Academic Board	
Meeting date	10 October 2018
Paper reference	AB-18-12-10-03b
Status	Confirmed
Access	Members and senior executives
FOI release	Following approval by Academic Board
FOI exemption	None, subject to redaction for commercial interest or personal data

Minutes

Date	10 October, 14.00
Location	K4U.12, 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
		Operations	Dr Ian Tebbett
	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
		Research	Professor Reza Razavi
		Service	Professor Jonathan Grant
	Assistant Principals	London	Baroness Bull
		Academic Performance	Professor Ian Norman **(A)**
	The Reverend the Dean		The Revd Canon Professor Richard Burridge **(A)**
	Deans of Faculty	Florence Nightingale Faculty of Nursing, Midwifery, Palliative Care & Rehabilitation	Professor Ian Norman **(A)**
		Social Science and Public Policy	Professor Frans Berkhout **(A)**
		Dickson Poon School of Law	Professor Gillian Douglas
		Arts and Humanities	Dr Johanna Malt, Interim Executive Dean
		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 **(A)**
		Dental Institute	Professor Mike Curtis
	The President of the Students' Union		Mr Ahad Mahmood
	Administrative Director of the Centre for Doctoral Studies		Professor Rebecca Oakey **(A)**
	Director of Students and Education		Tessa Harrison
	Operations Director (Research and Researchers)		Dr Martin Kirk
	Chairs or Deputies of Academic Board sub-committees who are not ex-officio Members	College Assessment & Standards Committee	Dr Michael Escudier
Students	Arts & Sciences Faculties	Undergraduate	*Vacancy to be filled in December 2018*
		Postgraduate	*Vacancy to be filled in December 2018*
	Health Faculties	Undergraduate	*Vacancy to be filled in December 2018*
		Postgraduate	*Vacancy to be filled in December 2018*
Faculty	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
		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)
5		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
	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
		elected junior	Dr Sandrine Thuret
		appointed	Dr Susan Duty
	Social Science and Public Policy	elected senior	Professor Kerry Brown
		elected junior	Rebekka Friedman
		appointed	Dr Carmen Pavel

In attendance:
Mr Hannan Badar (KCLSU Vice-President for Education (Health Faculties) - permanent invitee)
Mr Mohamed Salhi (KCLSU Vice-President for Education (Arts & Sciences) – permanent invitee)
Ms Jessica Oshodin (KCLSU Vice-President for Postgraduate – permanent invitee)
The Reverend Dr Keith Riglin in place of The Reverend Cannon Professor Richard Burridge
Professor Louise Barriball in place of Professor Ian Norman
Professor Peter Heather in place of Professor Rebecca Oakey
Ms Lynne Barker (Associate Director, Quality & Academic Support)
Dr Ian Barrett, Director of Academic Strategy (Arts & Sciences)
Professor Peter Heather (School of Doctoral Studies)

Secretariat:
Ms Irene Birrell (College Secretary)
Ms Xan Kite (Director of Governance Services)

1 Welcome, apologies and notices

The Chair welcomed the following new members of the Board to their first meeting:

Dr Martin Kirk, Operations Director (Research and Researchers);

Dr Michael Escudier, new Chair of CASC; and

Ahad Mahmood (first meeting as President of the KCLSU, and KCLSU sabbatical officers:

KCLSU Vice-President for Education (Arts & Sciences): Mohamed Salhi

KCLSU Vice-President for Education (Health Faculties): Hannan Badar

KCLSU Vice-President Postgraduate: Jessica Oshodin

The Chair also welcomed Dr Johanna Malt, Interim Executive Dean, who was substituting for Professor Marion Thain, Dean of Arts and Humanities who would join King's on 1 December.

The Board noted that the student membership vacancies would be filled in time for the December meeting of the Academic Board, as the student elections for this take place in October.

2 Approval of agenda

The agenda was approved.

3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-18-10-10-03]
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

Items for Consideration

a) Verbal report on any matters arising from the Chair
None that were not covered elsewhere on the Agenda.

b) Academic Board Review - Green paper [AB-18-10-10-05b]
Academic Board discussed the proposals of the Academic Board Review Working Group contained in the green paper (which was subsequently posted on the website and emailed to every member of staff and to every student). In short the proposals sought to streamline the Board's reporting structure, broaden membership and increase transparency. Consideration was also being given as to whether the Principal should continue to chair the Board. Responses to the Green Paper were being consolidated and considered and a report was due to be considered by the next meeting of the Academic Board.

In discussion the following views were noted:

- A call for all Executive Deans to remain as members of Academic Board.
- A call to use working groups, different meeting styles and nature of discussion on early stage proposals to get input from members.
- Balance of benefits gained from a chair who is not the Principal having a voice on Council and potential difficulties that could arise through opposing views between the chair and Principal.

