

Academic Board	
Meeting date	2 May 2018
Paper reference	AB-18-06-20-03a
Status	Confirmed
Access	Members and senior executives
FOI release	Following approval
FOI exemption	s.43, commercial interests

Minutes

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

Date 2 May 2018, 14.00

Location Henriette Raphael Function Room, Guy's Campus

Composition		Members Present (Apologies noted as 'A')	
<i>Ex officio</i>	President & Principal (Chair of Academic Board)	Professor Edward Byrne	
	Senior Vice Presidents	Quality, Strategy & Innovation	Mr Chris Mottershead
		Operations	Dr Ian Tebbett
	Senior Vice Presidents / Provosts	Health	Professor Sir Robert Lechler (A)
		Arts & Sciences	Professor Evelyn Welch
	Vice Presidents & Vice-Principals	Education	Professor Nicola Phillips (A)
		International	Dr 'Funmi Olonisakin (A)
		Research	Professor Reza Razavi (A)
	Assistant Principals	Service	Professor Jonathan Grant
		London	Ms Deborah Bull
		Academic Performance	Professor Ian Norman
		The Reverend the Dean	The Revd Canon Professor Richard Burridge
	Deans of Faculty	Florence Nightingale Faculty of Nursing, Midwifery, Palliative Care & Rehabilitation	Professor Louise Barriball (nominee of Professor Ian Norman)
		Social Science and Public Policy	Professor Frans Berkhout
		Dickson Poon School of Law	Professor Gillian Douglas
		Arts and Humanities	Professor Russell Goulbourne(A)
		Institute of Psychiatry, Psychology & Neuroscience	Professor Ian Overall
		King's Business School	Professor Stephen Bach (A)
		Natural and Mathematical Sciences	Professor Michael Luck
		Life Sciences & Medicine	Professor Richard Trembath (A)
	Dental Institute	Professor Mike Curtis (A)	
	The President of the Students' Union	Mr Momin Saqib (A)	
	Administrative Director of the Centre for Doctoral Studies	Professor Rebecca Oakey (A)	
	Director of Students and Education	Tessa Harrison (A)	
	Director of Research Management	Jon Price (<i>interim</i>) (A)	
Chairs or Deputies of Academic Board sub-committees who are not ex-officio Members	College Assessment & Standards Committee	Professor Kim Wolff	
<i>Students</i>	Arts & Sciences Faculties	Undergraduate	Chandni Schattenfroh (A)
		Postgraduate	Sara Boutamina (A)
	Health Faculties	Undergraduate	Afreen Rahman (A)
		Postgraduate	Alexandra Patterson (A)
<i>Faculty</i>	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
	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 (A)
	elected junior	Dr Chiara Benassi (A)
	appointed	Professor Riccardo Peccei
Life Sciences & Medicine	elected senior	Professor Michael Malim (A)
	elected junior	Dr Samantha Terry (A)
	appointed	Dr Ian McFadzean
Natural and Mathematical Sciences	elected senior	Dr Chris Lorenz (A)
	elected junior	Dr Andrew Coles
	appointed	Professor Nikolaos Mavromatos
Florence Nightingale Faculty of Nursing, Midwifery, Palliative Care & Rehabilitation	elected senior	Dr Janet Anderson
	elected junior	Ian Noonan (A)
	appointed	Professor Jackie Sturt
Institute of Psychiatry, Psychology & Neuroscience	elected senior	Professor John Marsden (A)
	elected junior	Dr Sandrine Thuret (A)
	appointed	Dr Susan Duty
Social Science and Public Policy	elected senior	Professor Kerry Brown
	elected junior	Rebekka Friedman (A)
	appointed	Dr Carmen Pavel (A)

In attendance:

Mr Yousef El-Tawil (KCLSU Vice-President for Education (Health Faculties) - Permanent invitee)

Ms Lynne Barker (Associate Director, Quality & Academic Support)

Dr Victoria Korzenouska (Director of Academic Quality & Employability Services)

Dr Sarah Rawlings (Director of Policy Impact) (for Item 5c – Institute of Women's Leadership)

Secretariat:

Ms Irene Birrell (College Secretary)

Ms Xan Kite (Director of Governance Services)

Ms Jo Brown (Governance Manager)

1 Welcome, apologies and notices

The Chair welcomed new members of the Academic Board to their first meeting.

