

Academic Board
Meeting date 11 December 2019

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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 11 December 2019, 14.00

Location Great Hall, Strand Campus

Composition		Members	Attendance 2019-20						
			09.10.1	11.12.1	05.02.2	29.04.2	17.06.2		
Ex officio	President & Principal (Chair of Academic Board)	Professor Edward Byrne	√	√					
	Senior Vice President (SVP/Provost (Health))	Professor Sir Robert Lechler	A	A					
	Vice President (SVP/Provost (Arts & Sciences))	Professor Evelyn Welch	√	√					
	Presidents & Vice Presidents	VP (Education)	Professor Nicola Phillips	A	√				
		VP (International)	Dr 'Funmi Olonisakin	A	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	√	A				
		Vice President for Education (Health)	Ms Rhiannon Owen	√	√				
		Vice President for Postgraduate	Ms Nafiza Mamun	√	√				
	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	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	√	A					
Elected Students	One student from each faculty, split equally across UG/PGT/PGR	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care		Ling Wang	-	√			
		Social Science and Public Policy		Jacob Nyokabi	-	√			
		Dickson Poon School of Law		Felipe Tirado	-	A			
		Arts and Humanities		Karen Stewart	-	A			
		Institute of Psychiatry, Psychology & Neuroscience		Gurbaani Bhalla	-	A			
		King's Business School		Stephen Anurag Prathipati	-	√			
		Natural and Mathematical Sciences		Yichen Li	-	A			
		Life Sciences & Medicine		Shilpa Lekhraj Peswani Sajnani	-	A			
Dentistry, Oral & Craniofacial Sciences		Shiv Bharakhada	-	√					
Elected Staff	Four academic staff members from each faculty (and five)	Arts & Humanities (5 members)		Professor Abigail Woods	√	√			
				Dr Jessica Leech	A	A			
				Professor Anna Snaith	√	√			
				Dr Simon Sleight	√	√			
				Professor Mark Textor	√	A			
		Dentistry, Oral & Craniofacial Sciences (4 members)		Dr David Moyes	√	√			
				Professor Kim Piper	A	√			

in the case of larger faculties) elected by and from the staff of each faculty.		Dr Barry Quinn	√	√				
		Dr Anitha Bartlett	√	√				
	Dickson Poon School of Law (4 members)	Professor John Tasioulas	A	A				
		Dr Megan Bowman	√	A				
		Dr Leslie Turano-Taylor	A	A				
		Dr Federico Ortino	√	√				
		King's Business School (4 members)	Mr Crawford Spence	A	A			
		Dr Chiara Benassi	A	√				
		Professor Riccardo Peccei	√	A				
		Dr Susan Trenholm	√	√				
	Life Sciences & Medicine (5 members)	Dr Samantha Terry	A	A				
		Dr Alison Snape	√	√				
		Professor Maddy Parsons	A	A				
		Dr Baljinder Mankoo	√	√				
		Dr Susan Cox	√	√				
	Natural and Mathematical Sciences (4 members)	Dr Chris Lorenz	A	A				
		Dr Andrew Coles	A	A				
		Professor David Burns	A	A				
		Professor Paula Booth	A	√				
	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (4 members)	Dr Janet Anderson	√	A				
		Professor Jackie Sturt	A	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	A				
		Dr Clare Herrick	A	√				
		Dr Ye Liu	A	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:

Mr Chris Mottershead, SVP (Quality, Strategy & Innovation) and Interim SVP (Operations)
Ms Lynne Barker (Associate Director, Quality Standards & Enhancement)
Ms Clair Murray (KCLSU Community Development Coordinator)
Ms Emily Taper (KCLSU Community Development Coordinator)
Mr Denis Shukur (KCLSU Chief Executive)
Mr Ian Barrett (Director of Academic Strategy)
Ms Sarah-Jane Johnson (Associate Director, Strategic Programmes)
Ms Niamh Godley (Bush House Project Manager)
Dr Juliet Foster (Deputy Dean of Education, Institute of Psychology, Psychiatry & Neuroscience)
Dr Jon Wilson (Vice Dean Education, Arts & Humanities)

Secretariat:

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

1 Welcome, apologies and notices

The Chair welcomed members to the meeting.

