Florence Nightingale Faculty of Nursing and Midwifery had established a partnership with the Pukou Education Bureau in Nanjing, which was anticipated to be the forerunner of several similar partnerships.

22.3 Received and approved: a proposal to re-name the MRC Centre of Developmental Neurobiology as the Department of Developmental Neurobiology (**AB: 15/16: 43**)

23. VICE-PRINCIPAL (INTERNATIONAL)'S REPORT

23.1 Reported by the Head of International Programmes:

- (i) That a King's office had been opened within the National Autonomous University of Mexico, and it was anticipated that King's would build upon this relationship;
- (ii) That the Principal had led a delegation with the VP International, and staff from Fundraising & Supporter Development and Global Engagement to the United States to develop and build on relationships with partner institutions. Further funding for Arts and Humanities and Social Science programme activity in collaboration with William and Mary College and the Royal Libraries and Royal Archives had been obtained;
- (iii) That a Memorandum of Understanding had been signed with Science Po University for the development of a joint programme in War Studies.

23.2 Received: A proposed strategy for International Scholarships (**AB: 15/16: 44**)

23.3 Reported by the Head of International Programmes:

- (i) That the paper had been presented to the Board for endorsement. Finance had been secured and the Strategy had been developed with a view to its being underpinned by equitable and fair principles;
- (ii) The Strategy had several "tiers" – it was hoped to attract the best minds to King's via existing partnerships including Fulbright and Chevening Scholarships;
- (iii) The Strategy intended to bring in brilliant scholars from poor and conflict countries. It included plans to develop sanctuary scholarships for asylum seekers, seeking to increase hardship funding available. Next steps would be to work up a business case and scaling model.

23.4 Reported by the Director of the Graduate School:

- (i) That 13 scholarship agreements had been put in place with co-funders, potentially bringing in over 100 students from countries where King's had previously had limited presence;
- (ii) That the scholarships normally covered a full stipend alongside the majority of the tuition fee.

23.5 Agreed: to endorse the draft Strategy and recommend it to Council.

24. STUDENT BUSINESS

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

- (i) That the KCLSU were currently working on three national issues. The Union had taken part in the NUS anti-Prevent demonstration and was continuing to challenge the legislation where possible;
- (ii) KCLSU was also working on the reduction of nursing bursaries in the Comprehensive Spending Review, which it considered would have a detrimental impact upon the widening participation agenda;
- (iii) The Union was developing a response to the Green Paper and proposals to establish the Teaching Excellence Framework;
- (iv) That the Union particularly welcomed the development of the International Student Scholarships paper;
- (v) That the Union continued to participate in the inclusive education work including the initiative to liberate curricula;

25. DEAN'S BUSINESS

25.1 Received: An update on business from the Dean's Office (**AB: 15/16: 45**)

25.2 Reported by the Dean:

- (i) That AKC enrolments now exceeded 2000;
- (ii) That a piece criticising the AKC programme as over-dominated by male lecturers and too many Christian topics had been published in the ROAR student newspaper; the Dean's office were grateful for the opportunity to produce a rebuttal with the correct figures for positive gender balance and a more accurate description of topics;
- (iii) That Abdul Choudhury had been appointed as a part-time Muslim Chaplain within the King's Chaplaincy Team. This was excellent news for the institution and its continuing efforts to improve campus relations.

25.3 Noted: That ROAR was autonomous from KCLSU, and the piece criticising the AKC awards did not reflect the union's position; the union did however support the right of the publication to publish critical comment pieces about the institution.

26. ACADEMIC BOARD COMMITTEES

26.1 Received and Noted: the following reports:

- College Assessment and Standards Committee, 30th September 2015 (**AB: 15/16: 47**)
- College Education Committee, 7th October 2015 and 4th November 2015 (**AB: 15/16: 48**)

- College Innovation Committee 28th October 2015 (**AB: 15/16: 49**)
- College Research Committee 28th October 2015 (**AB: 15/16: 50**)
- College International Committee 30th September 2015 (**AB: 15/16: 51**)
- Programme Development & Approval Committee, 11th November 2015 (**AB: 15/16: 52**)

27. DATES OF FUTURE MEETINGS

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

- 24th February 2016
- 20th April 2016
- 22nd June 2016