

Academic Board			
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**Minutes of the meeting of the Academic Board
22 June 2016**

The Principal:	Professor Edward Byrne AC (Chair)
The Vice-Principals:	Professor Karen O'Brien Professor Sir Robert Lechler Professor Evelyn Welch Chris Mottershead Dr Joanna Newman
Assistant Principals:	Professor Jonathan Grant Professor Reza Razavi Professor Shitij Kapur
The Reverend The Dean:	Professor the Revd. Richard Burridge
Deans of Faculties	
<i>Arts & Humanities</i>	Professor Russell Goulborne
<i>Life Sciences & Medicine</i>	Professor Richard Trembath
<i>Natural & Mathematical Sciences</i>	Professor Michael Luck
<i>Florence Nightingale Faculty of Nursing & Midwifery</i>	Professor Ian Norman
President, Students' Union	Nadine Almanasfi
Director, King's Learning Institute	Dr Kelly Coate
Heads of Professional Services	
<i>Head of Administration & College Secretary</i>	Ian Creagh
<i>Director of Students & Education</i>	Tessa Harrison
Chair of College Assessment & Standards Committee	Professor Kim Wolff MBE
Student Members	Sweta Raghavan (Health Faculties – Postgraduate) Pauline Meyer (Arts & Sciences – Postgraduate)
Faculty members:	
<i>Arts & Humanities</i>	Professor Kate Crosby, Dr John Callanan,

*Natural & Mathematical Sciences
Florence Nightingale Faculty of
Nursing & Midwifery
Institute of Psychiatry, Psychology
& Neuroscience*

Professor Rivkah Zim
Professor Nikolaos Mavromatos
Professor Patricia Grocott, Dr Cath Taylor

Dr Sandrine Thuret

Permanent Invitee:

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

In attendance: Rachel Holland (Clerk), Rhian Johns (KCLSU), Trevor Pearce (Secretary), Nicola Sainsbury (Director of Research Policy) and Anna Wood (King's Online)

Apologies for absence were received from: Professor Tanya Aplin, Professor Frans Berkhout, Dr Megan Bowman, Professor Benjamin Bowling, Keith Brennan, Dr Susan Duty, Dr Mandeep Ghuman, Dr Joanna Kidd, Sophia Koumi, Professor Michael Malim, Professor John Marsden, Professor Ian McFadzean, Dr Matthew Moran, Ian Noonan, Dr Barry Quinn, Professor Dianne Rekow, Professor Vaughan Robinson, Charlotte Rowland, Dr Katherine Sleeman, Dr Sophia Tsoka and Professor Mark Woolford

Part 1: Housekeeping

56. MINUTES*

56.1 Received and confirmed: The minutes of the meeting of 20 April 2016 (**AB: 15/16: 4M**), with the following amendments:

The attendance for the meeting would be amended to record the correct spelling of Professor Ben Bowling's name and to replace Dr Niamh Dunne with Dr Megan Bowman.

57. MEMBERSHIP*

57.1 Noted: The Board's thanks to the following Board members, for their contributions upon the expiry of their term of office:

- Nadine Almanasfi (President, KCLSU)
- Professor Tanya Aplin (Elected senior representative, Dickson Poon School of Law)
- Professor ACC Coolen (Elected senior representative, Natural & Mathematical Sciences)
- Ian Creagh (Head of Administration & College Secretary)
- Dr Mandeep Ghuman (Elected junior representative, Dental Institute)
- Professor Shitij Kapur (Assistant Principal, Academic Performance / Executive Dean, IoPPN)
- Professor Karen O'Brien (Vice-Principal, Education)
- Dr Cath Taylor (appointed representative, Florence Nightingale Faculty of Nursing & Midwifery)
- Dr Sophia Tsoka (Elected junior representative, Natural & Mathematical Sciences)

The Board's thanks were also extended to Sophia Koumi, permanent invitee to the Board, who would cease to attend the Board upon the expiry of her role as KCLSU Vice-President (Education – Health Faculties)

58. MATTERS ARISING*

58.1 Reported by the President and Principal:

- (i) That the Minister of State for Universities and Science had confirmed that there was no intention to prevent research grant funding for higher education institutions from being used to support policy development;
- (ii) That a set of support policies for Graduate Teaching Assistants (GTAs) had been approved at the Postgraduate Research Student Sub-committee subject to minor amendments.

