

Academic Board
Meeting date 17 June 2020

Paper reference AB-20-06.17-03.2

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 29 April 2019, 14.00

Location Remote Meeting held by MS Teams

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 Vice Presidents & Vice Presidents	SVP/Provost (Health) SVP/Provost (Arts & Sciences)	Professor Sir Robert Lechler Professor Evelyn Welch	A √	A √	√ √	√ √		
		VP (Education)	Professor Nicola Phillips	A	√	√	√		
		VP (International)	Dr 'Funmi Olonisakin	A	A	√	√		
		VP (Research)	Professor Reza Razavi	√	√	√	√		
		VP (Service)	Professor Jonathan Grant	√	√	√	√		
		VP (London)	Baroness Bull	√	√	√	√		
		The Reverend the Dean	Tim Ditchfield (substituting)	√	√	A	√		
		The President of the Students' Union	Mr Shaswat Jain	√	√	A	√		
		KCLSU Vice Presidents Education	Vice President for Education (Arts & Sciences)	Mr Gurbaaz Singh Gill	√	A	√	√	
			Vice President for Education (Health)	Ms Rhiannon Owen • No longer a member of the Board with effect from February 2020	√	√	*	*	
			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 Everall	A	A	√	√	
			King's Business School	Professor Stephen Bach	√	√	√	√	
			Natural and Mathematical Sciences	Professor Michael Luck (to 05.02.20); Professor Bashir A-Hashimi (from 29.04.20)	A	√	√	√	
			Life Sciences & Medicine	Professor Richard Trembath	√	√	√	√	
			Dentistry, Oral & Craniofacial Sciences	Professor Mike Curtis	A	√	√	√	
		Dean for Doctoral Studies	Professor Rebecca Oakey	√	A	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	A	√		
King's Business School			Stephen Anurag Prathipati	-	√	√	√		
Natural and Mathematical Sciences			Yichen Li	-	A	√	√		
Life Sciences & Medicine			Shilpa Lekhraj Peswani Sajnani	-	A	A	√		
Dentistry, Oral & Craniofacial Sciences	Shiv Bharakhada	-	√	A	√				

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	√	√	A	√	
			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	√	√	√	
			Dr Barry Quinn	√	√	√	√	
			Dr Anitha Bartlett	√	√	√	√	
		Dickson Poon School of Law (4 members)	Professor John Tasioulas	A	A	A	√	
		Dr Megan Bowman	√	A	√	A		
		Dr Leslie Turano-Taylor	A	A	A	√		
		Dr Federico Ortino	√	√	√	√		
	King's Business School (4 members)	Mr Crawford Spence	A	A	√	√		
		Dr Chiara Benassi	A	√	√	√		
		Professor Riccardo Peccei	√	A	√	A		
		Dr Susan Trenholm	√	√	√	√		
	Life Sciences & Medicine (5 members)	Dr Samantha Terry	A	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	A	√		
		Dr Andrew Coles	A	A	A	√		
		Professor David Burns	A	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	A	√		
		Dr Julia Philippou	√	√	√	√		
		Dr Tommy Dickinson	A	√	√	√		
	Institute of Psychiatry, Psychology & Neuroscience (5 members)	Professor Guy Tear	√	√	√	√		
		Dr Marija Petrinovic	√	√	A	√		
		Dr Yannis Paloyelis	√	√	√	√		
	Dr Eamonn Walsh	√	√	√	√			
	Professor Robert Hindges	√	√	√	√			
Social Science and Public Policy (5 members)	Professor Kerry Brown	√	√	√	√			
	Dr Rebekka Friedman	A	A	A	√			
	Dr Clare Herrick	A	√	√	√			
	Dr Ye Liu	A	A	A	√			
	Dr Jane Catford	A	√	A	√			
Three professional staff	Education Support	Ms Michelle Robinson	√	√	√	√		
	Research Support	Mr James Gagen	√	√	√	√		
	Service Support	Ms Kat Thorne	√	√	A	√		
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)
Ms Lynne Barker, Associate Director, Quality Standards & Enhancement
Ms Rachel Parr, COO (Health) (for item 5.2)
Ms Niamh Godley, Bush House Project Manager (for item 5.2)
Ms Lorraine Kelly, Organisation Development (for item 5.2)
Ms Juliet Foster, Dean's Office (for item 5.2)
Ms Joy Whyte, Students and Education (for item 5.2)
Mr Darren Wallis, Executive Director Student and Education (for item 5.3)
Professor Patrick Ffrench (attending in place of the Dean of Arts and 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-20-04-29-03]

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 Bush House [AB-20-04-29-04.1]

Academic Board considered the final report on the implementation programme for the recommendations arising from the opening of Bush House.

