

| Academic Board | | | |
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| Meeting date | 12 October 2016 | Agenda reference | AB: 16/17 1M |
| Document type | Minutes | Status | Confirmed |
| Access | Restricted to Academic Board members only: Fol section 43 applies (commercial interests) | | |
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**Minutes of the meeting of the Academic Board
12 October 2016**

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| 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 Razavi |
| The Reverend The Dean: | Professor the Revd. Richard Burridge |
| Deans of Faculties | |
| <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>Institute of Psychiatry, Psychology & Neuroscience</i> | Professor Patrick Leman |
| <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 |
| Director, Graduate School | Professor Vaughan Robinson |
| Heads of Professional Services | |
| <i>Director of Students & Education</i> | Tessa Harrison |
| Chair of College Assessment & Standards Committee | Professor Kim Wolff |

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*

Professor Kate Crosby

Dr Barry Quinn, Dr David Moyes

Professor John Tasioulas,

Dr Megan Bowman, Dr Leslie Turano-Taylor

Professor Michael Malim, Dr Katherine

Sleeman

Dr Andrew Coles, Professor Nikolaos

Mavromatos

Professor Patricia Grocott, Ian Noonan, Dr

Corina Naughton

Professor John Marsden, Dr Sandrine Thuret

Dr Matthew Moran, Dr Carmen Pavel

Permanent Invitees:

Jack Haywood, Mariya Hussain

In attendance: Jen Angel (Director, International Programmes) (for item 8), Trevor Pearce (Secretary), Nicola Sainsbury (Director of Research Policy)

Apologies for absence were received from: Professor Louise Barriball; Keith Brennan; Dr John Callanan; Dr Susan Duty; Dr Joanna Kidd; Professor Michael Luck; Dr Joanna Newman; Professor Rivkah Zim

Part 1: Housekeeping**1. TERMS OF REFERENCE AND MEMBERSHIP**

1.1 Received: the terms of reference and membership of the Board for 2016/17 (**AB: 16/17: 1**)

1.2 Noted:

- (i) the Board's thanks to departing student members of the Board: Pauline Meyer (Postgraduate Student Representative – Arts & Sciences) Sweta Raghavan (Postgraduate Student Representative - Health) Charlotte Rowland (Undergraduate Student Representative – Health) Hannah Smethurst (Undergraduate Student Representative – Arts & Sciences);
- (ii) That the following Board members' role had changed for 2016/17: Professor Ian McFadzean (now Vice-President & Vice-Principal (Education – interim)) Professor Mark Woolford (now Executive Dean, Dental Institute – interim) Professor Ian Norman (now Assistant Principal (Academic Performance)
- (iii) The Board's welcome to the new members of the Board.
- (iv) That Dr Joanna Newman would act as Deputy Chair pro tem for the Board.

2. MINUTES

2.1 Received and confirmed: The minutes of the meeting of 22 June 2016 (**AB: 15/16: 5M**).

3. MATTERS ARISING

3.1 Reported by the President and Principal:

- (i) That King's was reviewing its practices in relation to professorial pay following discussion at Academic Board and the Council.

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

- (i) That, in the Arts & Sciences faculties a performance review had taken place, which had informed recommendations to the Executive Deans on professorial increments and bonuses. These recommendations had been based on faculty performance frameworks. Recommendations had then been discussed with the Arts & Sciences Executive Team to ensure equity, prior to formal consideration by a review group chaired by the Principal.

3.3 Reported by the Dean of Biosciences Education: That the Executive Deans for the health faculties would be reviewing the health faculties' professorial pay practices shortly, ensuring an equitable process with appropriate disciplinary focus.

