

Academic Board			
Meeting date	7 December 2016	Agenda reference	AB: 16/17 2M
Document type	Minutes	Status	Confirmed
Access	Not to be released to others without Director of Governance approval		
Special provisions			

**Minutes of the meeting of the Academic Board
7 December 2016**

The Principal:	Professor Edward Byrne AC (Chair)
The Senior Vice-Presidents	Chris Mottershead Dr Ian Tebbett
Senior Vice-Presidents / Provosts:	Professor Sir Robert Lechler Professor Evelyn Welch
Vice-Presidents & Vice-Principals	Professor Ian McFadzean
Assistant Principals:	Deborah Bull Professor Jonathan Grant Professor Ian Norman Professor Reza Razavirofes
The Reverend The Dean:	Revd Jane Speck (<i>vice</i> Revd Canon Professor Richard Burridge)
Deans of Faculties	
<i>Florence Nightingale Faculty of Nursing & Midwifery</i>	Professor Louise Barriball (Dean's nominee)
<i>Social Science & Public Policy</i>	Professor Frans Berkhout
<i>Dickson Poon School of Law</i>	Professor Benjamin Bowling
<i>Arts & Humanities</i>	Professor Russell Goulbourne
<i>Natural & Mathematical Sciences</i>	Professor Michael Luck
<i>Life Sciences & Medicine</i>	Professor Richard Trembath
<i>Dental Institute</i>	Professor Mark Woolford
President, Students' Union	Ben Hunt
Director, King's Learning Institute	Dr Kelly Coate
Heads of Professional Services	
<i>Director of Students & Education</i>	Tessa Harrison
Student Representatives	Rebekah Griffiths Danielle Holden Nina Tourabi

Faculty members:

Arts & Humanities

Dental Institute

Dickson Poon School of Law

Life Sciences & Medicine

Natural & Mathematical Sciences

Florence Nightingale Faculty of

Nursing & Midwifery

*Institute of Psychiatry, Psychology
& Neuroscience*

Social Science & Public Policy

Dr John Callanan, Professor Rivkah Zim

Dr Barry Quinn, Dr David Moyes

Professor John Tasioulas,

Dr Megan Bowman, Dr Leslie Turano-Taylor

Dr Katherine Sleeman

Dr Andrew Coles, Dr Chris Lorenz, Professor

Nikolaos Mavromatos

Professor Patricia Grocott, Ian Noonan, Dr

Corina Naughton

Dr Susan Duty

Dr Matthew Moran, Dr Carmen Pavel

Permanent Invitees:

Jack Haywood, Mariya Hussain

In attendance: Victoria Korzeniowska, Professor Paul Joyce (for item 31); Trevor Pearce (Secretary); Professor Simon Salamon (for item 31)

Apologies for absence were received from: Keith Brennan; Revd Canon Professor Richard Burrige; Professor Kate Crosby; Professor Patrick Leman; Professor Michael Malim; Dr Joanna Newman; Professor Vaughan Robinson; Dr Sandrine Thuret

Part 1: Housekeeping**15. MEMBERSHIP****15.1 Noted:**

- (i) the Chairman's welcome to the following new members:
 - Rebekah Griffiths (Postgraduate student representative, Arts & Sciences);
 - Danielle Holden (Undergraduate student representative, Health);
 - Dr Chris Lorenz (Elected senior representative, Natural & Mathematical Science);
 - Professor Martin Prince (Assistant Principal, Global Health);
 - Nina Tourabi (Undergraduate student representative, Arts & Sciences).
- (ii) the Chairman's welcome to Sweta Raghavan, re-elected as the Postgraduate student representative (Health).
- (iii) the Chairman's thanks to Professor Nikolaos Mavromatos, whose term of office as appointed representative for the Faculty of Natural & Mathematical Sciences was completing, for his contribution to the Board, and to Trevor Pearce, Secretary to the Board, who would be leaving the university at the end of the year.

16. MINUTES

16.1 Received and confirmed: The minutes of the meeting of 12 October 2016 (**AB: 16/17: 1M**) with the following amendment:

- (i) That the comments attributed to the Executive Dean (Arts & Humanities) under item 4.4 should be attributed to the Provost / Senior Vice-President (Arts & Sciences).