The SVP (Arts and Sciences) reported that a significant number of lessons had been learned from the programme and that the collaborative working with KCLSU and the student body and Estates & Facilities had been excellent in terms of rethinking how King's should manage freedom of speech, contentious issues and challenges. All the recommendations had been addressed and the Information Commissioner's Office was satisfied that the key issues around personal data concerns had been addressed, but it would continue to monitor King's compliance with the law.

The next steps would be to work with the Tavistock Institute to ensure that those staff, individual students and student groups who were most impacted felt that their issues had been heard and addressed; and also to open up a broader conversation about how to manage divergent views on campus and virtually. The question of data privacy and the use of card data (and potentially personal health data) at King's would become more urgent and the Tavistock-led conversation would be used to ensure that all voices and views on this key topic were heard.

The President of KCLSU stated that the university had been exceptionally supportive of KCLSU throughout this process and that there had been great collaboration between the university and the Union.

5 Report of the President & Principal [AB-20-04-29-05]

Items for Consideration

5.1 Key Current Matters

The Principal reported on the following key current matters:

- Covid-19: The university continued to manage the risks around coronavirus which would be covered in item 5.2. The Principal was very grateful to staff and students for their support over the past few weeks.
 - Industrial Action: The current strike action had ended on 20 March and action short of a strike would continue until 28 April 2020. The General Secretary of the UCU had acknowledged King's gesture of not deducting pay from those who took part in the strike
 - Citizens UK: Citizens UK had announced King's as the UK's first 'Refugees Welcome University' in recognition of its contribution to understanding and responding to the global issue of forced displacement in order to realise the educational potential of refugees.
 - League Tables: The QS (Quacquarelli Symonds) subject rankings had included Dentistry as 1st globally; the first time a King's subject has been ranked best in the world in an international league table. Seventeen subjects at King's had seen their ranking improve, 11 subjects'
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ranking remain unchanged and five subjects had seen their ranking worsen. Out of the 33 academic disciplines King's was included in, three subjects were in the world top ten and 11 subjects in the world top 20.

- In the recent THE Impact rankings King's had been placed 9th in the world, 3rd in Europe and 2nd in the UK.
- Climate Change: King's was committed to taking responsibility to address the climate emergency and was making progress towards the ambitious target set in 2017 to reach net zero carbon emissions by 2025.

5.2 **Covid-19 Update**

(i) **Summary Update**

The Principal stated that staff and students had coped magnificently in very difficult circumstances. Almost 9000 staff had moved to remote working within a week, while other staff continued to maintain our buildings and residences. On the clinical side, many staff had been seconded to the NHS to help with the crisis, while researchers across the university were undertaking a wide range of COVID related research activities.

The international student market was going to be very challenging for recruitment for entry in 20/21 with ongoing travel restrictions, safety concerns and the severity of COVID impact in the UK. King's would offer its programmes in different formats next academic year while aiming to return to 'normality' in 21/22.

The financial issues were significant though not yet fully known. King's was making every effort to remain attractive to both domestic and international students in order to optimise its financial position and had joined other universities in making the case to the government for supplementary funding for the coming year. There was uncertainty over income for 20/21 and work was underway to prepare for a severe eventuality, although that level may not come to pass. Salary reductions had been introduced for the senior team together with a proposal for a pay freeze with a view to preserving jobs, and there had been a significant reduction in non-pay spend. Any further steps would be taken in line with the principles set out in the message from the Chair of Council: that our guiding aim at King's will be to continue to protect student and staff welfare and staff employment while maintaining the excellence of our education, research and service missions; priority will be given to the health and safety of our community in every decision.

In discussion, and in response to questions submitted in advance of the meeting, the following issues were raised:

- A policy was being developed regarding compensation for strike action which followed a similar process to the last instance and took into account direction from OfS and OIA.
- King's and one other university had been the most generous in the renewal of staff contracts so far in the sector, but could not commit to the renewal of staff on contracts with end date of August until it had more clarity about finances and the recruitment outcome.
- King's would pay attention to the critical need to provide sound guidance for how COVID-19-related research output should be assessed in future performance reviews, including promotions, contract extensions and remuneration in terms of research

outcomes and equity for reasons of equity, diversity and inclusivity. The pandemic would have differential impacts on staff research output and evidence was already emerging of a gender split in number of paper submissions to academic journals.

- It is important that the distributional impacts of the proposed pay freeze be fully considered as they were likely to have greatest effect on the lowest-paid staff and, given current pay gaps, this would have implications for equity and diversity.
- King's had no intention to delay the promotion round but might need to implement it in a different way and any promotional salary increases would be delayed until any pay freeze was lifted. Strong representations had been received from the academic community in favour of the promotion process continuing.
- Staff reported receiving a high number of email communications concerning the response to the pandemic from across the College (department, school, faculty and college level). Communication and transparency was critical, but the tone and temporal distribution of the emails required review to ensure that it did not have the result of raising stress and negatively affecting the wellbeing, resilience and productivity of staff. The Principal undertook to review this with the Communications Team.
- A member asked for clarification of the role of elected staff members and requested consideration of the conditions that would enable their more active and meaningful participation. It was noted that all Academic Board members were members in their own right and not 'representatives' in the sense of having to agree with constituency members but to act in best interests of the university. However, members should bring forward concerns raised by constituents that they consider to be valid and to warrant Academic Board discussion. Suggestions were made for mechanisms that might facilitate communication between elected Academic Board members and their colleagues and it was agreed that the College Secretary would work on these.
- The Principal acknowledged the ongoing responsibility for the senior team to communicate well, both within meetings and outside meetings, and to be mindful under pressures and crowded agendas not to be inadvertently dismissive asking members to rest assured of progress, but to show willingness to provide evidence of due consideration.