4. PRESIDENT & PRINCIPAL'S REPORT

4.1 Received: a report from the President & Principal (**AB: 16/17: 2**)

4.2 Reported by the President & Principal:

- (i) That, following the departure of senior staff, a series of strong interim appointments had been made. In addition, a re-organisation of the senior team had been implemented. The aim of this re-organisation was to consolidate progress, emphasising the devolution of authority and accountability to faculties. The "Provost" title had been introduced to emphasise the accountability of the Provosts for delivery at faculty level;
- (ii) That King's had achieved a notable success in its application for Biomedical Research Centre grant funding, having been awarded the second biggest grant in the UK. This emphasised King's status as a world class health research university;
- (iii) That the Vision 2029 white paper would shortly be published, and the final Vision would be considered by the Council at its November meeting;
- (iv) That student recruitment for 2016/17 was satisfactory at both undergraduate and postgraduate level;
- (v) That the King's "Brexit" Working Group had been established. The UK government had guaranteed access for EU students to government-backed student loans for one further year. The institution remained committed to being a global, international and European university;
- (vi) That King's performance in national and international league tables was mixed. National league tables were impacted by King's performance in the National Student Survey, but the university's performance in the Shanghai rankings had been encouraging, establishing itself in the top 50 universities in the world for the first time.
- (vii) That work continued to improve the university's estate. The Bush House development was progressing satisfactorily. King's was in

confidential commercial negotiations on the disposal of the Surrey Street buildings, but the institution remained committed to consultation with staff on the vacation of the space once negotiations had been concluded;

- (viii) That the Business Planning Round 16/17 had been launched. Faculty plans were being discussed with the senior team, and the focus would be on student satisfaction, planning for the UK exit from the European Union, King's Futures projects and growth in research activity.

4.3 Reported by the Senior Vice-President/Provost (Arts & Sciences): That the Surrey Street properties were a range of properties occupied by departments within Arts & Humanities. Discussions were continuing with prospective buyers about the disposal of the properties, and it was not possible to plan in detail proposals for future locations of impacted departments until it was clear which properties would be sold. The position of the Drury Lane accommodation which the university currently occupied was also unclear. Discussions would take place with affected staff once these issues were resolved.

4.4 Reported by the Executive Dean (Arts & Humanities): That the institution would report regularly to staff on progress with the disposal of the Surrey Street Buildings, even if there was no substantive progress to report. King's current practice, of ensuring that offices of more than 12m² would be shared offices would remain in force. The moves were likely to involve the move of approximately 1000 staff and so it was probable that ensuring a smooth relocation of all staff would be challenging, in common with most estates matters involving central London institutions.

4.5 Noted:

- (i) That the Provost/Senior Vice-President (Arts & Sciences) had sent a message to staff within that faculty emphasising King's commitment to remaining a European institution. The "Brexit" Working Group would work with the Russell Group and Universities UK to ensure that King's took opportunities to appropriately influence the debate;
- (ii) That the UK Government Minister for Exiting the European Union had emphasised that any new migration policy would permit the movement of skilled staff to the UK, but it was important for the institution to emphasise the need to attract international staff and students to King's.

4.6 Received: the draft Schedule of Business 2016/17 (**AB: 16/17: 3**)

4.7 Reported by the Secretary to the Board:

- (i) That the Schedule included all of the business that the Board would expect to transact during 2016/17. This included the scrutiny of new academic strategy and monitoring of the implementation of current and completing strategies;
- (ii) That it was intended to re-present the paper, under matters arising, for each meeting of the Board, so that the Board could be reassured that it was receiving appropriate reports on all current issues of interest within its remit.

- 4.8 Noted:**
- (i) That the Board should have the opportunity to discuss its open and secure campus strategies in the light of the Bush House acquisition, alongside aligned discussions about the research, education and space strategies;
 - (ii) Support from the Students' Union on the development of an Accessibility Strategy which would emphasise the beneficial academic impact of accessibility;
 - (iii) That it was anticipated that a new Education Strategy would be developed following the adoption of the Strategic Vision 2029.
- 4.9 Agreed:** The Board approved the Schedule of Business 2016/17, subject to the incorporation of items concerning open and secure campuses, and the Accessibility Strategy.
- 4.10 Reported by the Principal:** That recruitment was now commencing for the Vice-President & Vice-Principal roles in research and education. The Vice-President & Vice Principal (Education) role had been advertised. The Vice-President & Vice-Principal (Research) role would advertise shortly, with a broad-based selection committee involving staff and students. It was hoped that offers for both roles would be made by December 2016.
- 4.11 Received:** a draft Policy Statement on Drugs (**AB: 16/17: 4**)
- 4.12 Reported by the Director of Students & Education:** That the Policy had been updated as part of the regular review of policies. It was designed to link with the King's misconduct regulations, while flagging appropriate support for students.
- 4.13 Noted:**
- (i) That the policy would benefit from clarification of the role of personal tutors and in particular their obligation to report any drug use by students;
 - (ii) That the Policy referred both to misuse of drugs and also drug dependency; the Statement would benefit from emphasis on the support available for students with drug dependency issues as well as guidance that such issues were treatable.
- 4.14 Agreed:** To adopt the Policy Statement on Drugs subject to minor amendments. A revised Statement should be supplied for comment by the Vice-President & Vice-Principal (Education) and Senior Elected Representative (Institute of Psychiatry, Psychology & Neuroscience) prior to formal approval by Chair's action on behalf of the Board by the Chair.
- 4.15 Received:** a report on Athena SWAN accreditation (**AB: 16/17: 5**)
- 4.16 Reported by the Executive Dean (Faculty of Life Sciences & Medicine):** That three further divisions of the Faculty of Life Sciences & Medicine had been successful in achieving silver Athena SWAN accreditation. This meant that a total of nine divisions had achieved such accreditation.

