

<b>Academic Board</b>	
<b>Meeting date</b>	13 December 2017
<b>Paper reference</b>	AB-18-02-07-03a
<b>Status</b>	Confirmed
<b>Access</b>	Members and senior executives
<b>FOI release</b>	After one year
<b>FOI exemption</b>	s.43, commercial interests

## Minutes

Academic Board is asked to **approve** the minutes of the previous meeting.

<b>Date</b>	13 December 2017, 14.00
<b>Location</b>	Room K4U.12, Strand Campus

Composition		Members Present (Apologies noted as 'A')		
<b>Ex officio</b>	<b>President &amp; Principal (Chair of Academic Board)</b>	Professor Edward Byrne		
	<b>Senior Vice Presidents</b>	Quality, Strategy & Innovation	Mr Chris Mottershead	
		Operations	Dr Ian Tebbett	
	<b>Senior Vice Presidents / Provosts</b>	Health	Professor Sir Robert Lechler	
		Arts & Sciences	Professor Evelyn Welch (A)	
	<b>Vice Presidents &amp; Vice-Principals</b>	Education	Professor Nicola Phillips	
		International	Dr 'Funmi Olonisakin	
		Research	Professor Reza Razavi	
	<b>Assistant Principals</b>	Service	Professor Jonathan Grant (A)	
		London	Ms Deborah Bull	
		Academic Performance	Professor Ian Norman (A)	
		<b>The Reverend the Dean</b>	The Revd Canon Professor Richard Burridge	
		<b>Deans of Faculty</b>	Florence Nightingale Faculty of Nursing, Midwifery, Palliative Care & Rehabilitation	Professor Louise Barriball (A) (nominee of Professor Ian Norman)
			Social Science and Public Policy	Professor Frans Berkhout
			Dickson Poon School of Law	Professor Gillian Douglas (A)
			Arts and Humanities	Professor Russell Goulbourne
			Institute of Psychiatry, Psychology & Neuroscience	Professor Ian Overall
			King's Business School	Professor Stephen Bach
			Natural and Mathematical Sciences	Professor Michael Luck
			Life Sciences & Medicine	Professor Richard Trembath
	Dental Institute	Professor Mike Curtis (A)		
	<b>The President of the Students' Union</b>	Mr Momin Saqib		
	<b>Administrative Director of the Centre for Doctoral Studies</b>	Dr Nigel Eady		
	<b>Director of Students and Education</b>	Tessa Harrison (A)		
	<b>Director of Research Management</b>	Jon Price ( <i>interim</i> ) (A)		
	<b>Chairs or Deputies of Academic Board sub-committees who are not ex-officio Members</b>	College Assessment & Standards Committee	Professor Kim Wolff	
<b>Students</b>	Arts & Sciences Faculties	Undergraduate	Chandni Schattenfroh (A)	
		Postgraduate	Sara Boutamina	
	Health Faculties	Undergraduate	Afreen Rahman	
		Postgraduate	Alexandra Patterson (A)	
<b>Faculty</b>	Arts and Humanities	elected senior	Professor Kate Crosby	
		elected junior	Dr Jessica Leech	
		appointed	Professor Rivkah Zim	
	Dental Institute	elected senior	Dr Barry Quinn	
		elected junior	Dr David Moyes	
		appointed	Professor Mark Woolford (A)	
	Dickson Poon School of Law	elected senior	Professor John Tasioulas (A)	
		elected junior	Dr Megan Bowman (A)	
		appointed	Dr Leslie Turano-Taylor (A)	

King's Business School	elected senior	Crawford Spence
	elected junior	Dr Chiara Benassi
	appointed	Professor Riccardo Peccei
Life Sciences & Medicine	elected senior	Professor Michael Malim
	elected junior	Dr Samantha Terry
	appointed	Dr Ian McFadzean
Natural and Mathematical Sciences	elected senior	Dr Chris Lorenz
	elected junior	Dr Andrew Coles
	appointed	Professor Nikolaos Mavromatos (A)
Florence Nightingale Faculty of Nursing, Midwifery, Palliative Care & Rehabilitation	elected senior	Patricia Grocott
	elected junior	Ian Noonan
	appointed	Professor Jackie Sturt (A)
Institute of Psychiatry, Psychology & Neuroscience	elected senior	Professor John Marsden (A)
	elected junior	Dr Sandrine Thuret
	appointed	Dr Susan Duty (A)
Social Science and Public Policy	elected senior	Professor Kerry Brown
	elected junior	Rebekka Friedman
	appointed	Dr Carmen Pavel (A)