2 Approval of agenda

The agenda was approved.

3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-18-02-07-03]

Decision

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

3a Minutes of the Previous Meeting [AB-18-02-07-03a]

Decision

That the minutes of the previous meeting be approved.

4 Matters Arising from the Minutes

Minute 5, 07.02.18, Principal's Report: The visit from senior members of the Estates Team to the staff of the Surrey Street buildings to provide a full briefing on the works to be undertaken was being arranged.

Academic Board considered a matter of other business raised by a Member concerning the recruitment process for Programme Administrators at this point in the meeting. See Minute 11, Other Business, below for the record of the discussion.

5 Report of the Chairman

5a Governance Review

Academic Board considered a summary of work carried out to date by the working group established under the auspices of the Governance Committee of Council to conduct a review of the Academic Board. The report included the timeline for completion which showed that the final report would come to

Academic Board for recommendation for approval on 10 October and to Council for final approval on 27 November 2018.

The report listed some of the key issues on which the group will be focusing and Academic Board had a wide-ranging discussion which would inform the development of the proposals for change. Its comments included the following:

- Members would welcome early debate at Academic Board to provide input to developing initiatives that affect academic matters on the basis of a Green Paper.
- Members would welcome increased collaboration and understanding of the business of Academic Board across the university.
- The balance of membership between senior executives, elected staff, appointed staff and students should be considered, as well as the inclusion of leaders of Schools/departments. This should be balanced by consideration of effective meetings and the need for full contribution on all items from all members to fulfil their corporate responsibility.
- There was a need for greater clarity in the definition of Academic Board's responsibility and the responsibility of the executive and the reporting arrangements for each to Council.
- Consideration should also be given to the role of the Chair and the appointment of a Chair who is not the Principal and who holds a seat on the Council.
- Members would welcome revisions to the agenda and paper production processes to achieve short focused papers, reduced in number and triaged to ensure focused debate on matters within the remit of the Board. An opportunity for all Members to raise items for discussion should be included in that process.
- The publication of papers for the College community at the earliest stage possible should also be considered in order that members of the community have time to review proposals with a mechanism to retain appropriate confidentiality as required.
- Consideration should also be given to the communication of Council decisions on Academic Board advice.

In parallel with the work on particular issues, a review of the workflows of the various standing committees, and their reporting structure to each other and from related Faculty committees was being carried out by a small sub-committee consisting of: VP(Education); Director of Students & Education; Director of Academic Quality and Employability Services; Associate Director, Quality and Academic Support; and Director of Governance Services. The work of this subcommittee would inform the working group as it considered potential amendments to the existing standing committee and subcommittee structure.

Decision:

Members of the Academic Board and colleagues across the College community were invited to provide input outside of the meeting on these and any other issues they believe should be addressed in the review of Academic Board.

5b Deputy Chair

In accordance with the Regulation setting out the terms of reference for Academic Board, the Principal proposed to appoint Professor Nicola Phillips, VP (Education) to the role of Deputy Chair of Academic Board.

Decision:

Academic Board approved the proposal to appoint Professor Phillips to the role of Deputy Chair of Academic Board with immediate effect.

6 Report of the President & Principal

Items for Consideration

a) Summary Report on Key Issues [AB-18-05-02-06a].

Academic Board considered the Principal's Report. The following key matters, were summarised in the written report: Student Occupation; Pensions and related strike action; Global Institute for Women's Leadership; Gender Pay Gap/Professorial Pay; Academic Education Pathway; and Israel Visit. Further updates were appended to the report.

