

Academic Board	
Meeting date	9 October 2019
Paper reference	AB-19-12.11-03.2
Status	Confirmed
Access	Members and senior executives
FOI release	Following approval by Academic Board, subject to redaction
FOI exemption	None, subject to redaction for commercial interest or personal data

Minutes – Approved

Date 9 October 2019, 14.00

Location Great Hall, Strand Campus

Composition		Members	Attendance 2019-20						
			09.10.19	11.12.19	05.02.20	29.04.20	17.06.20		
Ex officio	President & Principal (Chair of Academic Board)	Professor Edward Byrne	✓						
	Senior SVP/Provost (Health)	Professor Sir Robert Lechler	A						
	Vice SVP/Provost (Arts & Sciences)	Professor Evelyn Welch	✓						
	Presidents VP (Education)	Professor Nicola Phillips	A						
	& Vice VP (International)	Dr 'Funmi Otonisakin	A						
	Presidents VP (Research)	Professor Reza Razavi	✓						
	VP (Service)	Professor Jonathan Grant	✓						
	VP (London)	Baroness Bull	✓						
	The Reverend the Dean	Tim Ditchfield (substituting)	✓						
	The President of the Students' Union	Mr Shaswat Jain	✓						
	KCLSU Vice Presidents Education	Vice President for Education (Arts & Sciences)	Mr Gurbaaz Singh Gill	✓					
		Vice President for Education (Health)	Ms Rhiannon Owen	✓					
		Vice President for Postgraduate	Ms NafizaMamun	✓					
	Deans of Faculty	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care	Professor Ian Norman	✓					
		Social Science and Public Policy	Professor Frans Berkhout	A					
		Dickson Poon School of Law	Professor Gillian Douglas	✓					
		Arts and Humanities	Professor Marion Thain	✓					
		Institute of Psychiatry, Psychology & Neuroscience	Professor Ian Overall	A					
		King's Business School	Professor Stephen Bach	✓					
		Natural and Mathematical Sciences	Professor Michael Luck	A					
		Life Sciences & Medicine	Professor Richard Trembath	✓					
		Dentistry, Oral & Craniofacial Sciences	Professor Mike Curtis	A					
	Dean for Doctoral Studies	Professor Rebecca Oakey	✓						
Elected Students	One student from each faculty, split equally across UG/PGT/PGR	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care	<i>Tbc (elections underway)</i>	-					
		Social Science and Public Policy	<i>Tbc (elections underway)</i>	-					
		Dickson Poon School of Law	<i>Tbc (elections underway)</i>	-					
		Arts and Humanities	<i>Tbc (elections underway)</i>	-					
		Institute of Psychiatry, Psychology & Neuroscience	<i>Tbc (elections underway)</i>	-					
		King's Business School	<i>Tbc (elections underway)</i>	-					
		Natural and Mathematical Sciences	<i>Tbc (elections underway)</i>	-					
		Life Sciences & Medicine	<i>Tbc (elections underway)</i>	-					
Dentistry, Oral & Craniofacial Sciences	<i>Tbc (elections underway)</i>	-							
Elected Staff	Four academic staff members from each faculty (and five in the case of larger faculties) elected by and from the staff of each faculty.	Arts & Humanities (5 members)		Professor Abigail Woods	✓				
		Dr Jessica Leech	A						
		Professor Ana Snaith	✓						
		Dr Simon Sleight	✓						
	Dentistry, Oral & Craniofacial Sciences (4 members)		Dr David Moyes	✓					
	Professor Kim Piper	A							
	Dr Barry Quinn	✓							
	Dr Anitha Bartlett	✓							
	Dickson Poon School of Law (4 members)		Professor John Tasioulas	A					
	Dr Megan Bowman	✓							
	Dr Leslie Turano-Taylor	A							
	Dr Frederico Ortino	✓							
	King's Business School (4 members)		Mr Crawford Spence	A					
	Dr Chiara Benassi	A							
	Professor Riccardo Peccei	✓							
	Dr Susan Trenholm	✓							
	Life Sciences & Medicine (5 members)		Dr Samantha Terry	A					