59. PRESIDENT & PRINCIPAL'S REPORT*

59.1 Received: a report from the President & Principal (**AB: 15/16: 93**)

59.2 Reported by the President & Principal:

- (i) That plans were in place to replace the Vice-Principal (Education), Assistant Principal (Academic Performance) and the Head of Administration and College Secretary from the beginning of the 2016/17 academic year.
- (ii) That the Higher Education White Paper had been published and included the proposal to establish an Office for Students, with a greater regulatory focus. Key themes in the White Paper, included changes to rules for the accreditation of private providers as universities. King's would continue to consider how it could best contribute to the debate to ensure the continuing strength of the sector;
- (iii) That there had been strong engagement across King's with the development of the strategic vision;
- (iv) That, following implementation of the development plans at Bush House, work would continue to improve student facing areas at the Strand campus, including plans to increase the number of affordable student beds;
- (v) That a paper was being prepared for the Senior Executive Team by the International Office on the potential implications of a "Leave" vote in the forthcoming referendum on UK membership of the European Union;
- (vi) That the QAA Higher Education Review had been completed on 10 June and the draft report on the outcome was expected by 22 July 2016.

59.3 Noted: that the Marketing, Recruitment and Admissions Group (MRAG) would be considering the impact of the current policy on charging deposits to some students for admission to popular programmes, including the effect of the policy on widening participation targets.

59.4 Received: an update on the development of the King's strategic vision (**AB: 15/16: 95**) and a report on the interim results of the consultation on the green paper (**AB: 15/16: 95b**)

- 59.5 Reported by the Assistant Principal (Strategy):**
- (i) That the green paper had been developed following a consultation exercise, which included workshops and a wide variety of engagement initiatives;
 - (ii) That the majority of consultation responses expressed support for the overall vision;
 - (iii) That concerns raised during the consultation included:
 - the capacity of the institution to deliver the commitments outlined in the vision;
 - the need for more detail on how the concept of “service” could be operationalized;
 - the need to make the language used in the strategy more precise;
 - views that the research strategy element was too “instrumental”, and should focus more on curiosity-driven and interdisciplinary research;
 - a number of issues about the institution’s core identity.
 - (iv) That a white paper would be developed over the summer alongside a visual identity and communications plan.

60. HEAD OF ADMINISTRATION & COLLEGE SECRETARY’S REPORT*

60.1 Received: a report from the Head of Administration & College Secretary. (**AB: 15/16:96**)

60.2 Reported by the Head of Administration & College Secretary:

- (i) That the Socially Responsible Investment Review Committee’s draft report was available for comment. A revised investment policy would be presented for consideration to Council in early 2016/17;
- (ii) That, in addition to endowment investment policy and practice, the Committee had considered fundraising, research grants and contracts, consultancy, procurement and facilities management activities to ensure that ethical considerations were taken into consideration in a consistent manner;
- (iii) Thanks were extended to KCLSU, and in particular to [redacted], for his contributions to the work of the committee;
- (iv) That in relation to the Performance Reward Scheme (PRS) a letter had been received from professors raising concerns about the Scheme. The revised Scheme’s outcomes would be evaluated and a report of these outcomes would be made to the board towards the end of the calendar year.

60.3 Noted:

- (i) The view that the current PRS was unjust and demotivating for professorial staff, in that it did not adequately ensure reward of exceptional performance;
- (ii) That a new performance pay system had been developed; the system would be trialled and assessed to determine whether it would be able to satisfactorily identify exceptional performance leading to appropriate reward.
- (iii) That the letter would be received by the Council and that following consideration of the letter, signatories would receive a response.