- 4.17 Reported by the Senior Vice-President & Provost (Arts & Sciences):**
- (i) That the application for institutional silver accreditation was in draft. Excellent progress was being made in STEM subjects, including high promotion and maternity return rates;
 - (ii) That challenges remained concerning areas such as the gender pay gap and career development opportunities for Grade 4 staff, the majority of whom were female;
 - (iii) That costs of childcare also remained an issue. Discussions were continuing with LSE on the provision of child care but this was likely to be prohibitively expensive for most staff.

5. SENIOR VICE-PRESIDENT / PROVOST (ARTS & SCIENCES) REPORT

5.1 Received: an outcome report on the Arts & Sciences Strategy. (AB: 16/17: 6)

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

- (i) That Arts & Sciences departments had seen a substantial growth in student numbers during the period of the Strategy. This was accompanied by a small and deliberate decline in the number of postgraduate research students; the strategy had been to focus on a smaller number of better supported and laboratory-based research students during the period of the strategy;
- (ii) That the faculties had overperformed against the targets outlined in the financial part of the Strategy, and Executive Deans had been able to use extra funds to fund innovative projects;
- (iii) That successive away days had reviewed departmental approaches to innovation. The institution's definition of innovation was not always well understood, but support from areas such as the Cultural Institute had been instrumental in the faculties' delivery of the articulated innovation targets.

5.3 Agreed: to report to Council that, in the view of the Board, the Arts & Sciences Strategy had been effectively and appropriately implemented.

5.4 Received: a proposal to establish a Faculty of Business (AB: 16/17: 7)

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

- (i) That King's had been discussing the creation of the School of Business as a faculty for some years. A Chief Operating Officer had been appointed to oversee the implementation of an infrastructure that would give support to the new faculty while avoiding duplication of professional services;
- (ii) That the new faculty would require investment in its early stages, with income re-invested in order to develop a faculty that delivered high quality outcomes in areas such as NHS leadership and global affairs;
- (iii) That it was anticipated that the faculty would work closely with other faculties in developing interdisciplinary approaches. For example, work was already underway with the Institute of Psychiatry, Psychology & Neuroscience to work on their activity in the field of decision theory.

5.6 Reported by the Executive Dean (Social Science & Public Policy): That the current Faculty of Social Science & Public Policy was a large one. Creation of the new faculty would give focus and direction to research and education in business, with beneficial impacts for the rest of the institution.

- 5.7** **Noted:** That branding of the new faculty was still under discussion, but the name was likely to be the King's Business School.
- 5.8** **Agreed:** To recommend the establishment of the School of Business as a faculty of the university to Council.
- 5.9** **Received:** an update report on the King's Futures Science & Technology projects (**AB: 16/17: 8**)
- 5.10** **Reported by the Senior Vice-President / Provost (Arts & Sciences)**
- (i) That the Science and Technology strands of the King's Futures projects involved the development of plans concerning space and facilities. Articulating the approach to the teaching of engineering was key; King's unique selling point would be the development of "engineers in waiting" with problem solving skills taught from the start of programmes;
 - (ii) That chemistry teaching was another area of focus. New chemistry laboratories had been delivered on time and under budget.
- 5.11** **Reported by the Assistant Principal (Research & Innovation):** That the focus in engineering would be on innovative ways of learning and in research in areas of strength such as computer-based engineering.