17. MATTERS ARISING

17.1 Received: a report on matters arising from the meeting of 12 October 2016 (**AB: 16/17: 33**)

17.2 Reported by the Vice-President / Provost (Arts & Sciences): That negotiations on the disposal of the Surrey Street buildings were continuing. Consultation with affected staff would take place once these negotiations had completed.

18. PRESIDENT & PRINCIPAL'S REPORT

18.1 Received: a report from the President & Principal (**AB: 16/17: 34**)

18.2 Reported by the Senior Vice-President (Operations):

- (i) That the IT outage that had occurred in October 2016 had had a range of impacts across the institution. Student facing services had been prioritised in the response;
- (ii) That there continued to be a focus on research output lost from the Institute of Psychiatry, Psychology & Neuroscience. It was anticipated that the picture would become clearer before the Christmas break;
- (iii) That the Business Continuity Management team who had had responsibility for the emergency response to the outage had now stood down. An external review of the root cause had been commissioned and local reviews of the response to the outage had been convened.

18.3 Reported by the President & Principal:

- (i) That King's successful bid for government funding for the Rosalind Franklin Institute, in collaboration with a number of other institutions was an important success for the university;
- (ii) That the university had been successful in achieving its undergraduate and taught postgraduate admissions targets. Postgraduate research admissions projections were slightly below target;
- (iii) That the Principal had met with the Conservative Party's working group for exiting the European Union; the working group understood the issues for higher education institutions, who would keep working to influence the eventual settlement;
- (iv) That a Chief Operating Officer had been appointed to the School of Management & Business, and a search was underway for the Executive Dean for the newly established faculty. Other King's Futures projects were progressing, including the King's Futures projects involving chemistry, engineering and professional services;
- (v) That King's Health Partners (KHP) had been successful in attracting biomedical research centre funding, achieving the second highest award in the UK. In addition, KHP had also been accredited as a Cancer Research UK Centre of Excellence.

18.4 Reported by the Assistant Principal (Research & Innovation): That King's had also received a Wellcome Trust award for its medical engineering centre, one of 14 such UK awards.

18.5 **Noted:** That the students' union was working closely with the university, via the Brexit Working Group, on issues of importance to students relating to the decision to leave the European Union, and in particular issues relating to student visas. A full update on the work of the Working Group was available in the report from the International Committee.

19. STRATEGIC VISION

19.1 **Received:** The confirmed Strategic Vision 2029. (**AB: 16/17: 35**)

19.2 **Reported by the Assistant Principal (Strategy):**

- (i) That the Strategic Vision had now been adopted on behalf of King's by the Council. Work was now focusing on launching the Vision, and embedding it within day-to-day activity;
- (ii) That launch activities included a workshop with Vision 2029 "ambassadors"; a formal launch event; development of an external webpage; six videos to accompany the launch of the strategy; and a series of campus roadshows;
- (iii) That the Vision would also be embedded into the business planning cycle to ensure that it was incorporated into immediate planning.

20. EDUCATION STRATEGY

20.1 **Received:** An update on the development of the Education Strategy (**AB: 16/17: 36**)

20.2 **Reported by the Vice-President & Vice-Principal (Education):**

- (i) That, following the adoption of the Strategic Vision, detailed work would begin on the development of the Education Strategy. A consultant had been engaged, who would support the Vice-Principal (Education) in working with faculties and departments in the development of the new Strategy;
- (ii) That the environment had changed significantly since the adoption of the previous Strategy, in view of the Government Higher Education & Research Bill and establishment of the Teaching Excellence Framework;
- (iii) That the focus would be on improving the student experience. A number of immediate improvements, in areas such as IT support, programme approval and timetabling processes, had been identified which would be implemented in advance of formal adoption of the Strategy.

20.3 **Noted:** The view of student representatives that rapid improvement of identified issues was important, improving IT and also assessment and feedback issues to ensure the establishment of a community of learners.

TEACHING EXCELLENCE FRAMEWORK

21.1 **Received:** an update on King's preparations for year 2 of the Teaching Excellence Framework (**AB: 16/17: 37**)

21.2 **Reported by the President & Principal:** That the Teaching Excellence Framework had been discussed at the Council. The student and staff representatives shared many concerns about the Framework, but had differed on whether the institution should participate. The Council's decision was that

King's should participate in Year 2 of the framework, in order to emphasise the institution's commitment to improving the student experience and to maximise influence on the development of the Framework.