2 Approval of agenda

The agenda was approved.

3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-19-12-11-03]

A request had been received to remove module evaluations from the Unanimous Consent Agenda for discussion (Item 11.1(3) Report of the College Education Committee – matters arising from Faculty Education Committees, including module evaluations). No other requests were received.

Decision

That the reports on the Unanimous Consent Agenda be taken as read and noted or approved, with the exception of item 3 on the report of the College Education Committee (AB-19-12-11-11.1).

4 Matters Arising from the Minutes

There were none not covered under Unanimous Consent.

5 Report of the Chair**5.1 Council Election Outcome**

The election of Academic Board members to Council had been conducted in accordance with the procedure approved by the Board and the following members had been duly elected: Professor Guy Tear, Dr Susan Trenholm and Ms Kat Thorne.

5.2 Welcome new student members

The Principal welcomed the newly elected student members to membership of the Academic Board: Karen Stewart, Shiv Bharakhada, Felipe Tirado, Stephen Anurag Prathipati, Shilpa Lekhraj Peswani Sajnani, Yichen Li, Ling Wang, Gurbaani Bhalla and Jacob Nyokabi.

5.3 Fast Track Email Vote Outcome – report on email approval regarding portfolio simplification

The College Secretary reported that the fast track vote concerning proposals resulting from the portfolio simplification process had resulted in approval with 49 of the 76 members of the Board voting, 48 in favour and 1 against. Members were thanked for their patience and contributions to the email vote. The Academic Board Operations Committee would consider the process for fast track voting in the light of lessons learned from the experience.

5.4 Publication Scheme

The Publication Scheme, required under the Freedom of Information Act 2000 to outline the materials that would be routinely published, had been reviewed and changes would be made to the committee materials published from January 2020. The full Academic Board Agenda and papers pack, redacted where necessary for commercial and personal information, would be published the day after circulation to members in advance of each meeting. Members would be notified of the redacted elements and encouraged to discuss all other aspects with colleagues in advance of the meeting.

6 Towards an environmentally Sustainable Travel Policy for King's [AB-19-12-11-06]

Academic Board was invited to advise on how best to incorporate sustainability objectives into King's Travel Policy. The Board was invited to consider the impact on academic recognition associated with changes in participation in activities such as international conferences. The

suggestion was to seek to reduce travel, to favour environmentally improved methods of travel and alternative routes for participation, such as virtual attendance.

Some Departments had begun work in the area and Dr Simon Sleight spoke to the paper he had produced with Dr Toby Green, “Historians and Sustainability: a Working Paper” which had been endorsed by the Royal Historical Society and began with the provocation – does anyone think we should do nothing? He suggested that the approach should not be solely top-down but should include individuals considering their carbon footprint and should be considered in the different scales: individual; departmental, institutional and discipline-wide. Sustainability could be considered as a flexible and encompassing term and use could be made of the new videoconferencing suite being built at King’s. International visits might be scheduled for longer, more immersive visits rather than flying in and flying out. Note should be taken that email has a huge carbon footprint because of the server systems and account taken of colleagues whose careers are heavily focused on international travel, or who attend meetings for organisations that are not open to virtual attendance.

The Board held a workshop-style discussion on tables to explore the issues and provided the feedback which would inform the developing draft policy. The following key points were reported at the end of the discussion:

- The proposal that alternative travel options be mandated as a university requirement, with air travel an option by exception only would be welcome and would assist with issues of diversity as well as sustainability.
- That different disciplines, topics, work-types and stages in an individual’s academic career would require differing approaches to travel and that the mandate referred to above would require careful definition to take account of this.
- King’s has a role to play in thought leadership and convening discussion in this area and should lead the field and be seen to do so.
- That King’s could take a lead in virtual conferencing by hosting a virtual conference by way of example.

An update on the development of the policy would be given at the next meeting of Academic Board.