60.4 Received: a report on progress with Athena SWAN recognition. (**AB: 15/16:97**)

- 60.5 Reported by the Vice-Principal (Arts & Sciences):**
- (i) That the report provided information on the current gender composition of King's staff and statistics on promotion, development and gender pay gaps;
 - (ii) That the figures now included professional services staff and information on BME and transgender staff;
 - (iii) That promotions data showed that Executive Deans and Heads of Department had been very proactive in this area, but that a more systematic approach was needed at institutional level to address issues as there were varying results across the organisation;
 - (iv) That some departments had held away days to discuss local responses to issues identified during the Athena SWAN accreditation initiatives, and these had proved successful.

- 60.6 Received and approved:** the terms of reference for Academic Board and its Committees for approval for use in 2016/17 (**AB: 15/16:98**) with the following amendments:
- (i) That the terms of reference for the Innovation Committee would be reviewed to ensure consistency in terminology with other committees;
 - (ii) That the positions of KCLSU Vice Presidents for Education for Arts & Sciences and Health would be noted as permanent invitees for the Academic Board.

61. VICE-PRINCIPAL (ARTS & SCIENCES) REPORT*

- 61.1 Received:** a report from the Vice-Principal (Arts & Sciences) (**AB: 15/16: 99**)

- 61.2 Reported by the Vice-Principal (Arts & Sciences):**
- (i) That the report provided a review of the implementation of the Arts & Sciences Strategy;
 - (ii) That there had been a remarkable level of student success within the faculties which reflected the staff investment and student engagement in their development.

62. VICE-PRINCIPAL (EDUCATION)'S REPORT*

- 62.1 Reported by the Vice-Principal (Education):**
- (i) That the Vice-Deans (Education) had been working with the Vice-Principal (Education) in the formulation of the updated Education Strategy;
 - (ii) That the main focus of the year had been on assessment and feedback and understanding students' perceptions and requirements. The focus on assessment and feedback would continue.

- 62.2 Received:** a report on the QAA Higher Education Review (**AB: 15/16: 100**)

- 62.3 Reported by the Director of Students & Education:**
- (i) That the review had completed; the QAA team had been extremely complimentary about the support and engagement of the members of King's involved in the review;
 - (ii) Thanks were extended to the KCLSU Vice-President for Education (Health) for the student submission and the strong student engagement in the process;

- 62.4** **Received:** an update on the delivery of online programmes (**AB: 15/16: 101**)
- 62.5** REDACTED
- 62.6** **Received:** a report on plans to transform digital learning at King's (**AB: 15/16: 102**)
- 62.7** **Reported by the Vice-Principal (Education):**
- (i) That the focus was on improving digital support for on-campus learning over the next four years;
 - (ii) That the approach would require staff training and engagement and was aligned with investment in audio-visual technology and IT;
 - (iii) That the plans would be discussed at the College Education Committee to ensure they were incorporated into the developing Education Strategy; in addition the plans would be developed to enable pedagogical innovation within faculties;
- 62.8** **Noted:** that the draft updated regulations for 2016/17 had been withdrawn from the agenda.
- 62.9** **Received and confirmed:** the draft updated Student Charter for 2016/17 (**AB: 15/16: 104**)
- 63. VICE-PRINCIPAL (HEALTH)'S REPORT***
- 63.1** **Received:** an update report from the Vice-Principal (Health) (**AB: 15/16: 105**)
- 63.2** **Reported by the Vice-Principal (Health):**
- (i) That the clinical skills centre had now opened at Denmark Hill;
 - (ii) That following the report to the April Academic Board meeting there had been an increase in research income. The position would continue to be monitored;
 - (iii) That there were a number of major funding applications in progress with some progressing to interview stage;
 - (iv) That the ground breaking ceremony had been held for the building of the Nightingale Nursing College and a delegation from Nanjing would be hosted in July.
- 64. VICE-PRINCIPAL (INTERNATIONAL)'S REPORT***
- 64.1** **Reported by the Vice-Principal (International):**
- (i) [REDACTED]
 - (ii) [REDACTED]
 - (iii) That a new Vice-Dean (International) had been appointed in the Faculty of Life Sciences and Medicine;
 - (iv) That a paper would be presented to the next meeting of the Board on the impact of Brexit on staff, students and research should it become necessary;
 - (v) That the refugee programme was being successfully implemented. The Vice-Principal (International) encouraged members and staff to volunteer for the programme;
 - (vi) That the English Language Centre had performed particularly well in the International Student Barometer survey in relation to student support and care;

- (vii) That “communities of practice” meetings would be held across a variety of regions and any faculties interested in developing links with those areas were encouraged to attend. Dates of future meetings would be posted online.