21.3 Reported by the Director of the King's Learning Institute

- (i) That King's would now need to develop and submit a submission of up to 15 pages, to accompany the metrics provided by HEFCE. The metrics suggested that King's would receive bronze accreditation. The aim of the qualitative submission would be to improve this to silver accreditation;
- (ii) The TEF Steering Committee and Project Board were now working to develop the draft which would be reviewed by the College Education Committee at its meeting in December;

21.4 Reported by the President of KCLSU:

- (i) That students' unions across the country had expressed opposition to the Higher Education & Research Bill, which they considered was contrary to the interests of students. King's Students' Union believed that the Framework did not accurately gauge teaching quality. The Union had hoped that the institution would not participate in the Framework, but supported the university's position that participation was conditional and that King's would withdraw from participation if the Framework failed to develop as a credible measure of teaching quality;
- (ii) That KCLSU was also opposed to the use of the Framework to support raising of tuition fees. KCLSU agreed with the need to make enhancements to the student experience, but would be engaging with the wider University to achieve these outside of the context of the Teaching Excellence Framework;
- (iii) That KCLSU was supporting a boycott of the National Student Survey, on the basis that positive feedback was now likely to lead to an increase in tuition fees.

21.5 Noted:

- (i) That King's would be aiming for at least silver accreditation from the Framework, to reflect the excellence of its teaching. Decisions on fees would be taken outside of discussion about the TEF;
- (ii) That the benchmarking approach adopted for the TEF metrics led to some perverse outcomes, whereby it was not mathematically possible for King's to achieve a positive flag.

22. STUDENT EXPERIENCE

22.1 Received: an update on King's response to the 2016 National Student Survey results (**AB: 16/17: 38**)

22.2 Reported by the Vice-President & Vice-Principal (Education)

- (i) That the Vice-President & Vice-Principal (Education) and Director of Students & Education had been working on methods to improve assessment and feedback. Sessions had taken place across campuses with students and staff to discuss assessment methods and a number of consistent messages had become apparent;
- (ii) That one outcome would be a review of King's credit framework, to assess whether the drive to support portability of credit was working and whether its current design led to unintended consequences. In

particular, the Board would be asked to review the decision to use first year marks towards undergraduate degree classifications, which was unusual;

- (iii) That there was a clear need to communicate institutional responses to the NSS to students effectively.

22.3 Noted:

- (i) That the university might consider the introduction of “pass/fail” modules which did not contribute to the final degree classification index, which would encourage students to broaden their module choices;
- (ii) That the current credit framework militated against students experimenting with new subjects during their programmes of study.

23. COLLEGE EDUCATION COMMITTEE

23.1 Received and noted: The report of the College Education Committee meeting of 5 October 2016 (**AB: 16/17: 39**)

24. PROGRAMME DEVELOPMENT & APPROVAL COMMITTEE

24.1 Received and noted: The report of the Programme Development & Approval Committee meeting of 16 November 2016 (**AB: 16/17: 40**).

25. RESEARCH STRATEGY

25.1 Received: The King’s Research Strategy and associated action plan (**AB: 16/17: 41**)

25.2 Reported by the Assistant Principal (Research)

- (i) That the Research Strategy had been launched alongside its action plan. It was anticipated that the action plan would enable departments and faculties to meet the objectives articulated in the Strategy;
- (ii) That there had been an encouraging response to the first “King’s Together” call on pump priming inter- and multi-disciplinary research. A first set of 24 proposals have been funded and next call will be in March 2017.

25.3 Noted:

- (i) That the developing strategies would be presented in a uniform way, under the Vision 2029 banner, to help stakeholders understand the links between the strategic approaches;
- (ii) That the examples of excellent disciplinary research referred to in the Strategy had been limited to four; these were not intended to be a comprehensive list of excellent research undertaken at King’s. The Strategy also gave a few examples of interdisciplinary research. Additional examples of research excellence will be publicised on the Research parts of the college website;
- (iii) That it would also be important to publicise the research partnerships developing in London, which demonstrate the strength of King’s interdisciplinary research.