Items on Consent Agenda (all noted)
c) Terms of Reference and Membership of the Academic Board 2018-2019 (noted) [AB-18-10-10-05c]

d) Dental Institute Strategic Plan and change of name (approved) [AB-18-10-10-05d]
College Ordinances provide that establishment of Faculties or other equivalent academic groupings are established by Council following consultation with the Academic Board. The Principal has overall authority to decide the composition of the Faculties and approve any changes in their academic components, which shall be notified to the Academic Board.

Academic Board received notice of a change of name for the Dental Institute, to the Faculty of Dentistry, Oral and Craniofacial Sciences (FoDOCS) and a revised academic divisional structure.

In June 2018, The Dental Institute adopted a five year strategic plan, which was the product of six-months analysis and consultation with colleagues, and aims to position King's as a world leader in dental, oral and craniofacial education, research and clinical care by 2023.

The plan was a product of extensive engagement with colleagues in the Institute, who contributed to its development, discussed a draft version (in the form of a Green Paper) and were consulted specifically about proposed structural and name changes. Colleagues were provided with the opportunity to give feedback in staff fora, individual meetings, and through an online survey. All affected colleagues had individual meetings with the Dean of the Institute or other senior colleagues. Feedback indicated strong support across the Institute for the proposed changes. The plan had been approved by the Faculty Executive, The Health Faculties Executive Committee (HFEC) and has the full support of the university Executive.

<u>Decision</u>
Academic Board approved the change of name for the Dental Institute, to the Faculty of Dentistry, Oral and Craniofacial Sciences (FoDOCS) and a revised academic divisional structure.

e) Re-instating a regulation in relation to King's Online (noted) [AB-18-10-10-05e]

f) Correction to the name of the Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (approved) [AB-18-10-10-05f]

6 Report of the President & Principal
Items for Consideration
a) Summary Report on Key Issues [AB-18-10-10-06a].

Academic Board considered the Principal's Report. The following key matters were summarised in the written report: NSS; Pay and Pensions; cleaners and security staff; KCL and KCLSU joint statement on freedom of

information; increase in research grants awarded to King's; the London Centre for Nanotechnology at the Crick; satisfactory admissions performance.

The SVP (Research) gave an update on preparation for the Research Excellence Framework 2021 submission. The new REF Manager had been appointed and five new impact managers were in the process of appointment. Comments on the draft response to the REF consutation and also on the King's code of cinduct aroud REF eligibility were invited.

b)   Middle Eastern Studies at King's [AB-18-10-10-06b]
The Academic Board was asked to note for information the closure of the Department of Middle Eastern Studies and the accompanying reallocation of staff, and the creation of the Institute of Middle Eastern Studies.

Middle Eastern Studies was a thriving and highly valued area of research and teaching at King's. For the past several years, this had been led by what is currently the Department of Middle Eastern Studies, in collaboration with colleagues in other departments. From 1 September 2018 King's would reorganise the way that Middle Eastern Studies was supported, by creating an Institute of Middle Eastern Studies to which all staff working in this area will be affiliated.

Current staff of the Department of Middle Eastern Studies would join the departments of Political Economy, International Development, European and International Studies, and War Studies, strengthening their existing links with colleagues in those departments. The new Institute would provide an exciting opportunity to create a larger research cluster of Middle Eastern scholars, continuing with the regular research seminar and special public events and providing students at all levels across the Faculty of Social Science and Public Policy with an opportunity to hear and discuss the latest research with scholars and practitioners in the field.

The three Masters programmes offered by the Department will continue as before, with students affiliated both to the new Institute and to the Department of Political Economy (MA Political Economy of the Middle East, MA Middle Eastern Studies) or the Department of War Studies (MA Conflict Resolution in Divided Societies), giving them the advantage of both a specialist Institute and the opportunities available in a larger Department.

c)   NSS and PTES Results 2018 [AB-18-10-10-06c]
Academic Board received the results of the 2018 NSS and PTES which presented a mixed picture for King's. The report had been discussed by Council on 26 September 2018.

In the NSS, with a response rate of 62.7%, a disappointing reduction had been seen in overall satisfaction of 2.1%, moving from 80.9% to 78.8%. Within this overall picture, a sense of pride was encouraged in the subject areas and programmes which had performed very well. Twenty-two subject areas (roughly corresponding with departments) scored above 80% satisfaction, and four exceeded 90%. At course level, in total 32 courses exceeded 80% satisfaction, with seven achieving scores in the 80-90% range, and three receiving scores of 100% satisfaction: Biomedical Science with Extra Mural year, English Law and French Law, and Politics, Philosophy and Law.

For PTES, with a response rate of 38.9%, the results again showed a disappointing drop of 4.9% in overall satisfaction compared to the previous year, moving from 85.2% to 80.3%. The larger decline seen in King's results was disappointing. However, King's still compared favourably with other institutions, outperforming London and the Russell Group and achieving a similar level of overall satisfaction to the sector as a whole. Again, there are some very positive results which should be celebrated. Twelve courses received 100% overall satisfaction scores in PTES, and two exceeded 95%.