		Dr Alison Snape	✓				
		Professor Maddy Parsons	A				
		Dr Baljinder Mankoo	✓				
		Dr Susan Cox	✓				
	Natural and Mathematical Sciences (4 members)	Dr Chris Lorenz	A				
		Dr Andrew Coles	A				
		Professor David Burns	A				
		Professor Paula Booth	A				
	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (4 members)	Dr Janet Anderson	✓				
		Professor Jackie Sturt	A				
		Dr Julia Philippou	✓				
		Dr Tommy Dickinson	A				
	Institute of Psychiatry, Psychology & Neuroscience (5 members)	Professor Guy Tear	✓				
		Dr Marija Petrinovic	✓				
		Dr Yannis Paloyelis	✓				
		Dr Eamonn Walsh	✓				
		Professor Robert Hindges	✓				
	Social Science and Public Policy (5 members)	Professor Kerry Brown	✓				
		Dr Rebekka Friedman	A				
		Dr Clare Herrick	A				
		Dr Ye Liu	A				
		Dr Jane Catford	A				
	Three professional staff	Education Support	Ms Michelle Robinson	✓			
		Research Support	Mr James Gagen	✓			
		Service Support	Ms Kat Thorne	✓			
	Two post doctoral researchers	Arts and Sciences Faculties	Dr Hannah Murphy	✓			
		Health Faculties	Dr Matthew Liston	✓			
	Independent member of Council		tbc	-			

In attendance:

Professor Ian McFadzean, in place of the VP (Education)
 Ms Tessa Harrison, Director of Students and Education
 Ms Lynne Barker (Associate Director, Quality Standards & Enhancement)

Secretariat:

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

1 Welcome, apologies and notices

The Chair welcomed all members to the first meeting of the academic year and noted the new constitution of the Board and changes made to its operation that would empower the Board and strengthen its relationship with the Council. He welcomed in particular the 24 new members joining this year, in part due to increased numbers of elected members and thanked all members for committing to this very important part of university governance.

2 Approval of agenda

The agenda was approved.

3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-19-10-09-03]

Decision

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

4 Matters Arising from the Minutes

4.1 Academic Board Operations Committee (ABOC) Membership

Academic Board noted the membership of the Academic Board Operations Committee following the elections. The membership for 2019-20 was: Professor Nicola Phillips (in the chair), Professor Reza Razavi, Professor Frans Berkhout, Professor Kerry Brown, Professor Maddy Parsons and Professor Alison Snape. The student member would be selected following the student elections to Academic Board due to be announced later in October.

4.2 Election of Council Members – Proposed Process

Academic Board considered a recommendation from the Academic Board Operations Committee that it should agree to recommend the process for the election of members of Academic Board to Council, for approval by Council for insertion into the Standing Orders which form part of the Ordinances.

If approved by the Academic Board, the Secretariat would conduct an electronic election in accordance with the process resulting in new members being in place to attend the November 2019 meeting of Council.

It was noted that all members of Academic Board would be eligible to nominate and vote, but that only elected staff members of Academic Board would be eligible to stand for election. There would be three elections in order to fill the three categories required: senior academic staff, junior academic staff and professional staff.

In discussion a member asked why statements from candidates were to be limited to 150 words. The College Secretary explained that this limit was for publication on the ballot – candidates would be free to circulate additional information in support of their candidacy as they wished.

It was noted that the members once elected would be full members of Council and would be required to act as individuals and not as sectional representatives.

In a separate discussion it was noted that the student call for nominations for election to the student positions on Academic Board had not resulted in there being any nominees from the Dickson Poon School of Law. The Dean would encourage nominations before the extended deadline.

Decision:

Academic Board approved the recommended process for the election of members of the Academic Board to Council for insertion in the Standing Orders which form part of the Ordinances, as set out in the paper.