26. RESEARCH COMMITTEE

26.1 Received and noted: a report of the Research Committee meeting of 26th October 2016 (**AB: 16/17: 42**)

27. INNOVATION COMMITTEE

27.1 Received and noted: a report of the Innovation Committee meeting of 26th October 2016 (**AB: 16/17: 43**).

28. INTERNATIONAL COMMITTEE

28.1 Received and noted: A report of the International Committee meeting of 5th October 2016 (**AB: 16/17: 44**).

29. BUSINESS CONTINUITY

29.1 Reported by the Senior Vice-President (Operations): That work on a university Business Continuity plan had begun in October, but the team had subsequently focussed on the IT outage. It was anticipated that work on the overall plan would begin shortly.

30. ATHENA SWAN

30.1 Received: An update report on King's preparations for its application for silver Athena SWAN accreditation (**AB: 16/17: 45**)

30.2 Reported by the Provost / Senior Vice-President (Arts & Sciences):

- (i) That the report was a version of a report previously submitted to the Senior Executive Team;
- (ii) That the report demonstrated that the gender breakdown of committees had not changed significantly in recent years, and that women and black and minority ethnic staff were still under-represented on senior decision-making committees.
- (iii) That staff and Council members were encouraged to complete the equalities monitoring data, to enable King's to monitor the composition of its committees.

30.3 Reported by the Executive Dean (Arts & Humanities): That reports highlighting issues were helpful in achieving cultural change. The Department of History in particular had made significant steps in achieving a more representative committee membership as a result of receiving data that had highlighted the issue.

30.4 Reported by the Executive Dean (Life Sciences & Medicine): That, as a result of participation in Athena SWAN awards, the Biomedical Research Centres had adopted good practice as standard. The Faculty would be considering diversity and inclusion as a key objective when discussing its future configuration.

30.5 Reported by the Executive Dean (Natural & Mathematical Sciences): That women tended to be under-represented in senior positions and on committees within the Faculty. Initiatives to help address this included reviewing support provided to women who had taken a career break, and increasing awareness of under-representation.

30.6 **Reported by the Appointed Representative (Institute of Psychiatry, Psychology & Neuroscience):** That a number of programmes supporting women in their career development had been implemented across the Institute. The membership of the Institute's Management Board remained unrepresentative, which reflected the gender balance of the professoriate within the Institute; initiatives were being considered to address this issue across the university.

30.7 **Reported by the Director of the King's Learning Institute:** that King's had undertaken a project on behalf of the Leadership Foundation for Higher Education, which found that committees in higher education institutions tended to be unrepresentative of the staff and student gender breakdown within those institutions. The project had led to a number of recommendations aimed at encouraging women to apply for senior roles, many of which had been adopted by institutions in the UK, including King's.

30.8 **Noted:** The view of the student representatives that gender equality was an important issue to students alongside other equality issues such as the attainment gap. KCLSU was keen to continue working with the university to address these issues.

31. QUINQUENNIAL REVIEW

31.1 **Received:** The mid-cycle report from the Department of Theology & Religious Studies (**AB: 16/17: 46**)

31.2 **Reported by the Head of the Department of Theology & Religious Studies:**

- (i) That the Quinquennial Review had taken place in 2014, but implementation of the recommendations was a continuing process;
- (ii) That one of the more significant outcomes of the Review was the move of the MA in Religious Education from the Department of Education & Professional Studies to the Department of Theology & Religious Studies. The move had been challenging but had proceeded relatively smoothly, and had led to new developments such as a practice-based PhD and the MA Religion;
- (iii) That, following a portfolio review within the Department, four MA programmes had been abolished; this had meant that the remaining Masters' programmes had been able to access expertise not previously available to them. The BA Theology had been re-named as the BA Theology, Religion and Culture, and work was continuing on collaborations with other Arts & Humanities departments;
- (iv) That work continued to change the senior leadership and management culture, ensuring a consultative approach. A consultative committee and weekly academic and professional services committee had been established and were working well;
- (v) Current challenges included ensuring greater widening participation in the Department's programmes; implementing a student-led curriculum review; ensuring a greater variety of teaching methods; and increasing collaboration between the department and other departments within the faculty.