7 Portfolio Simplification [AB-19-12-11-07]

Academic Board was asked to approve the recommendations made by the Curriculum Commission on submissions from seven faculties for programmes and modules to be discontinued, re-configured and retained: Arts & Humanities; Dentistry, Oral & Craniofacial Sciences; The Dickson Poon School of Law; Life Sciences & Medicine; Natural & Mathematical Sciences; Nursing, Midwifery & Palliative Care; and Social Science & Public Policy.

The proposals were the result of a full review at each faculty and submitted to the Commission for approval. The Curriculum Commission was fully satisfied with the process followed by faculties in generating the recommendations, and all due diligence had been exercised both in reviewing faculties’ proposals and in generating this set of recommendations for Academic Board to review.

A fourth tranche of proposals would be brought to Academic Board in February which would include the remaining two thirds of Arts and Humanities modules, the intercalated degrees, intercollegiate awards and study abroad. College Education Committee would also consider the way in which the curriculum would be managed after the work of the Commission was completed in order that the benefits of the process were realised in support of the education strategy and Vision 2029.

The Curriculum Commission, VP (Education) and the Principal recognised the huge efforts that faculties and departments have made in reviewing their portfolios and thanked all colleagues for their engagement with the process.

Academic Board members raised the following key points in discussion:

- Some staff were experiencing significant levels of anxiety and concern around the process in relation to its broader educational and economic aims. This point was acknowledged, the process explained, and members were thanked for their input in questioning. It was also noted that Academic Board had considered these matters before approving the process last academic year.
- Some staff in Arts and Humanities had a perception of lack of transparency in the process. In response it was noted that the proposals had been subject to extensive discussion within the Faculty between individual departments and education leads and that these had been as inclusive as possible, but acknowledged that there had been anxiety when conversations had been held without all heads of departments present. It was also noted that some of the 71 programmes being discontinued were the result of significant reconfiguration of programming in some departments.
- A member expressed surprise at the discontinuation of a relatively new programme in Chemistry. It was reported that this decision had been taken having considered the realistic prospects for further development, analysis of uptake and questions of pipeline and whether there is prospect of growth.

Decision:

That, by a majority show of hands with three votes against, the recommendations made by the Curriculum Commission on submissions from the following faculties be approved: Arts & Humanities; Dentistry, Oral & Craniofacial Sciences; The Dickson Poon School of Law; Life Sciences & Medicine; Natural & Mathematical Sciences; Nursing, Midwifery & Palliative Care; and Social Science & Public Policy.

8 Sharing Accountability [AB-19-12-11-08]

Academic Board considered the shaping of an initiative in which King's was investing called "Sharing Accountability" which aimed to support academic leaders to be successful in their critical role in delivering future success as laid out in Vision 2029: excellence, impact and long-term financial sustainability.

The nature of the academic leadership role had evolved and the need for change to the support provided for this group had become clear through an engagement exercise with Heads of Departments (HoDs) through focus group and interviews undertaken over the summer 2019 which was outlined in the report received by Academic Board.

The intention of the Sharing Accountability initiative was to build the conditions to better enable academic leaders to share accountability for delivering success. The first steps included timely and accurate management information at appropriate levels, engagement of academic leaders, and training and development. The full initiative would take some time and would continue to be co-created with academic leaders at all levels. The Provosts had already acted on some of the recommendations, such as the induction for new HoDs in Arts & Sciences and a Health Faculties workshop for academic leaders held in August.

In discussion the following points were noted:

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- That the co-creative approach with the academic leaders was critical and that sharing difficult decision-making would be critical for success in the current uncertain external environment.
 - The document was written at a principled level and practical next steps would be drafted following the current consultation on the principles.
 - A member who was a Head of Department welcomed the initiative but reported that the Heads of Department Forum had asked that the representation of Heads as “deliverers” of agendas be amended to “shapers” of agendas.
 - Clarity in the role was required to address the trepidation often reported by prospective heads which appeared not to be held by those in role who often found it to be rewarding.

9 **SUSTech Project [AB-19-12-11-09]**

Academic Board considered the joint quality assurance and academic regulatory framework with the Southern University of Science and Technology (SUSTech) for approval in order to deliver the agreement entered into to develop a Joint Education Institute (JEI) based around three joint programmes: an MBBS in Medicine; a BSc in Biomedical Sciences and a BEng in Biomedical Engineering. All three were to begin in September 2021.

