

Academic Board	
Meeting date	20 June 2018
Paper reference	AB-18-10-10-03b
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 20 June 2018, 14.00

Location Anatomy Museum, Strand Campus

Composition		Members Present (Apologies noted as 'A')		
Ex officio	President & Principal (Chair of Academic Board)		Professor Edward Byrne	
	Senior Vice Presidents	Quality, Strategy & Innovation	Mr Chris Mottershead (A)	
		Operations	Dr Ian Tebbett (A)	
	Senior Vice Presidents / Provosts	Health	Professor Sir Robert Lechler	
		Arts & Sciences	Professor Evelyn Welch	
	Vice Presidents & Vice-Principals	Education	Professor Nicola Phillips	
		International	Dr 'Funmi Olonisakin (A)	
		Research	Professor Reza Razavi	
	Assistant Principals	Service	Professor Jonathan Grant	
		London	Ms Deborah Bull (A)	
		Academic Performance	Professor Ian Norman	
	The Reverend the Dean		The Revd Canon Professor Richard Burridge (A)	
	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
		Institute of Psychiatry, Psychology & Neuroscience		Professor Ian Everall
		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)	
The President of the Students' Union		Mr Momin Saqib		
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	
Students	Arts & Sciences Faculties	Undergraduate	Chandni Schattenfroh (A)	
		Postgraduate	Sara Boutamina (A)	
	Health Faculties	Undergraduate	Afreen Rahman (A)	
		Postgraduate	Alexandra Patterson (A)	
Faculty	Arts and Humanities	elected senior	Professor Kate Crosby (A)	
		elected junior	Dr Jessica Leech	
		appointed	Professor Rivkah Zim (A)	
	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	
		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 (A)
	appointed	Professor Riccardo Peccei
Life Sciences & Medicine	elected senior	Professor Michael Malim (A)
	elected junior	Dr Samantha Terry
	appointed	Dr Ian McFadzean (A)
Natural and Mathematical Sciences	elected senior	Dr Chris Lorenz
	elected junior	Dr Andrew Coles (A)
	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
	appointed	Dr Susan Duty
Social Science and Public Policy	elected senior	Professor Kerry Brown (A)
	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 Tayyaba Rafiq (KCLSU Vice-President for Education (Arts & Sciences) – Permanent invitee)
 Ms Lynne Barker (Associate Director, Quality & Academic Support)
 Dr Rebecca Browett (Education & Students Strategy & Policy Manager)
 Revd Tim Ditchfield (College Chaplain)
 Dr Thomas Foulkes
 Professor Peter Heather (School of Doctoral Studies)
 Mr David Newman (General Counsel)
 Ms Rhiannon Brobyn (Observer from the Committee Secretariat of Exeter University)

Secretariat:

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

1 Welcome, apologies and notices

The Chair welcomed Ms Rhiannon Brobyn, from the Secretariat of the University of Exeter, as an observer to this meeting of Academic Board.

On behalf of the Academic Board, the Chair gave warmest wishes and thanks to the following, on it being their last meeting of the Board in their ex-officio/permanent invitee capacities:

- Professor Russell Goulbourne (last meeting as Executive Dean of Arts & Humanities)
- Mr Momin Saqib (last meeting as President of the KCLSU)
- Mr Mahamed Abdullahi (KCLSU Vice-President (Postgraduate) (Permanent invitee)
- Mr Yousef El-Tawil (KCLSU Vice-President for Education (Health Faculties) (Permanent invitee)
- Ms Tayyaba Rafiq (KCLSU Vice-President for Education (Arts & Sciences) (Permanent invitee)

The Chair noted that this last meeting of the academic year also marked the end of their terms of membership for the following Academic Board student members:

- Chandni Schattenfroh (Undergraduate, Arts & Sciences)
- Sara Boutamina (Postgraduate, Arts & Sciences)
- Afreen Rahman (Undergraduate, Health Faculties)
- Alexandra Patterson (Postgraduate, Health Faculties)

and the following Faculty Members:

- Professor Nikolaos Mavromatos (Appointed member from Natural and Mathematical Sciences)
- Professor John Marsden (Elected member from the IOPPN)
- Dr Sandrine Thuret (Elected member from the IOPPN)

On behalf of the Academic Board the Chair gave warmest wishes and thanks to all departing members for their commitment and the time they had contributed to Academic Board.

2 Approval of agenda

The agenda was approved.

