

Academic Board			
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**Minutes of the meeting of the Academic Board
22 February 2017**

President & Principal:	Professor Edward Byrne AC (Chair)
Senior Vice Presidents:	Chris Mottershead Dr Ian Tebbett
Senior Vice President / Provost:	Professor Sir Robert Lechler
Vice Presidents / Vice-Principals	Professor Ian McFadzean
Assistant Principals:	Professor Jonathan Grant Professor Ian Norman
The Reverend The Dean:	Revd Canon Professor Richard Burridge
Executive 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>The 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
Administrative Director of the Graduate School	Dr Nigel Eady
Director, King's Learning Institute	Dr Kelly Coate
Heads of Professional Services	
<i>Director of Students & Education</i>	Tessa Harrison
Chair of College Assessment & Standards Committee	Professor Kim Wolff
Faculty members:	
<i>Dental Institute</i>	Dr Barry Quinn, Dr David Moyes
<i>The Dickson Poon School of Law</i>	Professor John Tasioulas, Dr Leslie Turano-Taylor
<i>Natural & Mathematical Sciences</i>	Dr Andrew Coles, Dr Chris Lorenz, Professor Nikolaos Mavromatos
<i>Florence Nightingale Faculty of Nursing & Midwifery</i>	Corina Naughton

In attendance: David Newman (Acting Secretary); Nicola Sainsbury; Keith Newton; Jo Lawton (Item 68)

Apologies for absence were received from: Professor Deborah Bull; Professor Patricia Grocott; Professor Reza Razavi; Professor Rivkah Zim; Professor Evelyn Welch; Dr Megan Bowman; Dr Ian Noonan; Dr Carmen Pavel; Dr Katherine Sleeman; Rebekah Griffiths; Jack Haywood; Dr Joanna Newman; Professor Patrick Leman

Part 1: Housekeeping

48. MEMBERSHIP

48.1 The Chairman welcomed:

- (i) Dr Nigel Eady, Administrative Director of the Graduate School, to the membership of the Board; and
- (ii) Professor Funmi Olonisakin, who will attend future meetings in the capacity of Interim Vice President/Vice-Principal (International).

50. MINUTES

50.1 **Received and confirmed:** the minutes of the meeting of 7 December 2016 (**AB: 16/17: 2M**) with no amendments.

51. MATTERS ARISING

51.1 **Reported by the Interim Vice President/Vice-Principal (Education):** that the Drugs Policy Statement had been updated to emphasise that an important feature of the policy is the offer of assistance to students who may need support about any issues arising from the use of drugs (**AB: 16/17: 51**).

51.2 **Agreed:** to approve the updated Drugs Policy Statement.

52. PRESIDENT & PRINCIPAL'S REPORT

52.1 **Received:** a report from the President & Principal (**AB: 16/17: 52**).

52.2 **Reported by the Senior Vice-President (Operations):**

- (i) that there continued to be full support given to recovery plans following the IT outage that had occurred in October 2016;
- (ii) that a report of the external review which had been commissioned by the College would be made available to all staff and students on the intranet on 23 February 2017;
- (iii) that one of the recommendations would be to improve the management of research data; and
- (iv) that improving data management generally is the responsibility of the whole College community and that there would be an opportunity to discuss this in due course.

52.3 Reported by the Senior Vice President/Provost (Health):

- (i) that interviews for the Executive Deanship of the Dental Institute were due to take place in April 2017; and
- (ii) that negotiations were taking place for the appointment of an Executive Dean of the Institute of Psychiatry, Psychology & Neuroscience.