The Dean of the Faculty of Life Sciences and Medicine reported that the initiative with SUSTech was beginning with the health faculties at King’s but had potential to extend to encompass other faculties. SUSTech was a new university of high promise with international initiatives in education and research and a joint education institute with three undergraduate programmes was being explored for development. A formal submission to the ministry of education in China was being prepared for submission in June/July in order to admit students in 2021. Graduates would receive a King’s degree and a SUSTech degree and the proposal before Academic Board provided a framework for quality assurance.

In discussion the following points were raised:

- Ethical issues and the role of the General Medical Council (GMC) would need to be covered in the framework. It was reported that King’s would insist on the UK ethical framework provisions being included in the agreement and that the university would be working with the GMC during the drafting.
- As the students would graduate with a King’s degree, King’s values must be implemented, and the programme developers would engage in dialogue with SUSTech to identify matters that require compromise and those where there is no room for compromise including diversity and inclusion.
- Travel sustainability issues would require consideration. It was noted that climate change was phenomenally important to health. The vision was for staff to stay for substantive periods of time at SUSTech rather than flying in for one or two lectures model. Technological means of course delivery were also being developed.
- A member asked where the funding would come from and whether due diligence had been conducted. It was reported that the funding would be directly from the Chinese government. It was noted that this was not without concern as working with both the USA and China would not be possible in the future and that technology transfer would be difficult. It was critically important that King’s develop an exit strategy if needed.
- A member asked whether the domestic and international GMC registration processes would be linked, and it was reported that they would, and that accreditation of the domestic King’s programme would be affected by events in both locations.
- A member asked whether the clinical tuition would be delivered in English and whether there was any risk in that area. It was reported that SUSTech was an English language school

and all teaching was delivered in English, but that language in clinical teaching was clearly an issue that would need to be closely watched.

- Any impact on King's students as a result of the secondment of staff to China would need to be mitigated and it was reported that the SUSTech programme would present an opportunity for staff who were interested to take part, but that the intention was to recruit new staff for the programme.

Decisions:

- (i) That the joint quality assurance and academic regulatory framework with the Southern University of Science and Technology be approved.
- (ii) That a comprehensive statement around the ethical issues of doing business with China be developed to be led by the VP (International) with assistance from Professor Kerry Brown of the Lau China Institute.

10 Report of the President & Principal [AB-19-12-11-10]

Items for Consideration

The Principal reported that King's was in good shape with demand remaining high. He highlighted the following issues covered in his summary report: Industrial action; PLuS Alliance; Black History Month; and the Georgian Papers.

The Principal also reported on the following key current matters:

- The tragic deaths of two students.
- The appointment of Mr Steve Large as Senior Vice President (Operations) effective from 1 March 2019. An acting Chief Finance Officer would be appointed to cover the vacancy he would leave until a permanent appointment was made. Ms Tessa Harrison, Director of Students and Education would be leaving King's at the end of January and thanks was given for her contribution to the College. Professor Jonathan Grant would step down as Vice President (Service) in July. The President and Principal would be stepping down in 2021 and a process for the appointment of a new President and Principal would be led by Council.
- The Financial Statements would be published shortly and would show a deficit due to accounting regulations surrounding the pension fund. The pension fund was under continuing evaluation and much of the deficit shown in the Statements would be returned next year. The university's cash level was over £20m.

11 Reports of Committees

11.1 Report of College Education Committee (CEC) [AB-19-12-11-11.1]

(i) Matters Arising from Faculty Education Committees

A member had requested that this item be taken off the Unanimous Consent Agenda in order to discuss module evaluations from the report from the King's Business School. Some staff were concerned about the ability of staff to be innovative if module evaluations were to be published every year and believed that the annual publication would affect the quality of teaching. The member questioned the adequacy of consultation with faculty prior to the decision being taken.