5 Update on Bush House

Members received a copy of the report on the Bush House Report Implementation for review in advance of the meeting and a copy of “Our Principles in Action”, previously circulated to all staff, was tabled. The paper presented a two-part approach to the implementation of recommendations from the external review of security arrangements for the opening of Bush House that addressed both the strengthening and development of King’s community and relationship with KCLSU, and changes to policies, procedures and governance arrangements in various areas. The paper gave an overview of steps that had been undertaken to address time-sensitive or priority recommendations from the report, and the establishment of an implementation steering group to provide guidance and oversight.

The Senior Vice President (Arts and Humanities), the President of the Students’ Union, the Director of Estates and Facilities, the Associate Director of Facilities and the Director of Students and Education gave an introduction to the item.

The SVP (Arts and Sciences) noted that the problem was not a lack of policy or procedure, but that these were not always put into practice; the issue was not about individuals but about culture, and there was need to consider what we do with the data King’s, like all other institutions, collects on its members every day. Attention needed to be paid to how members of the community interact with and treat each other, especially in situations where there might be considerable disagreement on an issue.

The President of KCLSU noted that in ensuring against similar occurrences in future, King’s must focus on structural issues rather than individual events, addressing cultural reform to correct the issues. KCLSU was supporting and collaborating with the review of systems and students would be involved in resolving this in future.

The Associate Director of Facilities reported that the security staff had not felt safe and supported by the university in the course of a number of high profile or controversial events. She noted that since the Bush House event, 250 security staff had been insourced, those positions having previously been filled through third-party contracts. It was important that these staff be integrated in and feel fully a part of the King’s community. She reported that the KCLSU would be involved in the selection of the next head of security. Language to describe staff in the service had changed from “front line staff” to “community-facing staff” and changes were being made to the way in which the service dealt with high risk events within the wider university work.

The Director of Students and Education noted that King’s students want to change the world and have strong opinions; the university needed to provide space for them to do that even though it would find some of their views challenging. The university needed to communicate more clearly around freedom of speech and behavioural expectations for students and staff and to simplify the myriad of policies and procedures into a procedural framework.

Following the introduction, Academic Board members held table discussions on issues arising from the report. Student and staff members were mixed on the tables.

The tables fed back to the whole Board and raised the following comments and questions:

- What processes will be put in place to prevent the data breach from happening again?
- Could the Board have a report on the investigation of the data breach?
- How was the data that was disclosed to the police collected and what is happening within those processes now?
- There is a need for change in culture and pedagogy throughout King's, not just addressing this extreme instance. The greatest source of ongoing student unrest was the belief that the group of students that had been subject to the card ban had been subject to racial, political and religious profiling. This belief had not been upheld in the Report, but that determination and the reasons for it had not been well communicated to students and the unrest with regard to this belief continued.
- How do we move beyond blaming, acknowledge that this has happened, and refocus on what we can do now?
- How can we embed the Principles in Action statement in all our conversations?
- What kind of training might be provided for executive deans and senior staff when they are acting in the "duty dean" role?
- We are placing too many expectations on the community facing staff and should find ways to allow the student voice to be heard.

A summary of the questions raised in table discussion would be provided to the steering group.

The Principal noted that this was a journey that all the great universities were on in developing a community where disparate views can be heard and respected and that King's hoped to be one of the leading universities in the area going ahead.

6 Report of the President & Principal

Items for Consideration

6.1 Summary Report on Key Issues [AB-19-10-9-06.1]

Academic Board considered the Principal's Report. The following key matters were summarised in the written report: industrial action preparation, Brexit, USS update, Bush House Opening Steering Group update, with appendices providing further detail on other issues.

The Principal reported that King's was in increasingly good shape with high morale, and outstanding ongoing work in education and research. This sense of optimism was substantiated by recent rankings, including placing fifth in the world and second in the UK for Impact, rising two places in the THE rankings when most competitors had fallen, and seeing a major improvement in NSS results over last year. King's had seen the greatest increase in student applications year on year of any Russell Group university. The Principal offered particular congratulations to the Faculty of Life Sciences and Medicine and SVP (Health) for the turnaround performance in the NSS in medicine.