52.4 Reported by the President & Principal:

- (i) that the process for appointing a new Vice President/Vice-Principal (Education) was ongoing;
- (ii) that the appointment to the post of Vice President/Vice-Principal (Research) would be announced shortly;
- (iii) that the Vice President/Vice-Principal (International) would be leaving the College in March 2017 and that Professor Funmi Olonasakin would serve thereafter as the Interim Vice President/Vice-Principal (International);
- (iv) that Irene Birrell would join the College imminently following her appointment as College Secretary;
- (v) that the new Executive Dean of The Dickson Poon School of Law, Professor Gillian Douglas, would take up her appointment shortly;
- (vi) that the Strand campus windows had been updated as part of a planned introduction of a new digital display, embracing the historical characters of the College's past;
- (vii) that the Brexit Working Group (Operations) would continue to meet in order to monitor the impact of Brexit and to ensure that the College offered the strongest possible support for staff and students who come from continental Europe;
- (v) that, with respect to the Strand campus, the decision to retain the Surrey Street buildings (with the exception of Macadam Building) appeared to have been positively received; and
- (vi) that the launch events for Vision 2029 had been successful with strong numbers of people in attendance. Going forward, King's Futures would become known as King's 2029.

Part 2: Education

53. EDUCATION STRATEGY

53.1 Received: a verbal update from the Interim Vice President/Vice-Principal (Education) on the developing Education Strategy covering the next 3-5 years, including:

- (i) that two workshops with staff had been held so far (the first workshop having been oversubscribed) and that student groups were taking place separately;
- (ii) that five work streams were being developed in the areas of: Assessment; Programme Design; Learning Spaces; Student Experience; and Learning Delivery; and
- (iii) that the first draft of the Education Strategy would be submitted to the College Education Committee in April 2017.

53.2 Noted: that the Interim Vice President/Vice-Principal (Education) would share early summaries of outcomes from the Education Strategy working groups with members of the Board.

54. WIDENING PARTICIPATION STRATEGY

54.1 Received and noted: an update on the implementation of the Widening Participation Strategy (**AB: 16/17: 54**).

55. TEACHING EXCELLENCE FRAMEWORK

55.1 Received: the College's submission to the Department for Education for year 2 of the Teaching Excellence Framework (**AB: 16/17: 55**).

55.2 Noted:

- (i) that the Director of the King's Learning Institute had drafted the College's TEF submission;
- (ii) that notification of the College's TEF ranking was expected to be received in May 2017;
- (iii) that the College would work on areas for improvement to ensure that it secured a place in the Gold band

56. DEGREE APPRENTICESHIPS

56.1 Received: a report on degree apprenticeships (**AB: 16/17: 56**).

56.2 Reported by the President & Principal: that the Senior Executive Team had agreed that the College would register for degree apprenticeships with the Skills Funding Agency. Brand and space were two particular issues which would need to be kept under review as the College's involvement in degree apprenticeships was taken forward.

56.3 Reported by the Interim Vice President/Vice-Principal: that work would be taking place with faculties to explore opportunities for engaging with employers.

57. ADMISSIONS

57.1 Received and noted: a report on admissions; student intake enrolment for 2016/17 (**AB: 16/17: 57.1**) and undergraduate application update for 2017/18 entry (**AB: 16/17: 57.2**).

58. ANNUAL REPORTS

58.1.i Received: the annual report on student complaints, appeals and misconduct for 2015/16 (**AB: 16/17: 58.1**).

58.1.ii Reported by the President of KCLSU: that there appeared to be an increase in the reported volume of student complaints and that it would be helpful to consider whether there was an explanation for this.

58.1.iii Reported by the Director of Students & Education:

- (i) that the steady rise in the number of student complaints was reflective of the sector trend;
- (ii) that complaints and appeals provide a valuable source of student feedback, which would be used to feed into the development of the Education Strategy; and
- (iii) that the Students and Education Directorate would be looking to streamline and improve processes for the handling of student complaints.

58.2.i Received: the UG 2015/2016 External Examiner Report (**AB: 16/17:58.2**).

58.2.ii Reported by the Director of Students & Education: that the College received nearly 100% receipt of external examiner reports and a clean bill of health in terms of alignment with other institutions.