3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-18-06-20-03]

Decision

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

4 Matters Arising from the Minutes

No matters arising.

5 Report of the Chairman

No updates to report.

6 Report of the President & Principal

Items for Consideration

a) Summary Report on Key Issues [AB-18-06-20-06a].

Academic Board considered the Principal's Report. The following key matters were summarised in the written report: New Vice President/Vice-Principal (London); Leadership Communications; Freedom of Expression Joint Statement; and new website. Further updates were appended to the report.

The Principal highlighted that it had been a demanding academic year and that staff had worked incredibly hard in cooperation with students to bring the year to a satisfactory conclusion.

There was a short discussion on the freedom of expression joint statement, on which there had been much progress made. The joint endorsement of the Chicago Principles with the KCLSU was a big step forward in how controversial speakers would be managed at King's. A point was made that it is not possible to "ensure" that everyone feels confident and safe in expressing their views, rather the emphasis should be on ensuring that a safe and nurturing environment was fostered across campuses to enable people to express their views. The Principal clarified that this had indeed been the intent and that the language would be refined to reflect comments made. A further query was raised on inviting potentially controversial speakers and whether doing so would run afoul of the statement. It was confirmed that, to the contrary, the intention of the statement was explicitly to allow such events. The Vice President and Vice-Principal (Service) added that, in itself, a joint statement between the student union and the college was unique and that the statement would evolve. Governance processes were being put in place that would keep the freedom of expression joint statement continually under review.

Regarding the annexed Estates report, a concern was raised about the shortage of laboratory space at Denmark Hill in light of increases in the number of research staff at this campus. The Senior Vice President/Provost (Health) asserted that with the comprehensive piece of master planning going on with respect to Denmark Hill, he was cautiously optimistic that solutions would be found.

b) PLuS Alliance Engineering [AB-18-06-20-06b]

Academic Board received a briefing on progress to date on the PLuS Alliance engineering joint venture, which would establish a separate, independent London-based university designed to deliver an accelerated engineering undergraduate programme. Although the new university would be an entirely separate institution, with its own board, management and academic assurance processes, it was important for Academic Board to have full understanding of the new entity's academic ambitions, quality standards and student support, given King's involvement as a founding partner. The Senior Vice President/Provost (Arts & Sciences), and the Executive Dean of the Faculty of Natural and Mathematical Sciences introduced and took questions on the report. It was stressed that if there were any academic concerns at all, it was important that they be expressed.

Academic Board was asked for feedback on academic issues and also on any potential impact on King's engineering endeavours and reputation, noting that the new university's programme would be designed to provide what King's

was not currently able to offer on its own, and that mitigating actions were being taken to ensure that both programmes were mutually beneficial rather than competitive. It was noted that the PLuS Alliance Managing Director was both independent and a part of each of the three partner institutions.

There were inevitably some points of tension which would require full attention in order to retain both the distinctiveness and the alignment of the two programmes and markets, and to ensure that what was being done was good for the UK, for engineering and for the PLuS Alliance partners. If successful, the new programme would be unique in the UK.

During discussion, the following issues were raised:

- Introducing and supporting the two-year model instead of the three-year model could have ramifications for the wider university and this had not been addressed in the report. It was possible that the creation of this new entity would be a disruptive measure in higher education and King's needed to be prepared for that. However, current research had shown that while there were students out there who wanted to do a degree intensively and rapidly, the majority wanted more years rather than less, and a fully rounded student experience. Further, while introducing an accelerated degree programme offered an element of choice, thus meeting an objective of government, the new programme should not be seen as a preliminary measure to moving in that direction at King's. King's would remain a research intensive institution, and the paper would be updated to clearly reflect this.
- It was clarified that the new campus would not be a King's campus. It would be a separate higher education institution that would register separately with the Office for Students.
- In terms of access to student mental health and other support services, the new institution would need to demonstrate that it was providing the required service either through purchasing from King's or by providing their own.
- A concern was raised over the lack of maths entry requirement indicated in the report. It was made clear that while a formal qualification would not be required, a mathematical ability would need to be demonstrated.
- There would be no TEF association between King's and the new institution.
- This was a key project of the PLuS Alliance, and if King's were not involved in this endeavour it would not go ahead.
- Clarification was given that the term "interdisciplinarity" referred to different types of engineering and not to other disciplines.