Members asked how King's compared to other members of the Russell Group in its gender pay gap and learnt that it was in the lower end of the range alongside other institutions with large medical schools. Academic Board noted questions over the inclusion of NHS staff who were not directly paid by the university, particularly in terms of annual excellence award bonuses, but agreed that the gap at King's required improvement irrespective of the placement of responsibility for recruitment. The management team was working to take action to address the gap.

The university had experienced unacceptable incidents of intolerance in recent days and Academic Board fully endorsed the Principal's statement that tolerance and respect are continuing, critical central values at King's. The university was working with KCLSU to improve external speaker policies and joint processes and the Principal praised the leadership shown by KCLSU in this work.

b) International School for Government [AB-18-05-02-06b]

Academic Board noted the launch of the International School for Government, one of the 12 transformative initiatives in King's Strategic Vision 2029, which had been in development since early 2016. The School was a novel intervention to help professionalise policymaking skills across governments, the third and private sectors, in the UK and globally. Its online offer was aimed at the 'career development' market, as opposed to a 'career prequel' (which was the typical focus of competitor institutions).

Members suggested that there may be opportunities for module contributions from across the university and it was agreed that engagement with colleagues across the university would be a great development. The Dean also noted that these students would be eligible to register for the AKC.

c) Global Institute for Women's Leadership [AB-18-05-02-06c]

The Director of Policy Impact in the Policy Institute, Dr Sarah Rawlings, announced the launch of the Global Institute for Woman's Leadership. The vision for the institute was to contribute to the creation of a world in which being a woman is not a barrier to becoming a leader in any field, or a factor leading to negative perceptions of an individual's leadership. The inaugural chair was the Hon Julia Gillard, the 27th Prime Minister of Australia and the only woman to ever serve in that role who had been appointed as a visiting professor. She had also been instrumental in the establishment of the Institute. A search was to be undertaken to appoint a Director and work would be undertaken with the VP (Education) and VP (International) on future opportunities for teaching, research and executive education.

Academic Board thanked and congratulated Dr Rawlings and her team for the work they had undertaken to establish the Institute and applauded its aims and work.

d) Service Strategic Framework [AB-18-05-02-06d]

Academic Board considered the proposed Framework for delivering King's Service Strategic Priority, 2018-2023. The Framework has been co-created through a consultative process of engagement with around 400 colleagues across the King's communities. It set out ten strategic goals, under four themes, for work to be undertaken over the next five years, including over 40 priority initiatives that would be delivered within the next three years. The aim was to publish the Framework in July 2018 to enable focus on implementation in the new academic year.

Members welcomed the Framework and the open and inclusive process that had led to its formulation. It was noted that the framework took no ownership of and placed no obligation on members of the community regarding volunteering, but re-affirmed King's values in recognising and supporting service work and any volunteering undertaken.

Academic Board thanked Professor Grant, his team and all the members of the College that had provided input to the formulation of the Framework.

Decision:

Academic Board approved the Framework for delivering King's Service Strategic Priority, 2018-2023.

e) Arts & Sciences Briefing [AB-18-05-02-06e]

Academic Board received a briefing on the Arts and Sciences at King's and current projects. Over the past five years, Arts & Sciences Faculties have taken almost 5,000 extra students, an increase of approximately 40%, and over the same period had grown its academic staff community by around 330 FTE. This planned expansion had built on existing, and in some cases created new strengths in academic areas such as Digital Humanities, Politics, International Relations, Business and Economics as well as Global Health and Social Medicine, and had reinvested in Informatics, Chemistry, Physics and Engineering. The growth in associated staff had provided an opportunity to be much more interdisciplinary, to reach significant numbers of students from a wide range of backgrounds, and to become a more porous, impactful institution. Despite an increasingly challenging external, political and regulatory environment in the UK and globally, the academic community would continue to expand by around 6% between 17/18 and 18/19.