59. EDUCATION COMMITTEES

- 59.1** **Received and noted:** a report from the College Education Committee meeting of 14 December 2016 (**AB: 16/17: 59.1**).
- 59.2** **Received and noted:** a report from the Programme Development & Approval Committee meeting of 15 January 2017 (**AB: 16/17: 59.2**).
- 59.3** **Received and noted:** a report from the College Assessment & Standards meeting of 30 November 2016 (**AB: 16/17: 59.3**).

Part 3: Research

60. RESEARCH EXCELLENCE FRAMEWORK 2021

- 60.1** **Received:** an update on the College's response to the HEFCE consultation on the REF 2021 (**AB: 16/17: 60**).
- 60.2** **Noted that:** the College is formulating its response with input from faculties and relevant professional services departments in order to respond to the consultation by the deadline of 17 March 2017. Particular areas of focus would include how people were chosen for REF submission, portability of outcomes, the ranges of submissions, and institutional impact statements.

61. RESEARCH COMMITTEE

- 61.1** **Received and noted:** the report from the Research Committee meeting of 26 January 2017 (**AB: 16/17: 61**).

Part 4: Innovation

62. INNOVATION STRATEGY

- 62.1** **Received:** a report on the implementation of the Innovation Strategy 2010-2016 and an update on the development of the Innovation Strategy 2017-2020 (**AB: 16/17: 62**).
- 62.2** **Reported by the Senior Vice President (Quality, Strategy & Innovation):**
- (i)** that the strategy illuminated the direction of travel and provided a detailed level of granularity regarding the next actions to be taken;
 - (ii)** that there was an expectation for staff to be more innovative and feel permissioned to take more risk;
 - (iii)** that there was scope for the Innovation Committee to be re-badged as a service committee in order to strengthen its alignment with Vision 2029; and
 - (iv)** that the associated governance structure needed to provide assurance to Council that innovation services were constructive and had an educational focus.
- 62.3** **Reported by the Director of Partnerships (Research Management & Innovation):** that the strategy provided a framework which needed to be embedded and that it would be important to ensure that attention was not diverted away from areas in which activity was already taking place.
- 62.4** **Reported by The Reverend The Dean:** that The Dean's Office had contributed to the development of the service strand of Vision 2029 and would welcome an

opportunity for consultation regarding any rebadging of the Innovation Committee as a service committee.

62.5 The President & Principal reported: that elements of the wording on page 4 should be amended to reflect that all staff had a role in the student experience.

62.6 The President of KCLSU reported: that the Innovation Strategy had been positively received and was acknowledged as a point of celebration.

63. INNOVATION COMMITTEE

63.1 Received and noted: the report from the Innovation Committee meeting that took place on 18 January 2017 (**AB: 16/17: 63**).

Part 5: International

64. INTERATIONAL STRATEGIES

64.1 Received and noted: a report on the implementation of the International Strategy (**AB: 16/17: 64.1**).

64.2 Received and noted: a report on the implementation of the Student Mobility Strategy (**AB: 16/17: 64.2**).

65. INTERNATIONAL COMMITTEE

65.1 Received and noted: a report from the International Committee meeting of 25th January 2017 (**AB: 16/17: 65**).

Part 6: General Issues

66. FACULTY OF LIFE SCIENCES & MEDICINE

66.1 Received: a proposal to reconfigure the Faculty of Life Sciences & Medicine (**AB: 16/17: 66**).

66.2 Reported by the Executive Dean of the Faculty of Life Sciences & Medicine:

- (i) that the Faculty's matrix approach to education development and coordination would be retained but a change to modality would be introduced with the purpose of affording improved support to students, stronger academic coherence and increased comprehensibility to colleagues and the wider community;
- (ii) that the Faculty proposed to reconfigure its academic structure by bringing together existing Divisions and Institutes to create seven Schools: Basic & Translational Biology Sciences; Biomedical Engineering & Imaging Sciences; Cancer Sciences; Cardiovascular Sciences; Transplant, Immunology, Infection & Inflammation Sciences; Life Course Sciences; Population & Applied Care Sciences;
- (iii) that the seven Schools would be responsible for the delivery of education, research and knowledge transfer, supported by the existing student-facing Schools of Bioscience Education and Medical Education, which would be brought together to create the Faculty of Life Sciences & Medicine Centre for Education;

- (iv) that the Faculty governance structure would be reconfigured to improve accountability and communication, with the creation of a Faculty Executive Board to which Faculty committees would report;
- (v) that he was grateful to all those who helped develop the proposal, including input received from student representatives.