It was reported that the proposal had been discussed at Academic Board when it was approved last year and that the concerns were well understood and had been considered by Academic Board and by College Education Committee during that process. Colleagues in Social Sciences and Public Policy were beginning a research

project on the issue of student bias in evaluations with full transparency about the outcomes which would be helpful in ensuring that student input was used in a positive way. Guidance was also being produced on the use of the data in Performance development reviews and this would be brought back to Academic Board for consideration before implementation.

The Dean of Kings Business School reported that discussions on the use of this data had been held within the Faculty at the education, undergraduate and postgraduate committees as well as others and that the Faculty had suggested to CEC that increased response rates were needed in order for the evaluations to be useful. The data would need to be considered in the round with the other measures in use and that consideration of bias and diversity issues were critical.

The VP (Education) assured Academic Board that it would receive further updates for discussion as the policy was implemented.

Decision:

Guidance on the use of the data in performance development reviews would be brought back to Academic Board for consideration before implementation and the Board would receive updates on the implementation of the policy.

Items on Consent

- (ii) Chair's Report November 2019
- (iii) Executive Director's Report
- (iv) Matters Arising from Faculty Education Committees
- (v) Portfolio Simplification Update
- (vi) Academic Regulation and Policy
- (vii) NSS/PTES 2019
- (viii) Internationalisation 2029
- (ix) Welcome to King's
- (x) Referencing
- (xi) Unanimous Consent Agenda

11.2 Report of College Research Committee (CRC) [AB-19-12-11-11.2]

- (i) Update on preparations for REF 2021

The Code of Practice had been approved by Research England and was now available online on the REF Hub. Preparations for the REF 2021 submission were progressing with the VP (Research) holding meetings with all the Unit of Assessment leads to discuss individual submissions and was expected to feed back to CRC in early 2020. The first round of the process to identify research-only staff eligible for submission was almost complete, and two further rounds were planned in January and July 2020.

2000 staff would be entered and over 4000 submissions from 130 academic subjects which would be a significant increase on the submission in the last exercise. Very few colleagues had less than one three-star output and significant progress had been made in terms of impact.

There was a need for additional professional services support and some of the environmental impact studies would be further improved with a bit of work.

Items on Consent (all noted)

- (ii) Update on Open Research strategy
- (iii) Update on research awards and income for 2018/19

11.3 Report of the College International Committee (CIC) [AB-19-12-11-11.3]

Items on Consent (all noted)

- (i) Partnership Agreements
- (ii) Internationalisation 2029 Communications & Engagement Strategy, with a focus on student engagement
- (iii) King's Student Recruitment Strategy
- (iv) Developing a Cultural Competency Framework at King's

11.4 Report of the College Service Committee (CSC) [AB-19-12-11-11.4]

Items on Consent (all noted)

- (i) Gender Action
- (ii) Service Seed Fund Policy
- (iii) Research Impact

11.5 Report of the College London Committee (CLC) [AB-19-12-11-11.5]

Items on Consent (all noted)

- (i) #KingsLocal: Update
- (ii) King's London Highlights
- (iii) Chair's report
- (iv) Faculty annual London reports

12 Report of the KCLSU President [AB-19-12-11-12]

The KCLSU President presented a progress report on the objectives set by the current Sabbatical Officers. The report showed progress in each case together with a RAG rating and the objectives fell into the following three areas:

- (i) The Relationship Agreement – objectives agreed by the KCLSU Board of Trustees and the KCL Senior Management Team (SMT).
- (ii) Sabbatical Officer Objectives – stemming from their election manifestos and developed into objectives through a facilitated session led by the Campaigns Coordinator and Head of Community Development.
- (iii) Other Objectives – that have arisen from Sabbatical Officer interactions with student groups, or as developing areas within the Relationship Agreement or Sabbatical Officer objectives.

The President and Principal praised the outstanding progress being made around these student-focused projects.

13 Report of The Acting Dean

Item for Consideration

a) Report of the Assistant Dean [AB-19-12-11-13.1]

The report of the Assistant Dean was noted.

Items on Consent

a) Election of Associates of King's College [AB-19-12-11-13.2]

Decision:

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

14 Any Other Business

The Principal thanked members for the strength of their commitment and the quality of the discussions.

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

Irene Birrell

College Secretary

December 2019