6. VICE-PRESIDENT & VICE-PRINCIPAL (EDUCATION) REPORT

- 6.1** **Reported by the Senior Vice-President (Quality, Strategy & Innovation):**
- (i) That the Higher Education Funding Council for England had released its guidance on the second year of the Teaching Excellence Framework. Many of the identified metrics were areas of strength for King's, although there were a limited number of areas that would require improvements in performance.
 - (ii) That a more detailed review of the metrics and King's position would now take place, with plans in the relevant areas of the student experience to be developed and discussed at the College Education Committee and Academic Board as well as disseminated to faculties.
 - (iii) That the university's focus should be on improving the student experience, which would lead to a successful performance in the TEF.
- 6.2** **Reported by the Vice-President & Vice-Principal (Education)**
- (i) That King's would continue to engage in national discussions about the Teaching Excellence Framework development, emphasising that metrics used should be metrics that genuinely measure excellence in teaching;
 - (ii) That key issues for the Vice-President & Vice-Principal (Education) for 2016/17 were improving student satisfaction ratings in the NSS; development of the new Education Strategy, to align with Vision 2029; responding to the Higher Education Review and lessons learned during the preparations for that exercise.
- 6.3** **Noted:**
- (i) That King's remained committed to working with students in producing responses to the development of the TEF. Any decision to participate in the TEF would be taken by the Council; Academic Board would debate the issue in full and make recommendations to

the Council, and KCLSU representatives would have the opportunity to participate in that debate;

- (ii) That discussions about fees should be taken separately from debate about engagement with the TEF. King's would make decisions relating to the TEF in accordance with timescales published by the government and would engage with the Russell Group and Universities UK to ensure that it influenced the debate appropriately.

6.4 Agreed: That the Director of Students & Education would produce a timeline of decisions concerning the TEF, which would be discussed at a future meeting of the Board.

6.5 Received: a report on NSS / PTES 2016 Results (**AB: 16/17: 9**)

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

- (i) That King's NSS scores, and particularly the overall satisfaction score, remained disappointing. Qualitative information suggested that King's students felt less supported than students at other institutions, and that the institution did not have insight into their concerns. Students also experienced a relative lack of trust in King's assessment processes;
- (ii) That the institution had undertaken a significant amount of work to improve its assessment processes in 2015/16 and some areas had seen a significant improvement in this area;
- (iii) That the identified changes would need cultural change across the institution. The Vice-President & Vice-Principal (Education) would work with the Director of Students & Education and the Senior Vice-President (Operations) to ensure an infrastructure that supported colleagues in making this cultural change was put in place.

6.7 Noted:

- (i) The view that other institutions with which King's compared itself typically had lower staff: student ratios;
- (ii) That King's performance in satisfaction with assessment and feedback remained disappointing and had not improved significantly despite a number of initiatives over a number of years;
- (iii) That comments made by students repeatedly suggested that they had a perception of anonymity to academic staff and that they felt that King's was not a caring or friendly institution. This would require a cultural change to bring about improvement, which all staff would need to take responsibility for;
- (iv) That, in addition to the identified immediate priorities, communication to staff and students about institutional responses was key. It was not clear that students understood what academic staff were doing to improve the quality of feedback on assessed work;
- (v) That changes to the experience of undergraduate students would often take longer to impact upon student satisfaction than for postgraduate students, because of the length of undergraduate programmes;
- (vi) That a regulatory review would take place during 2016/17, which would in part review whether the regulations presented an impediment to implementing good practice with feedback and assessment;