**In attendance:**

Ms Tayyaba Rafiq (Permanent invitee)  
 Mr Yousef El-Tawil (Permanent invitee)  
 Ms Lynne Barker (Associate Director, Quality & Academic Support)  
 Mr Alex Prestage (Diversity and Inclusion Consultant, HR, KCL) (for item 6d)  
 Mr Andrew Summers (Council Member)

**Secretariat:**

Ms Irene Birrell (College Secretary)  
 Ms Jo Brown (Governance Manager)

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**1 Welcome, apologies and notices**

The Chair welcomed new members of the Academic Board to their first meeting, and 'Funmi Olonisakin to her first meeting of the Academic Board in her new official capacity as Vice President & Vice-Principal (International).

The Chair also welcomed Council member, Andrew Summers, to the meeting. Mr Summers was the current and long-standing Chair of the Audit, Risk and Compliance Committee, which had supported the opinion of Academic Board in providing assurance of the academic quality of the university to HEFCE. Mr Summers was also a member of the newly formed Governance Committee and the lay member on the review group being formed to conduct the governance review of the Academic Board (terms of reference for this review at Item 5). Mr Summers remarked that he was pleased to be in attendance and looked forward to forging a stronger link between the College Council and the Academic Board.

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**2 Approval of agenda**

The agenda was approved.

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**3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-17-12-13-03]**

The minutes were removed from the Unanimous Consent Agenda.

Decision

That the remaining reports on the Unanimous Consent Agenda be taken as read and noted or approved.

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**3a Minutes of the Previous Meeting [AB-17-12-13-03a]**

In relation to item 5.2 of the minutes of 11 October 2017 (Lecture Capture Policy and Audio Recording Guidelines Revisions), clarification was given that the opt-out consent form must continue to be sent out, the responsibility lying at the faculty level. It should include not just opt-out, but also the nature of the capture (the default is sound and vision recording but there are many who prefer sound only). It was agreed that the Secretariat would add a clarifying note to the text.

Decision

That the minutes of the previous meeting be approved with the proposed clarification.

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**4 Matters Arising from the Minutes**

There were no matters arising.

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## 5 Report of the Chairman

Terms of Reference for the Review of the Academic Board [AB-17-12-13-05]

The College Secretary noted that the College Council had established a Governance Committee to oversee a review of governance structures. It had been determined that, although the Academic board is a committee of Council, it was quite different from the other committees in terms of its role and autonomy and thus a separate committee was warranted to oversee the review of the Academic Board governance structures. The membership to date was as set out in the report, and the College Secretary was in liaison with the KCLSU to find additional student members. During the discussion the following points were raised:

- The Senior Vice President (Quality, Strategy & Innovation) was a member of the Governance Review Committee and would chair the Academic Board review. He stated that it was important to improve the lay members' understanding of the relationship between the two bodies, and in particular how Academic Board engaged and informed Council. The review would look at all aspects of the Academic Board and its work, including its role and committee structure.
- The Dean stressed that relationship issues were important and asked how Academic Board members would be involved in the review. Mr Mottershead noted that the expectation was that the Board would be involved at each stage of the process and it was acknowledged that it was in part people and relationships that assured academic quality.
- The Chair noted that while historically Academic Boards/Senates had been viewed as parallel governance groups with their respective Councils, there was a new tradition in the UK that the Academic Board be a key committee of the university Council rather than a parallel body. He stated that the governance review would be useful in the process of aligning King's to this new way of thinking, and stressed that this structure did not take away whatsoever the importance of the Academic Board in assuring academic quality.
- In terms of the timetable, most of the Academic Board governance review work was expected to be completed by June 2018.

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## 6 Report of the President & Principal

*Items for Consideration*

a) Summary Report on Key Issues [AB-17-12-13-06a].

Academic Board considered the Principal's Report. The following key matters, which were summarised in the written report, were highlighted:

- *Diversity & Inclusion:* The Race Equality Chartermark (REM) award was due to expire in July 2018 and the Diversity & Inclusion team would be coordinating the design of a renewal submission.
- *Departmental visits:* There had been free and frank discussions and staff morale in changing times seemed sound: there was pride in the institution; a willingness to fulfil the ambitions of King's Strategic Vision 2029, including a determination to continue to do well in research; and an understanding of the education mission. Every department visited had been positive in ambitions for a great student experience.
- *Brexit:* There had been some assurance in the phase one exit deal for EU staff working in the UK regarding right to remain.
- *Government Review of funding of higher education:* It was not yet clear how the sector would be consulted. The Principal reported that, from the dialogues he had had, there was no impression that the sector was over-funded or of any real desire to trim funding. However there was concern in some quarters about private/public funding and the issue of student debt; and some understanding at ministerial level that arts and humanities may be subsidising some lab disciplines.