The Arts & Sciences' Faculties had recently completed significant initiatives and further initiatives were in train, a selection of which were addressed in the briefing and commented on by Academic Board.

In response to concerns about the place of single-discipline research in an increasingly inter-disciplinary curriculum, it was noted that the curriculum review underway in the Faculty of Arts and Humanities was intended to lead to a more simplified structure and had interdependencies with other initiatives in the College, including new systems and new ways of working. The intention was to provide the current breadth of offering with research-led teaching, but through a simplified structure.

7 Reports of Committees

a) Report of College Education Committee (CEC) [AB-18-05-02-07a]

Items on Consent (noted)

- (i) Education Strategy (implementation of strategy)
- (ii) Academic Education Pathway
- (iii) King's Academy
- (iv) IT incidents
- (v) Careers and Employability
- (vi) Attendance Monitoring
- (vii) Industrial Action
- (viii) Education Strategy: digital education
- (ix) KEATS Update
- (x) Annual Provider Review Update
- (xi) EvaSys

b) Report of College Assessment and Standards Committee (CASC) [AB-18-05-02-07b]

Items for Consideration

(i) External Examiners 2016/2017

The Chair of CASC reported that up to 90% of reports returned from external examiners were healthy. CASC would be looking at both Masters dissertations and how feedback was provided and the relationship between first and second markers.

The Chair of CASC noted that further to the pensions dispute and related strike action, of 476 external examiners (and not 273 as set out in the annex of the report), 34 had resigned during the strike period, but more than half had indicated their wish to return and it was expected that the majority would have returned to their roles before the end of June 2018.

[Secretary's note – the PGT dissertation is being considered by Taught PGT Sub-committee and not CASC PGT subcommittee as mis-named in the report]

Items on Consent (all noted)

- (i) PGT Annual Monitoring 2016/17
- (ii) Programme Review and Professional Statutory and regulatory Body Scrutiny Panel
- (iii) Degree Apprenticeships
- (iv) Regulation Updates
- (v) Intercollegiate Policy
- (vi) College's Academic Honesty and Integrity Guidance
- (vii) Management of Management of Misconduct Cases
- (viii) Online Plagiarism Course
- (ix) Rounding of Marks on SITs
- (x) Assessment Board Chair/ Deputy Chair and Assessment Sub-Board Chair/ Deputy Chair Guidance
- (xi) Study Abroad and Short Courses Assessment Board
- (xii) Personalised Assessment and Arrangements Course
- (xiii) QAA Quality Code for Higher Education

c) Report of the Programme Development and Approval Committee (PDAC) [AB-18-05-02-07c]

Items on Consent (all noted)

Report of the meeting of 31 January 2018

- (i) List of Chairs Action approvals since PDAC last met
 - (ii) List of new programmes approved since PDAC last met
 - (iii) List of programmes that have been deleted or suspended
 - (iv) PPF: BSc Accounting & Finance
 - (v) PPF: MSc Developmental Psychology & Psychopathology
 - (vi) PPF: MSc Specialist Community Public Health Nursing
 - (vii) PMF: LLB English Law & Asian Law
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Report of the meeting of 7 March 2018

- (viii) List of Chairs Action approvals since PDAC last met
- (ix) List of new programmes approved since PDAC last met
- (x) PPF: MA Global Media Industries
- (xi) PPF: MA Languages, Literatures & Cultures
- (xii) PPF: BA History, Spanish & Portuguese
- (xiii) PPF: English for Academic Purposes
- (xiv) Review of Activity: Royal Academy of Dramatic Art

d) Report of the Student Experience Committee (SEC) [AB-18-05-02-07d]
Items on Consent (all noted)

- (i) Review of KCL/KCLSU Relationship Agreement
- (ii) Joint Review of Student Representation

e) Report of the College Research Committee (CRC) [AB-18-05-02-07e]
Items on Consent (all noted)