- 31.4 Reported by the Executive Dean (Arts & Humanities):**
- (i) That the process had enabled rapid progress within the department. Students and staff had been fully engaged in effecting a cultural change;
 - (ii) That Professor Joyce would be stepping down at the end of the year as Head of Department; the Dean thanked Professor Joyce on behalf of the Board for his effective leadership of the Department throughout his time as Head.
- 31.5 Agreed:** to accept the mid-cycle report from the Department of Theology & Religious Studies:
- 31.7 Received:** The mid-cycle report from the Department of Mathematics (**AB: 16/17: 47**)
- 31.8 Reported by the Head of the Department of Mathematics:**
- (i) That the Quinquennial Review process had been a positive one for the Department of Mathematics;
 - (ii) That the Department had introduced a Mathematics & Statistics degree as a result of the Review. This had led to benefits for the BSc Mathematics, with students now able to access a wider range of options;
 - (iii) That the Department had increased its staffing numbers since the review, and it was anticipated that the Department would employ six statisticians by 2018. 51 staff were now employed by the Department, against 42 at the time of the Review;
 - (iv) That the Department was now engaged with two Doctoral Training Centres, and had particularly strengthened its research in pure mathematics;
 - (v) That the main challenge for the department was to increase its engagement with its undergraduate students, and improve its satisfaction ratings in the NSS. Initial initiatives to address this included increasing use of lecture capture and greater support for weaker students.
- 31.9 Reported by the Executive Dean (Natural & Mathematical Sciences):**
- (i) That the process had helped the department to identify and prioritise issues to address. The subsequent REF result had been an excellent one, and work was now beginning to improve the Department's NSS scores;
 - (ii) That Professor Simon Salamon would be stepping down as Head at the end of the academic year. The Dean thanked Professor Salamon on behalf of the Board for his effective leadership of the Department throughout his time as Head.

31.10 Agreed: to accept the mid-cycle report from the Department of Mathematics.

32. STUDENT BUSINESS

32.1 Received: A report from the KCLSU President (**AB: 16/17: 48**)

32.2 Reported by the KCLSU President:

- (i) That KCLSU had engaged with the Student Experience Working Group, and was anticipating working on important student experience issues in a collaborative manner through this group;

- (ii) That the Relationship Agreement had now been signed. Priorities for the current union leadership included addressing the attainment gap, increasing support for students with mental health issues and increasing student engagement in the governance of the university;
- (iii) That the Union President would be visiting the House of Lords to discuss the student response to the Higher Education & Research Bill;
- (iv) That a KCLSU delegation had attended Arizona State University, and were working on proposals to increase student engagement in the PLuS Alliance initiative;
- (v) That the new student space had opened on the Guy's campus;
- (vi) That the Union was considering a revised governance structure, which it would discuss at the KCLSU Council.

33. DEAN'S BUSINESS

33.1 Received: A report from the Dean's Office, together with nominations for the award of the AKC (**AB: 16/17: 49, 50**)

33.2 Reported by the Chaplain:

- (i) That over 2000 students had registered for the AKC programme for 2016/17, including members of King's Senior Executive Team;
- (ii) That the AKC review panel would take place shortly under the chairmanship of the Senior Vice-President (Quality, Strategy & Innovation);
- (iii) That the new Chaplaincy room had opened at the Institute of Psychiatry, Psychology & Neuroscience;
- (iv) That the Advent carol services had been a huge success. Radio 3 would be visiting the university on 15 December to record the choral evensong.

33.3 Agreed: To approve the nominations for election as Associates of King's College.

34. DATES OF FUTURE MEETINGS

34.1 That future meetings of the board would take place on:

- 22 February 2017 (Guy's Campus)
- 19 April 2017 (Denmark Hill Campus) (provisional)
- 7 June 2017 (Waterloo Campus)

35. OTHER BUSINESS

35.1 Reported by the Secretary: That a proposed Distance Learning calendar had been submitted to the secretariat for approval by the Board. The calendar mirrored the existing calendar, but with a consistent start day for each term.

35.2 Agreed: To defer consideration of the Distance Learning calendar to chair's action.