Members were directed to the appendices for further information. In discussion, the following points were raised:

- The KCLSU President enquired after the decline in applications for nursing programmes. Applications for nursing had been affected by the move away from NHS bursaries. King's was one of the least affected nursing schools in the country but it remained a challenging situation. The Senior Vice President/Provost (Health) stated that the Florence Nightingale Faculty of Nursing, Midwifery, Palliative Care & Rehabilitation had been able to obtain some funding to support nursing students in need.
- Overall applications were up at King's as there were some areas where demand was growing rapidly, for example post-graduate courses and the new Business School. The era of certainty regarding stability of student numbers was under challenge, and there was far more uncertainty from the point of confirmation to actual arrival which made it difficult to plan ahead.
- The Senior Vice President/Provost (Health) updated the Board that since the last meeting there had been a joint public statement of intent on the partnership between King's Health Partners and the Royal Brompton & Harefield NHS Foundation Trust creating a global centre for heart and lung medicine and research in London. Discussions were ongoing in exploring the possibility of the Royal Brompton Hospital relocating to

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St. Thomas' in Waterloo. King's would continue the offer of collaboration with Imperial College London on this, and remained keen for the partnership to move forward as a pan-London initiative.

- The Vice President & Vice-Principal (Education) reported on King's submission to the Office for Students (OfS) consultation on the OfS regulatory framework. The focus was on institutional autonomy and concerns around that. There was particular concern about the powers that the regulator would have and the framing of education as being preoccupied with money. Professor Phillips reported that responses were being coordinated quite closely among members of the Russell Group universities to ensure consistency on key issues. The submission would be sent to members of the Academic Board in due course.
- In response to a question about the possibility of introducing two-year degree programmes, proposed by the universities minister and discussed recently in the media as a way of tackling the national problem of a fall in student applications, the Principal stated that the compression of three into two years would be considered only if there was strong interest and grounds from an individual faculty in pursuing the idea. However the central view was that for the full university experience a three-year degree was essential. The concern was that it would mainly be people from lower income backgrounds who would be drawn into what would likely be a less desirable experience. There were reservations as to whether such a model would be appropriate for King's. It was unlikely that the breadth of experience and the intellectual depth needed could be achieved with a two-year programme. Professor McFadzean (Dean of Bioscience Education) added that for programmes like Nursing, the use of two-year programs would not work because there were professional training obligations during the summer months.

b) Vision for the International Strategy [verbal update]

The Vice President/Vice Principal (International) set out her ideas for the next three to four years and highlighted in particular:

- Brexit made the international strategy a timely conversation to have in terms of bringing student traffic to King's in the post-Brexit period.
- Professor Olonisakin intended to study the College as a whole, and assess what King's identity looked like from the perspective of internationalisation. This time next year she hoped to have a baseline, and this would be a regular point of reflection that would assist in drawing conclusions as to the direction of the international strategy and in coordinating internal resources with ambitions. The intention was that after three years there would be a library of case studies about what King's does. The university would not be shy about being different from others in its internationalisation of its curriculum and in the King's student experience. The hope was that after three years the international strategy research could be consolidated and showcased.
- The Principal's Global Leadership Awards (PGLA) was one way that King's developed distinctive leadership skills in service to society, in a global context. The undergraduate scheme had been introduced in 2016 and had been a great success. It was being expanded in 2017-2018 and a postgraduate version of the PGLA had recently been launched. There had been many applicants for only 20 positions. The PGLA could currently take two students from each faculty. The programme was unique but had scope to mature. Fundraising would be done centrally. The aim was that each faculty would be able to say they had students on special programmes selected from across the world and that in three years' time King's would be in a position to say that it was a university that developed world leaders.
- It would be important to focus on collaborative partnerships around the interests of both students and staff. For example, a strategy consolidating thinking around all of the different things King's currently did in China had already been developed. Regional strategies would follow, such as the potential partnership with Southern University of Science & Technology (SUSTech) in Shenzhen, China focussed on medicine in the first instance but with the potential to grow in many dimensions.
- Academic Board members recognised that the efforts required in realising the international strategy would require teamwork and support.
- The Principal commended the work to date as an inspirational vision to identify King's as an international institution and looked forward to regular updates.