- (vii) That the generation of school leavers now entering higher education were more digitally focussed than previous generations and assessment design should take this into account.
- 6.8 Received:** the Higher Education Review 2016 report from the QAA (**AB: 16/17: 10**)
- 6.9 Reported by the Director of Students & Education**
- (i) That the result of the Higher Education Review was an excellent one for King's. The one recommendation for the university was a minor one which had already been implemented;
 - (ii) That the new Director of Employability-Led Quality Assurance had now been appointed, with a view to adding value to the institution's quality framework.
- 6.10 Received:** A draft report to Council on the Student Experience (**AB: 16/17: 11**)
- 6.11 Reported by the President & Principal:** That governing bodies were now required to report annually to HEFCE on the quality assurance processes of their institution. The report was the first such report and Academic Board was asked to recommend its adoption by the Council.
- 6.12 Agreed:** To recommend approval of the report to the Council.
- 6.13 Received:** A presentation on the establishment of the King's Academy of Educators (**AB: 16/17: 12**).
- 6.14 Reported by the Director of the King's Learning Institute:**
- (i) That the Academy of Educators had been established following discussions with the President & Principal and former Vice-Principal (Education). King's was working closely with the universities of Warwick and Monash where similar entities were in place;
 - (ii) That several categories of membership were in place; it was planned that all staff with a demonstrable commitment to teaching would be eligible for a fellowship.
- 6.15 Noted:**
- (i) That it would be possible for non-faculty-based staff such as those based in the Student Entrepreneurship Institute to seek membership of the Academy;
 - (ii) Support for the principle of establishing a community to spread excellent practice in education;
 - (iii) That King's would continue to encourage membership of the Higher Education Academy as well as the Academy of Educators;
 - (iv) That HEA fellows would be required to put together a portfolio when applying for membership of the King's Academy;
 - (v) That staff on research-only contracts would also be eligible for membership of the Academy.
- 6.16 Received:** a proposal to review the academic governance structures of the institution (**AB: 16/17: 13**)
- 6.17 Reported by the Director of Students & Education:**
- (i) That the Board was asked to give endorsement to the proposal to work on streamlining and simplifying King's academic governance

structure, to clarify decision making processes, lines of accountability and consultation practice.

6.18 Noted:

- (i) That King's tended to over-manage risk. The Board was part of an assurance process overseen by the Council, but spent time discussing management issues that should be overseen by the executive;
- (ii) That the Director of Governance Services should be included in the review.

6.19 Agreed: to approve the proposal to review King's academic governance structures and to establish a Student Experience Working Group.

6.20 Received: The revised King's Academic Regulations 2016/17 (**AB: 16/17: 14**).

6.21 Noted: That the Regulations would be reviewed during the 2016/17 academic year.

6.22 Received and approved: The revised Regulations for programmes offered by RADA on behalf of King's for 2016/17 (**AB: 16/17: 15**)

7. SENIOR VICE-PRESIDENT / PROVOST (HEALTH) REPORT

7.1 Received: A report on matters of interest to the Board from the Health faculties (**AB: 16/17: 16**)

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

- (i) That the recruitment processes to replace the recently departed Executive Deans for the Dental Institute and the Institute of Psychiatry, Psychology & Neuroscience were now underway. Professor Mark Woolford had now been appointed the interim Executive Dean for the Dental Institute, while Professor Patrick Leman had been appointed interim Executive Dean for the IoPPN;
- (ii) That the 2020 curriculum for the MB BS programme had been launched to year 1 and year 4 students;
- (iii) That the School of Medical Education was implementing a number of measures in response to the disappointing student satisfaction scores in the NSS. A consultant had been appointed to support engagement with the student body on these responses;
- (iv) That the recent health faculties away day had focussed on success in a mixed economy. Executive Deans had given well-received presentations, and the key message to the leadership was the need for individual responsibility for delivering impact;
- (v) That the successful bid for Biomedical Research Centre funding was an excellent result for the university. The aggregate award of £130M put King's in second place nationally;
- (vi) That the Science Council had awarded King's an employer champion plaque, recognising the university's support for its technical staff.

7.2 Received: The Health faculties' 5-year strategy (**AB: 16/17: 17**)

7.3 Reported by Report: That the strategy was consistent with the anticipated objectives of Vision 2029 and included specific ambitions that performance could be measured against.

7.4 Received: A proposal to amend the intercalated BSc structure within the MB BS programme (**AB: 16/17: 18**)

7.5 Reported by the Executive Dean (Life Sciences & Medicine):

- (i) That the option to intercalate had been available to students on the MB BS programme for a number of years; different options had grown, and 80% of King's students on the programme now chose to intercalate;
- (ii) That new options were available to students on the 2020 programme, and it was now an appropriate moment to move from asking students to opt in to the intercalated year to requiring them to opt out.

7.6 Noted:

- (i) That international students with fee concerns were likely to be one group who could opt out of taking the intercalated year;
- (ii) That managing large groups of intercalating students was a challenge and it was planned to limit the number of points in the programme that students could take their intercalated year to ensure effective organisation and management of the programme, in common with other institutions that offered an intercalated year;
- (iii) That it was anticipated that most students would take their intercalated year at King's although it was also likely that some would study programmes offered by other institutions.