65. VICE-PRINCIPAL (RESEARCH & INNOVATION REPORT)

- 65.1 Received:** a green paper on the developing Research Strategy from the Assistant Principal (Research & Innovation) (**AB: 15/16: 106**)
- 65.2 Reported by the Assistant Principal (Research & Innovation):**
- (i) That the consultation stage had been completed with good engagement via town hall meetings, online and via email;
 - (ii) That work would begin on prioritising initiatives over the Summer, with a view to publication of a “white paper” Strategy for the Board and Council to consider in the Autumn term 2016/17.
 - (iii) That a summary of responses and proposed improvements would be published on the intranet.
- 65.3 Received:** the draft Code of Practice for Intellectual Property, Commercial Exploitation or Financial Benefit (**AB: 15/16: 107**)
- 65.4 Noted:** that the focus of the changes was to clarify that undergraduate and taught postgraduate students owned IPR unless there was significant use of King’s resources in the project.
- 65.5 Approved:** the revised draft Code of Practice for Intellectual Property, Commercial Exploitation or Financial Benefit.
- 66. STUDENT BUSINESS***
- 66.1 Received:** a report on Graduate Teaching Assistant (GTA) issues from KCLSU (**AB: 15/16: 118**)
- 66.2 Noted:** that discussion with GTAs across faculties had indicated that there was potential for variable experiences, depending on their location. The newly developed King’s Doctoral Students Association (KDSA) would include a GTA representative position to recognise the particular experiences students also employed by King’s to teach.
- 66.3 Received:** an outcome report from the Postgraduate Research Student Engagement Project (**AB: 15/16: 108**)
- 66.4 Noted:** that further to the report an online forum had been established to support engagement with postgraduate students.
- 66.5 Received:** a report from KCLSU on representation and student-led decision making (**AB: 15/16: 109**)
- 66.6 Noted:** that KCLSU had considered student decision making and representation. The proposal was to move towards more localised and representative structures which KCLSU would assist in developing at faculty level. The development of the KDSA would be the key focus in the initial stages.
- 67. DEAN’S BUSINESS**
- 67.1 Received:** A report from the Dean’s Office (**AB: 15/16: 110**)

- 67.2 Reported by the Dean:**
- (i) That over 1,000 students had now completed the Associateship of King's College (AKC) assessment this year, with Arts & Humanities and Law contributing the greatest number of students;
 - (ii) That Revd James Craig would be joining King's as the Anglican Chaplain to Guy's campus, with a welcome service planned on 29 September 2016;
 - (iii) That the search for a replacement for Sister Joan Tierney was continuing;
 - (iv) That the Chapel Choir tour had been successful and their recent recording had received favourable reviews;

67.3 Received and approved: Nominations for election as Associates of King's College (**AB: 15/16: 111**)

68. ACADEMIC BOARD BUSINESS

68.1 Received and Noted: the following reports:

- College Assessment and Standards Committee, 9 March 2016 and 27 April 2016 (**AB: 15/16: 112**)
- College Education Committee, 2 March 2016 and 13 April 2016 (**AB: 15/16: 113**)
- College Innovation Committee, 6 April 2016 (**AB: 15/16: 114**)
- College Research Committee, 6 April 2016 and 1 June 2016 (**AB: 15/16: 116**)
- Programme Development & Approval Committee, 11 May 2016 (**AB: 15/16: 117**)

69. ANY OTHER BUSINESS

69.1 Received and approved: a request to change the name of the 'Department of Child and Adolescent Nursing' to 'Department of Child and Family Health'.

69.2 Noted: that the proposed meeting of 19 April 2017 should be considered provisional and would take place only if there were sufficient business to be discussed.

69.3 Noted: that revised Student Terms and Conditions had been developed and published on the King's Governance Zone.

70. DATES OF FUTURE MEETINGS

70.1 That the dates for the 2016/17 meetings of the board would take place on:

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