The report identified key themes. It was recognised some time ago that the problems which are reflected in the King's PTES and NSS scores are not matters of 'quick fixes', and that a programme of transformative change in education was required, leading to the development of the King's Education Strategy 2017-22. The approach to improving student satisfaction remains the Education Strategy, which sets out an ambitious roadmap for improving all aspects of the quality of provision. It was recognised that the outcomes of the Education Strategy would take time to emerge, and that the university was engaged in a process of long-term change.

Mechanisms to address high staff student ratios and potential impact on the student experience were under discussion.

d) Size and Shape [AB-18-10-10-06d]
Academic Board received a high level summary of the feedback received from members of Academic Board during and after the workshop held on 19 September 2018 on Delivering Vision 2029.

Members of the Academic Board who were at the workshop were asked to review the above summary and highlight any points which were disputed, insufficiently clear or missing. The feedback would be used by the Executive to inform the next stage of development of the Central Case, and also communicated to Council to inform their thinking on the Central Case.

Academic Board had indicated broad support for the logic of the Central Case, and the direction of travel proposed, but had noted that the risks lie more in *how* the Central Case is implemented, rather than the overarching principles and *what* the central case proposes. Some of the implications were not yet properly understood (and could not be until further work had been done in the next stage of implementation) and so would need further ongoing review and discussion on individual points.

Academic Board had given general support for the principle of the holistic approach being proposed – relating different decisions to each other so that strategic choices and trade-offs were more visible

During discussion it was noted that decisions regarding the delivery of subjects currently being delivered in class sizes of fewer than ten would be driven by academic judgement.

7 Reports of Committees

a) Report of College Education Committee (CEC) [AB-18-10-10-07a]
The Chair of CEC presented two items for consideration. The remaining items were on the Consent Agenda.

(i) Annual Provider Review (for approval)
As part of the revised governing body responsibilities, King's College Council is required to demonstrate additional assurances about the quality of the student academic experience, student outcomes, and the standard of awards. The report was approved by the Academic Board and provided:
- an update on actions taken since the 2017/18 report (pages 6 - 15);
- an action plan for 2018/19 (pages 15 - 19);
- specific data relating to the outputs from key processes and activities of quality assurance during 2017/18, together with an indicative RAG rating (pages 20 - 27);
- qualitative analysis, focusing on the reliability of degree standards and continuous improvement of the student academic experience during 2017/18 (pages 28 – 33);
- confirmation that key processes and activities of quality assurance have been mapped against the expectations and core practices of the revised QAA UK Quality Code for Higher Education (that equate to the initial conditions of registration with the OfS (conditions B1, B2, B3, B4 and B5- appendix 1).

As in 2017/18, this report included specific data relating to the outputs from key processes and activities, together with an indicative RAG rating. A Task and Finish Group of the College Assessment and Standards Committee met during the 2017/18 academic year to agree a set of KPIs for activities related to quality assurance. End notes were provided to explain the rationale for RAG ratings and footnotes provided additional context (where required) in cases of red or amber ratings.

This report had been considered by College Education Committee at its meeting on 3 October 2018 before being submitted to Academic Board at its meeting on 10 October 2018 and Council on 27 November 2018.

<u>Decision:</u>
Academic Board approced the motion to recommend that Council approve the Annual Provider Review.

(ii) Module Evaluation 2017/18 [AB-18-10-10-07aii]
Academic Board received a summary of significant developments in the Module Evaluation process in 2017/18. Student module evaluations contributed to the granular view of the quality of the student learning experience required which could not be achieved through external assessment frameworks. The developments included the adoption of standardised module evaluation questions and scales across the university, redesigned to improve relevance and ensure a focus on the improvement of student engagement and approved by CEC. Feedback on every King's module would be collected through EvaSys with a reporting function used for the production of reports from the module evaluation system across all faculties. Limited temporary arrangements

would be supported in 2018/19 for those faculties that had requested to revert to paper-based methods of collecting feedback given low response rates.

With guidance on how to use the information fairly, module evaluation information would be drawn into PDR discussions as one source of relevant information, and should be incorporated into the individual academic reports used in PDR for module leads/coordinators. This would inform a meaningful PDR conversation, recognise good performance, and provide support, advice and development where it is needed.

Module evaluation information would continue to be made available to individual module leaders, their Heads of Department, specified relevant leaders at the Faculty, supra-Faculty and university level – the Executive Deans, Deans/Vice-Deans Education and Faculty Education Managers (for their faculties), the Provosts (for relevant faculties), and the VP Education – to support the broad process of enhancing our educational provision.