66.3 **Agreed:** to approve the proposal, noting that the final nomenclature was subject to further consideration.

67. BUSINESS CONTINUITY

67.1 **Received:** a verbal report on the recent IT systems outage, its impact on academic matters and plans to avoid and mitigate any similar incidents in future years.

68. ATHENA SWAN

68.1 **Received:** King's submission for silver Athena SWAN accreditation (**AB: 16/17: 68**).

68.2 **Noted:**

- (i) that the College had submitted its application for Silver Award, which included a four year action plan which the College had committed to deliver between now and November 2020;
- (ii) that the application would be reviewed by a national panel of diversity, HR, academic and professional services specialists, and that the announcement of the result was expected in May 2017.

69. VISION 2029

69.1 **Received:** an update on the Vision 2029 launch and communication plans (**AB: 16/17: 69**).

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

- (i) that the launch of Vision 2029 had been very successful and that there had been a large attendance of people at roadshows as well as significant attention online;
- (ii) that the launch would be formally concluded at the end of February 2017 and then handed over to the Strategy, Planning & Assurance Directorate to take forward the Vision 2029 roll-out activities.

70. STUDENT BUSINESS

70.1 **Received:** a report on matters of interest to the Board from the KCLSU President (**AB: 16/17: 70**).

- 70.2 Reported by the KCLSU President:**
- (i) that there has been very strong engagement between KCLSU and the College's Student Services team regarding the development of an institutional mental health strategy;
 - (ii) that KCLSU has begun its boycott of the National Student Survey but would continue to engage proactively and positively with other mechanisms of student feedback, particularly at local level;
 - (iii) that it was the view of KCLSU that student-facing messages issued by the College in respect of 'Prevent' ought to be only those directly required for legal compliance;
 - (iv) that KCLSU's nomination period for Sabbatical Officers closed on 17 February 2017 and that the level of engagement with this process had been very positive. The sabbatical officer roles had recently increased to six with the addition of the new position of Vice President (Postgraduate), following approval granted by the College Council.

70.3 Reported by the Senior Vice President/Provost (Health): that Sir Simon Wessely, Regius Professor of Psychiatry at the IoPPN, was keen to work with KCLSU on developing the institutional mental health strategy.

71. THE DEAN'S BUSINESS

71.1 Received: a report on matters of interest to the Board from The Reverend The Dean (**AB: 16/17: 71.1**).

71.2 Reported by The Reverend The Dean:

- (i) that the AKC examination registration period for this year had now closed, with 901 candidates registered for the examination and 360 opting to take the alternative assessment by essay;
- (ii) that the AKC Review was ongoing and that The Dean's Office would provide a more detailed report on progress in due course;
- (iii) that the Strand Chapel organ would undergo refurbishment from the Easter vacation over a period of approximately 12-15 months.

71.3 Received: nominations for election to the Associateship of King's College (**AB: 16/17:71.2**).

71.4 Agreed: to approve the nominations for election as Associates of King's College (**AB: 16/17: 71.2**).

Part 7: For Information

72. ANY OTHER BUSINESS

72.1 Reported by the President & Principal that: Trevor Pearce, formerly Secretary to the Board, had left the College in December 2016 to take up a new position and that arrangements for the appointment of a new Secretary were underway. Expressions of thanks were made to the General Counsel and the Chief of Staff for their assistance with the arrangements for today's meeting.

73. DATES OF MEETINGS FOR 2016/2017

- 73.1** Noted that future meetings of the Board would take place on:
- 19 April 2017 (Denmark Hill Campus) (provisional) [Secretary's Note: this meeting was subsequently cancelled] and 7 June 2017