The Principal also reported on two key current matters:

- Student accommodation provision which was being reviewed as a result of the insufficient number of rooms provided this year following over-provision last year.
- The insourcing of security and cleaning staff which had been accomplished with great success and was a matter of great pride, uniformly supported across King's.

6.2 Portfolio Simplification [AB-19-10-9-06.2]

Academic Board was asked to approve recommendations made by the Curriculum Commission concerning submissions from the Institute of Psychiatry, Psychology and Neuroscience and the King's Business School. The proposals had been subject to a thorough process and marked a significant milestone in the Portfolio Simplification process.

Faculties had been reviewing their in-scope programmes and modules to make decisions on whether to discontinue, reconfigure or retain each. The process represented transformational work for King's that should make significant improvements to the educational portfolio and reduce staff load. It was an ambitious strategy and presented difficult decisions. The Commission had received submissions in full from the two faculties in June and presented its recommendations to the Board. Neither faculty anticipated any impact on other programmes.

Academic Board members questioned the threshold measure used for modules being classified as being in-scope and it was explained that the numbers had been taken as averaged over three years and the impact on modules factored into discussions.

A member noted the large number of modules to be discontinued in the IoPPN and it was noted that this included a large number that were already effectively defunct; decisions had focused on sustainability analysing three years' data.

The Dean of KBS reported that the changes there had been driven by an extensive period of undergraduate education reform resulting in a new offer to be introduced in the Autumn and that some of the smaller modules were being retained as part of the executive education programme which was growing.

Decision:

Academic Board approved the full list of recommendations set out in paper AB-19-10-09-06.2.

7 Reports of Committees

7.1 Report of College Education Committee (CEC) [AB-19-10-9-07.1]

Professor Ian McFazdean presented the report on behalf of the Vice President & Vice-Principal (Education), which included one item for consideration.

(i) Office for Students – Report to Council on Conditions of Registration

The Academic Board was asked to consider a report to Council which provided an update on actions taken since the 2018/19 Annual Provider Review report to the OfS. It gave clarification of the ongoing conditions being monitored, confirmation of conditions that had not changed, confirmation of meeting new conditions and an update on conditions that may have changed since the initial registration process. The report had been endorsed by the College Education Committee and was recommended for approval.

Decision

Academic Board approved the report providing updates on the OfS conditions of registration for submission to Council.

Items on Consent

- (ii) Inns of Court College of Advocacy validation - approved
- (iii) Regulations Royal Academy of Dramatic Arts – approved
- (iv) CEC Terms of Reference amendment – approved
- (v) Language: core/non-core modules (noted)
- (vi) Schedule of business for 2019/20 (noted)
- (vii) Director's Report (noted)
- (viii) Matters arising from Faculty Education Committees (noted)
- (ix) Approach to Digital Education (noted)
- (x) Student Outcomes Delivery Plan (noted)
- (xi) Subject-level TEF (noted)
- (xii) CEC Unanimous Consent Agenda (noted)
- (xiii) KEATs and Accessibility Regulations (noted)

7.2 Report of College Research Committee (CRC) [AB-19-10-9-07.2]

The Vice President & Vice-Principal (Research) presented the report, which included two items for consideration.

- (i) Update on REF preparations
Research England had approved the Code of Practice in August 2019 pending two minor clarifications on the communication plan for staff on leave and details of the REF-specific EDI training. This was excellent news and enabled implementation of the processes outlined in the Code. The VP (Research) thanked all concerned.

The first panel to evaluate staff circumstances disclosures was due to meet in October 2019 and a significant number of submissions were still expected.

A first draft of the REF 5a (Institutional Environment Statement) document had been produced and would be circulated for comments at a later date. A series of workshops were also planned towards the end of 2019/early 2020 to support UoA leads in developing the REF 5b (UoA Environment statement) documents.