*Items on Consent*

- (i) Change of Name for the Social, Genetic & Developmental Psychiatry Centre (noted)
- (ii) Statement and Guidance on Trans Equality (noted)
- (iii) Annual Provider Review – Quality Assurance Processes (noted)
- (iv) Degree Apprenticeships (noted)

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## 7 Reports of Committees

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a) Report of College Education Committee (CEC) [AB-17-12-13-07a]

(i) Education Strategy

It was reported that the February meeting of Academic Board would receive a full report on the implementation of the Education Strategy.

(ii) Graduate Teaching Assistants

There had been a discussion at the College Education Committee on the proposals that had been put forward around clarifying arrangements in classifying various categories of PhD students who engage in teaching. The proposals were essentially bringing together an existing policy and a set of procedures.

(iii) Careers and employability

The Dean stated his approval of the extension of k numbers and emails, and stated that there were lots of good reasons for doing this, including as a useful mechanism for staying in touch, and in helping alumni feel a part of the King's community. The Chair stated that this was quite common practice now in the university sector.

(iv) Massive Open Online Courses (MOOCs)

CEC was considering a proposal for a pilot MOOC project with the Department for International Development (DFID) and would bring a report to Academic Board in February 2018 seeking approval once various technical issues had been clarified. In principle CEC was supportive as the proposal embodied much of King's values. During discussion the following points were raised:

- The credit-bearing MOOCs would be aimed at refugee students. The students had been identified and funding achieved to help them take these courses remotely and thereby gain King's credits.
- The proposal had been motivated by the Department for International Development (DFID) project where King's worked with three or four universities in Germany and Lebanon to provide credit-bearing MOOCs to refugee students who did not otherwise have access to a university education.
- The proposal was for external students to gain small amounts of credit that could be accumulated. How that credit could then be used was the level of detail now being discussed and finalised. Details of the process would be brought to the next meeting of Academic Board.

*Items on Consent (all noted)*

- (v) Teaching Excellence Awards (noted)
- (vi) Welcome to King's 2017 (noted)
- (vii) Taught Postgraduate Sub-Committee (noted)

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b) Report of College Assessment and Standards Committee (CASC) [AB-17-12-13-07b]

*Items on Consent (all noted)*

- (i) Degree Algorithms
- (ii) Regulations Review – G29 Regulation
- (iii) Regulations Review – Regulation Correction
- (iv) Regulations Review – Phase 2 report
- (v) RAG Rating QA Processes
- (vi) Annual Provider Review
- (vii) Plagiarism – Proofreading services
- (viii) Plagiarism – ghost writing/essay mills
- (ix) Management Data for Assessment Sub-boards and Assessment Boards
- (x) Rounding of Marks of SITS
- (xi) Academic Services Annual Report
- (xii) Academic Services Annual Report – PAAC
- (xiii) Medical Evidence for Mitigating Circumstances
- (xiv) Marking Criteria and Schemes
- (xv) Religious Belief and Equality Policy statement
- (xvi) KCLSU Update (noted)

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c) Report of the Programme Development and Approval Committee (PDAC) [AB-17-12-13-07c]

*Items on Consent (all noted)*

- (i) Proposed revisions to Programme Modification process
- (ii) List of Chairs Action approvals since PDAC last met
- (iii) List of new programmes approved since PDAC last met
- (iv) Review of programmes considered during 2016/17
- (v) PPF: MSc Arts in Health
- (vi) PPF: LLB English Law with Spanish Law
- (vii) PPF: MA/MSc Gerontology & Ageing
- (viii) PAF: MSc Executive Education
- (ix) Modification: MSc Global Finance & Banking
- (x) Modification: MSc Strategic Entrepreneurship & Innovation
- (xi) Modification: LLM Law
- (xii) Modification: BSc Craniofacial & Stem Cell Biology
- (xiii) Modification: Molecular Genetics programmes
- (xiv) Modification: MSc Urban Informatics
- (xv) Modification: BA International Development
- (xvi) Modification: MA Applied Linguistics & English Language Teaching
- (xvii) Deletion: GC Mental Health & Intellectual Disabilities
- (xviii) Deletion: MA European Political Economy
- (xix) Deletion: MA Teaching English to Speakers of Other Languages
- (xx) Schedule of Activity: Chinese University of Hong Kong
- (xxi) Schedule of Activity: TU Dresden
- (xxii) Memorandum of Agreement: Keio University
- (xxiii) Memorandum of Agreement: Emory University
- (xxiv) Review of Activity: University of Paris (Sorbonne)
- (xxv) Pilot credit-bearing MOOCS
- (xxvi) Major/Minor Modifications Table
- (xxvii) Revised Programme Approval process

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d) Report of the College Research Committee (CRC) [AB-17-12-13-07d]