- (i) Research Platforms – update on strategy and future plans
- (ii) Renewal of King’s HR Excellence in Research Award
- (iii) Research Excellence Framework – report of the first meeting of the Oversight group xxx

f) Report of the College International Committee (CIntC) [AB-18-05-02-07f]
Items on Consent (all noted)

- (i) Science Gallery
- (ii) Future Global Leaders

8 Quinquennial Reviews

a) Report of the Mid-Cycle Quinquennial Review of the Department of Informatics [AB-18-05-02-08a]

It was reported that the new Head of Department had been in place since August 2017, and had already created an exciting vision of hubs in information linking out to other parts of the College.

b) Report of the Mid-Cycle Quinquennial Review of the Departments of French, German and Spanish Portuguese and Latin American Studies [AB-18-05-02-08b]

The Dean of the Faculty reported that this report demonstrated that cross-collaboration was paying off in workload and efficiency, and in terms of work culture. The last page of the report raised an interesting question on joint appointments, and it was suggested that a piece of work was needed on how to address such appointments, where staff were appointed to more than one faculty.

The good news from the French department was noted. In the Complete University Guide it had come top in London, and fifth in the UK.

c) Report of the Mid-Cycle Quinquennial Review of the Department of History [AB-18-05-02-08c]

It was noted that there had been good take up of staff development. Regarding gender issues, analysis of promotions over the previous five years had showed no gender disparities. In November 2017, the Department of History won an Athena Swan bronze award, the first awarded to a history department in England and to a humanities department at King’s. It was also noted that in November 2017 the Head of Department and Chair of the Diversity & Inclusion Committee won the new King’s Award for Outstanding Staff Engagement.

A Quinquennial report on Film Studies was expected soon.

9 Report of the KCLSU President [AB-18-05-02-09]

Items for Consideration

The Academic Board received a report from the President of King’s College London Student Union (KCLSU). The President of the KCLSU had had to send apologies and the KCLSU Vice-President for Education (Health Faculties) (VPEH) provided an update to the report in his stead. The VPEH summarised the report, noting that the welfare packs that had been prepared for students during exam time were akin to lunch boxes; that the mental health and wellbeing working group was going well, with students now beginning to bring their ideas along; and that a new KCLSU shop would soon be opening on the Guy’s campus.

The Principal and President commended the working relationship the College had with the KCLSU sabbatical officers in recent years.

The co-chair of the mental health and wellbeing working group reiterated that it was going well and that the involvement of academic leadership was also being encouraged.

10 Report of The Dean [AB-18-05-02-10]

Item for Consideration

a) Report of The Dean

The Dean presented his report and thanked the Acting Dean and his office for all the work done in his absence. In particular he noted that an additional 150 essays had been submitted for AKC assessment, on top of the 185 who had opted for the pilot assessment. If all had gone well, it was intended to abolish the exam and roll-out the pilot assessment by weekly quiz to all of those taking the AKC programme.

The Dean commended the AKC to all staff and students

Items on Consent

b) Election of Associates of King's College

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

11 Any Other Business

A member noted that at a recent departmental meeting he had been informed that the hiring process for programme administrators was being centralised. He was concerned about the potential lack of input from departments given the importance of these positions to the student experience. The Senior Vice President (Operations) explained that this category was one of the largest amongst the professional staff and had a significantly high rate of turnover. Considerable work had been done by the Director of Students & Education and the programme administrators network, working in concert with the Faculties over the past few years, to develop more standardised grading and role descriptions. In March it had been recognised that some 150 positions were coming vacant and a mass advertisement was issued on an urgent basis to begin the recruitment process. However, he agreed that the member's point was well made and the intention was to include faculty on the recruitment/selection panels.

There being no other business, the Chairman declared the meeting adjourned at 3.55pm.

Irene Birrell

College Secretary

May 2018