A first review of all 191 draft impact case studies had been completed and a summary of the outcomes will be submitted to the REF Oversight group on 7 November. The overall picture was positive, though it was recognised that a significant amount of work was required to ensure that the case studies were ready for submission.

The survey for submission intentions was opened on 30 September and would close on 6 December. All UoAs were encouraged to consider the breadth of submissions within the Unit and engage with the survey to ensure that REF panels were equipped to evaluate submissions. The survey of intentions was not binding, and therefore the recommendation was to err on the side of inclusion when considering possible outputs to be submitted.

The first draft of the institutional level environment statement had been written and workshops to help with the preparation of the local level statements would be held at the end of this year.

- (ii) Concordat to support career development
On 12 September 2019 the revised Concordat to Support the Career Development of Researchers had been launched, following extensive sector-wide consultation. Individual stakeholder institutions would be signing up to it over the next few months and would then have a year to create an action plan. It is the intention at King's that this action plan be ready for incorporation in the environment section of the REF 2020 submission.

The Concordat was structured around three principles: 1) Environment & Culture, 2) Employment, and 3) Professional & Career Development. The Centre for Research Staff Development was organising opportunities for interested parties to find out more and to contribute to formulation of the action plan. Dr Kathy Barrett (kathy.barrett@kcl.ac.uk), Head of Research Staff Development (Centre for Research Staff Development) is leading on this activity on behalf of King's.

Items on Consent (all noted)

- (iii) DORA compliance and open research
- (iv) Update on e-Research planning

7.3 Report of the College Service Committee (CSC) [AB-19-10-9-07.3]

The Vice-Principal (Service) reported on the success of the sustainability work at King's and noted that the Sustainable Travel Policy would be brought for discussion at the next meeting of Academic Board. King's had been shortlisted for a THE award on sustainability in addition to being ranked fifth in the THE impact rankings.

Items on Consent (all noted)

- (i) Metrics and Measurement paper

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- (ii) Service Annual Report 2018-19
 - (iii) European Students Sustainability Auditing (ESSA) update
 - (iv) Socially Responsible Procurement Policy and its implementation
 - (v) King's-wide Festival
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7.4 Report of the College London Committee (CLC) [AB-19-10-9-07.4]
Items on Consent (all noted)

- (i) #KingsLocal: Updated
 - (ii) King's London Highlights
 - (iii) Chair's Report
 - (iv) Faculty Annual Reports
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8 Report of the KCLSU President [AB-19-10-09-08]

The KCLSU President made his first report to the Academic Board and addressed the following key issues set out in his report: mental health support, financial hardship, curriculum decolonisation and sexual harassment awareness and processes.

A member asked how decolonising the curriculum could be addressed in the area of science where it was not seen as pertinent as in the arts. It was noted that there were many issues of pedagogy that could be addressed, such as the racial representation of mannequins in laboratories.

It was noted that the accessibility of reporting structures would be critical to the success of the sexual harassment processes.

The Board noted that there were no formal communication lines between KCLSU and departments and KCLSU was keen to develop these. Recommendations from the review of the representation framework which included this issue would be brought to Academic Board from the Students and Education Directorate and KCLSU for consideration.

The Board asked how discussion of big items might be continued from one year to the next as sabbatical officers changed. It was noted that there were examples of successful continuing projects and work on this would continue to be a focus for KCLSU.

The Chair thanked the KCLSU President and sabbatical officers for their input to a good discussion on important themes.

9 Report of The Acting Dean

Item for Consideration

a) Report of the Assistant Dean [AB-19-10-09-09.1]

The report of the Assistant Dean was noted. The Assistant Dean reported that there were currently 2389 students registered for the AKC following the recent revisions to the programme structure and processes and he thanked the programme team for their success.

Items on Consent

a) Election of Associates of King's College [AB-19-06-19-09.2]

Decision:

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

10 Any Other Business

There was no other business.

Irene Birrell

College Secretary, October 2019