*Items on Consent (all noted)*

- (i) Report on the impact of the KCL IT outage of October 2016 on KCTU/loPPN CTIMP Trials
- (ii) Summary of New / Renewed Research Awards: 1 August 2016 to 31 July 2017 & End of Year Research Awards Summary, 2016-17
- (iii) REF2021 at King's
- (iv) Research quality at King's

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e) Report of the College Innovation Committee (CInvC) [AB-17-12-13-07e]

*Items on Consent*

- (i) Strategic health partnerships (noted)
- (ii) REF2021 and impact (noted)

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f) Report of the College International Committee (CIntC) [AB-17-12-13-07f]

*Items on Consent*

- (i) Marketing and Student Recruitment (noted)
- (ii) Commercial & Business Development (noted)



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**8 Report of the KCLSU President [AB-17-12-13-08]***Items for Consideration*

The Academic Board received a report from the President of King's College London Student Union (KCLSU). During discussion the following updates to the report were raised:

- The KCLSU Vice President of Education for Arts and Sciences reported that she had received many messages from students in support of the KCLSU Islamophobia Awareness Month activities. Future activities would include a focus on anti-Semitism.
- The KCLSU hoped to join with the senior team on a modified statement based on the Chicago Principles on freedom of expression. Final wording was under consideration.
- The KCLSU President stressed how important it was to support international students in order to make them feel part of the King's community. Securing visa expenses for international students running for sabbatical positions would help to achieve representation from this sizeable demographic of the College.
- For the first time there had been a late arrival orientation for those students who had experienced visa delays and consequently missed Freshers week.
- KCLSU's annual One World Week had taken place, with 60-70 groups involved in over 50 events.
- The Vice President & Vice-Principal (International) stated that all of these were issues important to the internationalisation portfolio. She was keen to reflect as broadly as possible on flexing the curriculum, employability and all forms of identity in addition to pedagogy, and was looking forward to joint workshops and robust discussions with the KCLSU sabbatical officers. Mr Saqib added discussions about the student experience for international students to that list.
- The Dean underscored his thanks to Mr Saqib and Ms Rafiq for all their hard work, and congratulated the Islamic Society in particular for the huge range of events they had put on. He stated that he would also be working on a review of speaker rules in alignment with the new statement on freedom of expression.
- There was a discussion about instances of unacceptable behaviours at King's and whether it was possible to measure the effectiveness of interventions. One of the issues was that historically students were not willing to come forward with their complaints for fear of a lack of support. For this reason it was especially crucial to continue to promote dialogue and the culture of reporting at King's as it surfaced behaviours that needed to be addressed. It was expected that the Hate Crime Reporting Centre would help to develop the data. It had been noted that more extreme behaviour was surfacing in society in general as hate actions were becoming more normalised through advocates of the far right.
- The Dean added that there was a difference between reporting an unacceptable behaviour and seeking help for mistreatment. For example, incidences that occurred on campus could be dealt with but it was more difficult to deal with situations where students were mistreated in the public domain. There had been clear spikes in bad behaviour after some recent events.
- The Senior Vice President/Provost (Health) stated that the KCLSU/KCL mental health work would include a review of counselling resources. It had been said that the current waiting times for counselling was having a differential effect on those from lower income backgrounds who did not have the resources to seek help privately.
- Mr Summers asked the extent to which the students or KCLSU would be involved in the KCL response to the OfS Consultation. He noted that there was also value in student organisations providing their own report independent of the College. The Vice President & Vice-Principal (Education) said that the draft response would be sent to the KCLSU. The Principal stated that it was important to have a high degree of alignment around some of these issues and in some cases having students leading on them.

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**10 Report of the Dean***Item for Consideration*

## a) Report of the Dean

There had been record numbers signing up for the AKC course for 2017-2018, with a 75 percent increase in staff members. There were currently 70 staff members enrolled on the course and the first group of alumni were in their third year of the course. The piloting of an alternative method of assessment of AKCs amongst third years was going well.

The Chaplaincy had had a busy autumn term, including a regular programme of walking tours around London. The Advent Carol Services had been extremely well attended and the Chapel Choir's CD of the 'London Version' of the German Requiem by Johannes Brahms had been the biggest selling classical CD that week. It was regularly played on BBC3 and was currently at number 5 in the classical charts.

*Items on Consent*

- (i) Election of Associates of King's College

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**Decision:** Academic Board elected as Associates of King's College those students and staff listed in the report.

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**11 Any Other Business**

There being no other business, the Chairman declared the meeting adjourned.

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**Irene Birrell**  
College Secretary  
December 2017