The Chair suggested that Academic Board monitor the PLuS Alliance engineering project on a regular basis.

c) Health Briefing [AB-18-06-20-06c]

The Senior Vice President (Health) presented the three health briefings.

(i) Institution of Population Health

Academic Board was briefed on the creation of a new, university-wide Institute of Population Health, drawing together elements from all Faculties, to create a distinctive, challenge-focused research and education activity. The initiative set out to maximise the impact that King's could make on the population's health. This would be the first large-scale, cross-university initiative that King's had launched. A Director had been identified, and a signed contract was anticipated within the next two weeks. The new Director would be based on the Waterloo campus and would be looking for opportunities for engagement with academics across the campuses. Institute members would retain Faculty "homes" and spend a proportion of their time delivering research and education through the Institute. The establishment of UKRI (UK Research & Innovation) had been a driver in the creation of an institute that would sit across faculties. The new programme would be transdisciplinary, and unique in the UK.

The Executive Dean of the Faculty of Social Science and Public Policy endorsed the initiative on behalf of his Faculty as there would be great synergies in both research and teaching, which was exactly what UKRI was looking for. It would put King's in a good position to take advantage of potential research funding.

(ii) Development of a Joint Education Institute (JEI) with SUSTech

The Senior Vice President (Health) presented an update paper on the emerging partnership with a relatively new university in eastern China focussed on the delivery of a Joint Education Institute in Shenzhen. SUSTech was the only English-speaking university in China. It had ambitions to grow a health portfolio with a particular emphasis on a medical

school. The project would have the potential to grow across a range of health programs. SUSTech would be building a 21st century teaching hospital and the plan was to partner with them in that as well through King's hospital partners. There had already been multiple meetings and signing ceremonies and the project was nearing contract negotiation stage. It was a very complicated discussion, involving the minister of education and city government as well as the university. In order to be a viable proposition the costs involved in development fees, delivery costs and branding had to be certain.

Flying faculty was a crucial issue. The student experience in medicine was critical and it was imperative that this project did not in any way diminish the student experience at King's. Staff at King's would not be distracted from their responsibilities but there would be short term visits made to China. A foundational Dean was shortly to be appointed, and this person would oversee the whole programme.

The Chair noted that this was an exciting initiative in its early stages and that it would come back to Academic Board with more detail on academic programming.

(iii) King's Health Partners and Royal Brompton & Harefield NHS Foundation Trust – exploring a cardiovascular and respiratory partnership

King's Health Partners has a goal to create a single cardiovascular site at St Thomas'. The Royal Brompton is a national heart and lung hospital in Fulham with a distinguished history and a significant brand, but single issue hospitals are no longer viable economically or academically, and the Trust had approached King's regarding relocation. The Royal Brompton is affiliated with Imperial College London. The Trust has looked at several options, and the partnership with King's is the one they favour. Thus far, this has largely been a clinically led conversation with three hospital trust boards aligned on this solution. It has also been discussed with King's Council.

Professor Lechler stressed that this is a complicated project with substantial capital costs. One of the key risks involved is harm to King's relationship with Imperial College London, which is not supportive of the move. It was proposed to continue in as collaborative a way as possible, especially with respect to respiratory research and treatment in which Imperial College research is particularly strong. It is highly important to King's that its academic relationship with Imperial College London be properly managed and resolved.

Although very political, the partnership is approaching a point where, if feasible, the next stage is to develop an outline business case, and this would be reported back to Academic Board.

7 Reports of Committees

a) Report of College Education Committee (CEC) [AB-18-06-20-07a]

The Chair of CEC presented three items for consideration. The remaining items were on the Consent Agenda.

(i) Lecture Capture Policy (for approval)

The main updates were on page 4 of the report. Minor changes were designed to ensure compliance with GDPR, with other amendments designed to offer greater protection to the rights of academic colleagues (performer rights for example) and to decisions to opt out; colleagues would be able to opt out without being obliged to give a reason for doing so. There had been some concern about that given the concern to also provide a service that students find valuable; students had requested that they be informed in advance when lecture capture would not be offered on a particular module. Another key change had been made so that recordings would be available to students for the duration of their degree, leading to a retention standard of four years instead of the current two years.

During discussion the following suggestions were made:

- That, in order to retain balance, colleagues who decided to opt out should provide alternative materials.
- That a discussion should be had on whether there were any deleterious outcomes or drawbacks to the lecture capture system, for example lack of attendance or impact on student performance.