7.7 Agreed: To approve the proposal to amend the intercalated BSc structure within the MB BS programme.

7.8 Received: a proposal to merge the King's Centre for Global Health with the Division of Health & Social Care Research (**AB: 16/17: 19**)

7.9 Reported by the Executive Dean (Faculty of Life Sciences & Medicine) That the Centre for Global Health had been established for some years, and had grown to a point where a more substantial academic structure was needed to support it. The Health and Social Care Research Division was the most appropriate structure.

7.10 Agreed: To approve the proposal to merge the King's Centre for Global Health with the Division of Health & Social Care Research.

8. VICE-PRESIDENT & VICE-PRINCIPAL (INTERNATIONAL)'S REPORT

8.1 Received: A report on activity of the International Office, together with a report on preparations made by King's in response to the decision of the UK Government to leave the European Union (**AB: 16/17: 20 / 21**)

8.2 Reported by the Director of International Programmes:

- (i) That the university had achieved its first Sanctuary Programme milestone, and had been successful in moving into the first phase of a five-year project to deliver online and classroom learning for Syrian refugees and displaced people in Jordan and Lebanon. The project was funded by Strategic Partnerships for Higher Education Innovation and Reform (SPHEIR), a new initiative from the Department for International Development.
- (ii) That the Director of the Centre for Global Health was to be congratulated for obtaining a SPHEIR grant to support health education in Somaliland.

- 8.3 Noted:**
- (i) That the LLB English Law & American Law programme offered in partnership with Columbia University was to be extended;
 - (ii) That the paper outlining preparations made by King's in response to the decision to leave the European Union would be shared with the wider academic community.
- 9. SENIOR VICE-PRESIDENT (QUALITY, STRATEGY & INNOVATION REPORT)**
- 9.1 Received:** The Research Strategy white paper together with its associated action plan (**AB: 16/17: 22**)
- 9.2 Reported by the Assistant Principal (Research & Innovation):**
- (i) That the white paper articulated the university's research vision and key pillars, including research-enhanced education;
 - (ii) That the purpose of the Strategy was to support faculties in the delivery of their research. The "King's Together" initiative would shortly be launched, drawing together research from across the institution.
- 9.3 Agreed:** To endorse the Research Strategy white paper and associated action plan.
- 10. DEAN'S BUSINESS**
- 10.1 Received:** A report from the Dean's Office, together with nominations for the award of the AKC (**AB: 16/17: 23, 24**).
- 10.2 Reported by the Dean:**
- (i) That the AKC programme had now enrolled approximately 1500 students. A distance learning option was now available for the programme. A Review of the AKC award would take place during the Autumn term;
 - (ii) That there would shortly be an appeal for the refurbishment of the chapel organ;
 - (iii) That the Dean was working with the Director of Student Services to update the campus relations policies.
- 10.3 Agreed:** To approve the nominations for election as Associates of King's College.
- 11. STUDENT BUSINESS***
- 11.1 Received:** A report from the KCLSU President (**AB: 16/17: 25**)
- 11.2 Reported by the KCLSU President:** That the new KCLSU sabbatical officer team was now in place. The priority for the team was to continue to work on supporting the institution in becoming a fully accessible university, meeting basic student needs and making the university a welcoming institution.
- 12. ACADEMIC BOARD BUSINESS**
- 12.1 Received and Noted:** the following reports:
- College Education Committee, 6 July 2016, together with a proposal to amend the Committee's terms of reference; (**AB: 16/17: 27**)
 - College Innovation Committee, 1 June 2016 (**AB: 16/17: 28**)
 - College Research Committee, 20 June 2016 (**AB: 16/17: 29**)

- Programme Development & Approval Committee, 11 May 2016 (**AB: 16/17:30**)
- College Assessment & Standards Committee, 20 July 2016 (**AB: 16/17: 31**)

12.2 **Agreed:** To endorse the revised terms of reference for the College Education Committee.

13. MARKETING, RECRUITMENT & ADMISSIONS GROUP

13.1 **Received** and **Noted:** The annual report from the Marketing, Recruitment & Admissions Group (**AB: 16/17: 32**)

14. DATES OF FUTURE MEETINGS

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

- 7 December 2016 (Strand Campus)
- 22 February 2017 (Guy's Campus)
- 19 April 2017 (Denmark Hill Campus) (provisional)
- 7 June 2017 (Waterloo Campus)
-