During discussion it was noted that care should be taken to alleviate survey fatigue by making clear the purpose and use of the feedback received.

Items on Consent (all noted) [AB-18-10-10-07a]
(i) Academic Probation Regulations
(ii) Tier 4 CAS Policy
(iii) Lecture Capture Policy
(iv) Subject Level TEF
(v) Education Strategy
(vi) Programme Enhancement Process
(vii) College Teaching Fund
(viii) Sub-Committee's reports

b) Report of College Assessment and Standards Committee (CASC) [AB-18-10-10-07b]
The Chair of CASC presented one item for consideration. The remaining items were on the Consent Agenda.

(i) Emergency Regulations [AB-18-10-10-07b]
Academic Board considered emergency regulations recommended for approval by CASC, these having been previously approved by the Chair of the College Assessment and Standards Committee (CASC) by Chair's action.

The Emergency Regulations were a framework to allow progression and/or award where performance was prevented by acts or events which may be beyond the control of King's.

Decision:
Academic Board approved the motion that revisions be made to Academic Regulation G to include regulations G4.7-G4.16, the emergency regulations.

Items on Consent [AB-18-10-10-07b]
(ii) RADA Regulations (approved)
(iii) Terms of Reference and Membership 2018/19 (noted)
(iv) Schedule of Work 2017/18 (noted)
(v) Short Courses Policy (noted)
(vi) HEA External Examiner Pilot (noted)
(vii) External Examiner Induction (noted)
(viii) RAG Rating Quality Assurance Processes (noted)
(ix) Programme Review Scrutiny Panel (noted)
(x) QAA Higher Education Review 2015-16 Update (noted)
(xi) Plagiarism Expedited Procedure Templates (noted)
(xii) Review of Reformatted Regulations (noted)
(xiii) English Language Centre Banding Scheme (noted)
(xiv) Marking Criteria – Open Book Examinations (noted)
(xv) Mitigating Circumstances Working Group (noted)
(xvi) Study Abroad and Short Course Assessment Board (noted)
(i) Rounding of Marks on SITS Task & Finish Group (noted)

c) Report of the Programme Development and Approval Committee (PDAC) [AB-18-10-10-07c]

Items on Consent (all noted)
- (i)   Chair's Action taken since PDAC last met
- (ii)   List of new programmes approved since PDAC last met
- (iii)   Major/Minor Modifications Table
- (iv)   Programme & Module Approval Procedures
- (v)   PPF: Modern Languages, Literature & Culture
- (vi)   PPF: MSc Marketing
- (vii)   PPF: HKU-KCL Joint PhD Programme in Dental & Craniofacial Sciences
- (viii)   PPF: Applied Statistical Modelling & Health Informatics
- (ix)   PPF: MSc / MRes Healthcare Technologies
- (x)   PPF: BSc Neuroscience & Psychology
- (xi)   PPF: BSc Psychology & Criminology
- (xii)   PPF: MSc Forensic Psychology
- (xiii)   PPF: MSc Nursing with Registration as an Adult / Children's / Mental Health Nurse
- (xiv)   PPF: MSci Nursing with Registration as a Children's & Mental Health Nurse
- (xv)   PPF: PGCE Geography
- (xvi)   PPF: MSc Public Policy
- (xvii)   PAF: LLB English Law & Spanish Law
- (xviii)   PAF: Partnership agreement for the LLB Transnational Legal Studies programme
- (xix)   PAF: King's Academy Learning & Teaching Programme

     d)   Report of the College International Committee (CIntC) [AB-18-10-10-07d]
Items on Consent (all noted)
- (i)   Terms of Reference and Membership for 2018-2019
- (ii)   Country and Regional Strategies
- (iii)   Communities of Practice
- (iv)   Entrepreneurship Institute

8   Report of the KCLSU President [AB-18-10-10-08]
Items for Consideration

The President of King's College London Student Union (KCLSU) presented a brief outline of the academic priorities of the student officers and the main priorities for the academic student officers of KCLSU. The report included collective projects as identified under Academic Experience as well as individual officer projects for the below officers who hold an academic portfolio: Vice President Education (Health); Vice President Postgraduate; and Vice President Education (Arts and Sciences).

KCLSU officers had highlighted four areas of development in a report made to KCL College Council on 26 September 2018. Academic experience was a key factor in these priorities and the report to Academic Board gave a summary of the academic issues highlighted to Council and asked that the academic committee actions appropriate processes to explore the issues highlighted with an attempt to deliver upon the key outcomes.

9   Report of The Acting Dean [AB-18-10-10-09]
Item for Consideration
     a)   Report of the Dean [AB-18-10-10-09a]
     The Academic Board received the Report of the Dean, which was presented by The Reverend Dr Keith Riglin

Items on Consent
     b)   Election of Associates of King's College [AB-18-10-10-09b]

<u>Decision:</u>

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
October 2018