The Vice President/Vice-Principal (Education) provided assurance that these critical issues would be addressed in a more comprehensive review of the practice and would return to Academic Board. The current changes were intended to deal with minor policy deficiencies as well as to ensure compliance with GDPR.

Decision:

That the revised Lecture Capture Policy for 2018/19 be approved.

(ii) Education Strategy (to discuss)

The consultation on the emerging principles of the Education Strategy was being continued, providing further opportunity for colleagues who hadn't yet responded online to contribute comments. Academic Board members were likewise encouraged to contribute comments, either at the meeting or online. Results of the online consultation had been very useful, and had provided a level of support for the direction of travel while at the same time raising uncertainties or expectations on the detail of how it would work in practice; for example there had been quite divergent views on interdisciplinarity and digital education. The Education Strategy would come back to Academic Board in the autumn term with additional detail on implementation timeframes following further consultations over the summer.

During discussion, the following points were raised:

- That the lecture capture policy be part of the Education Strategy, and that the KCLSU be involved in that discussion.
 - This was an important document with some radical ideas, and would require each faculty to engage and think differently in order to put the interdisciplinarity principles into practice.
 - Students would need financial support in order to do some of what was being proposed, and therefore support from fundraising would be a crucial enabler. One of the fundraising pillars was funding disadvantaged students in order that they could take advantage of extra-curricular opportunities instead of taking part-time work.
-

(iii) Subject level TEF

Academic Board was updated that King's was still planning for model B being the most likely to be adopted. The first part of the paper set out the scale of the challenge in retaining the silver award, both generally and for individual subject areas. It was emphasised that there were 18 months between now and the submission date, with one more round of the National Student Survey, to try to move some of the metrics. Initial conversations with colleagues in institutions that participated in the pilot implied that the textual narrative would carry the same sort of weight as it had at institutional level in the last round, and therefore the quality of the narrative for all of the subject areas would be crucial. While the institutional picture appeared daunting, the indication from King's own internal pilot was that changes in one or two subject areas could make significant differences. Intensive work was being carried out with all subject areas and this would continue over the next year. Work was also being carried out externally to try to influence the shape of subject level TEF to try and ensure it was a more effective and worthwhile exercise.

Items on Consent (all noted)

- (i) New programme in Learning & Teaching Development (King's Academy)
 - (ii) 10 credit modules (Business School)
 - (iii) KCLSU Update
 - (iv) Taught Postgraduate Sub-Committee report
 - (v) Mitigating Circumstances
-

b) Report of College Assessment and Standards Committee (CASC) [AB-18-06-20-07b]

(i) Regulations Update

The Chair of CASC reported that these regulations related to taught programmes and had been looked at thoroughly this year as part of phase two of the full review of regulations. More detail was provided in the recent CASC minutes. There was one small caveat with regard to G20, which is concerned with awards and revocations, that these should remain under the jurisdiction of the Academic Board and delegated to CASC.

Decision:

That the proposed regulations for the 2018-2019 academic year be approved.

(ii) PGR Regulation Amendments

The Chair of CASC reported that the main change was for the code of practice to be embedded in the regulations.

Decision:

That the PGR regulation amendments be approved.

(iii) Library Regulation amendments

The Chair of CASC reported that there had been no substantial amendments, merely updates regarding terminology.

Decision:

That the library regulation amendments be approved.

Items on Consent (all noted)

- (i) Annual Monitoring: Personalised Education Plan Proposal
- (ii) English Language Centre Banding System
- (iii) Executive LLM Pass/Fail Marking
- (iv) Medical Education: Reasonable Adjustment Policy
- (v) Professional Law Academy Juris Doctor
- (vi) Transforming the Experience of Students Through Assessment (TESTA) Update

c) Report of the Programme Development and Approval Committee (PDAC) [AB-18-06-20-07c]

Items on Consent (all noted)

Report of the meeting of 9 May 2018

- (i) Chair's Action taken since PDAC last met
- (ii) List of new programmes approved since PDAC last met
- (iii) New policy for programme closures & suspensions
- (iv) Pathways
- (v) New Business Case template for Programme Proposals
- (vi) PPF: MA Global Media Industries
- (vii) PPF: MSc Finance & Analytics
- (viii) PPF: Applied Statistical Modelling & Health Informatics
- (ix) PPF: MSc/MRes Healthcare Technologies
- (x) PPF: iBSc Primary Care
- (xi) PPF: PG Cert Advanced Clinical Training
- (xii) PPF: BSc/MSci Physics with Biophysics
- (xiii) PPF: MSci Physics with Qualified Teacher Status
- (xiv) PPF: BSc Nursing with Registration programmes
- (xv) PPF: MSc Global Affairs
- (xvi) PAF: BSc Nursing

d) Report of the College Research Committee (CRC) [AB-18-06-20-07e]

- (i) 2017 Careers in Research Online Survey

The Chair of the CRC highlighted that the survey results indicated that staff were fully engaged with their field of study as well as being engaged more widely in university activities, and that staff would welcome greater recognition for the this latter part of their role. It had also emerged from the survey that: there was a sense that real career progression pathways were less clear; and that over 31% indicated knowledge of or experience of disrespectful treatment.

On the last point, the Chair of CRC pointed out that this was a survey of over 500 people and so it had impact and was an issue that needed to be addressed as a university. Procedures would need to be reviewed and made more widely available. The Principal commented that the "It Stops Here" subcommittee had been doing a lot of work on bullying and inappropriate behaviour, and the IoPPN Executive Dean reported that the IoPPN was set to pilot an anonymous reporting process.

Regarding careers progression, it was acknowledged that King's needed to do better in looking after researchers' career interests whether they stayed in academia or not. There was a short discussion on the possibility of creating a pool of postdocs who might be eligible for internal support or newly available jobs when grants end. During this discussion it was noted that:

- The vast majority of the postdoc turnover was female, which had implications for gender equality at King's.
- Money being spent on research was increasing and there was going to be more demand for good postdocs than King's currently had the capacity to meet. Brexit would also have an impact.
- It was noted that there would need to be an objective process and structure for deciding who would be in a postdoc pool.
- It was suggested there was also an economic argument for a postdoc pool in terms of both hiring and redundancy costs.
- One option might be to look at a career progression path rather than one contract after another, and that better connections with industry could help build careers.
- The Centre for Research Staff Development (CRSD) oversight group was finding that while there was an appetite for a career progression path across faculties, there were barriers at HR level and at faculty Principal Investigator level too. Assumptions and unsubstantiated concerns would need to be addressed.

(ii) Research Excellence Framework (REF)

The Chair of the CRC stated that the Academic Board would receive regular updates on REF. The appointment of a REF delivery director was imminent, five impact coordinators would be appointed who would be embedded in the faculties, and REF leads for the main panels had been appointed. There would be a new dedicated REF website and meetings over the summer, coordinated by the main panel leads, would have an early look at publications and impact statements in the various areas and identify gaps. The REF oversight group had been meeting quarterly. The code of practice key issue was eligibility and diversity and inclusion would be absolutely critical.

(iii) Summary of New/Renewed Research Awards: 1 August 2017 to 30 April 2018

The Chair of the CRC reported that this area had taken a dip in recent years. However research awards were on an upward trajectory again, in part as a result of great support from the research development team. Data was included in the annexes to the report. It was important to maintain focus on the strategy and on productivity. It was noted that more funding was now available from UKRI across the disciplines.

Items on Consent (all noted)

- (i) RMID structure
- (ii) Improving Research Quality framework
- (iii) IP policy and research students
- (iv) GDPR for researchers

e) Report of the College Innovation Committee (CInnovC) [AB-18-06-20-07f]

The Vice President and Vice-Principal (Service) announced the Service Strategy launch, which was taking place on Thursday, 19 July at 6:30pm in the Great Hall, Strand Campus.

Items on Consent (all noted)

- (i) Service strategic framework
- (ii) Institute for Industrial Strategy update

9 Report of the KCLSU President [AB-18-06-20-09]

Items for Consideration

The President of King's College London Student Union (KCLSU) presented his last report to Academic Board in his capacity of KCLSU President. Mr Saqib provided a summary of the written report and the Chair then invited him and his fellow sabbatical officers to address the Academic Board on the occasion of their last meeting.

The sabbatical officers affirmed what a great opportunity it had been for them to better understand how the university functioned. The KCLSU President referenced the story telling session for the College Council Away Day, and encouraged everyone to be telling the amazing stories that there are at King's. He would take with him a passion for these stories.

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

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

Item for Consideration

In his absence, the Chair took the Dean's report as read.

Items on Consent

- a) Report of the Dean
- 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

There was none.

Irene Birrell

College Secretary

June 2018