The SVP (Quality, Strategy and Innovation) gave a verbal general update and introduced the specific area reports that would follow. The following points were made:

- The transition to remote working had been surprisingly successful and more had been achieved than could have been hoped for given the shortness of time. The senior team deeply understood the difficulties this has caused for staff and emphasised the importance of managing family obligations and taking care of yourself and your family first. Any staff who were being pressured to do otherwise were advised to contact him.
- A very small number of staff had contracted Covid-19 to date.
- Approximately 700 staff were still working on campus and there were just under 2000 students still in residence.
- The overall strategy was to retain the focus on delivering Vision 2029. There may be delays but the objective was to go into 21/22 as close to normal as possible with 20/21 as a transition year and to retain our biggest asset - our staff community - as intact as possible. Protection for lower paid staff was critical and would be a key

consideration in any steps taken, giving them preferential treatment whenever possible.

- The majority of capital expenditure was being delayed, with exceptions only for the few projects that would cost more to stop than to continue. Cash reserves were being used as much as possible, getting to a greater level of risk than King's would usually tolerate. The reserves of £155m would rise to £180m next month, but expenditure was around £80m per month. Third party and non-pay costs were being reduced as much as possible.
- A management structure for the response to the pandemic had been established with high level groups overseeing the impact and monitoring external matters, but all delivery would be through the normal management reporting lines.
- Three silver teams had been established: Personal Health led by Jess Cotton; Admissions and Recruitment led by Evelyn Welch; and Return to Campus led by Mike Curtis and Jo Kirner.
- Three additional workstreams had been established: Well-being led by Rachel Parr; External Relations, including Continuing to Serve led by Deborah Bull and Jonathan Grant; and International Profile and Reputation led by 'Funmi Olonisakin.

(ii) #ContinuingToServe [AB-20-04-29-05.2 Annex 1]

The VPs for London and Service presented the overview of #ContinuingToServe, the university-wide approach to bringing together, strengthening and celebrating the many ways in which King's people were making a difference, wherever they may be, fulfilling our purpose as a civic university that serves the world.

King's staff and students were finding new ways to serve as the community had dispersed and the work of the group was focusing on signposting, strengthening and coordinating these new endeavours and new approaches. The work continued to focus on listening to our external communities and reacting to what they are saying their needs are.

(iii) Wellbeing and Mental Health [AB-20-04-29-05.2 Annex 2]

The Wellbeing & Mental Health Workstream had been created to support the wellbeing and mental health of the King's community. The pandemic has resulted in significant changes to ways of working for our staff and students, presenting challenges such as limited interaction with colleagues. The COO (Health) led the presentation of the paper with Niamh Godley, Lorraine Kelly, Juliet Foster, and Joy Whyte. The paper gave examples of activities, training and specialist support services and provided the new framework for meetings which had been endorsed by King's Senior Management Team and highlighted the new wellbeing portal on King's website.

All individuals need someone they know and trust to keep in touch with them and to remain involved and staff were asked to reflect on their personal responsibility for their own and their teams' wellbeing and the ways in which they could prioritise it. There are significant challenges, but there is a lot of positive feedback across the community on colleagues stepping up with support.

It was important to remember our existing strategies and priorities for student mental health even in the context of the pandemic. The IoPPN was at the centre of a lot of the work being undertaken in support and research and it was important to be mindful of the wider context of mental health across the student sector for which universities would be held accountable. There

was an increase in the range and number of on-line resources for students with a doubling seen in the use of the Big White Wall and substantial involvement in the Take Time In initiative with KCLSU. Student concern with process continued and contact was continuing with students on waiting lists for counselling.

(iv) English Testing [AB-20-04-05.2 Annex 3]

The VP (International) presented the paper which gave a summary of updates around how students can meet their English language requirements for degree entry for 2020 entry given the current suspension of major English language testing centres. Tests employed must be not only secure but also reliable, valid and timely. Consideration had been given to each of the major testing bodies and the development of testing by King's.

The College Education Committee had approved the resulting recommendation that King's accept Password Solo as an acceptable language test. Whilst not perfect, it provided an acceptable academic alternative to IELTS and limited the additional work required by King's staff.

Given the potential number of students who may wish to take this test, it had been agreed that students be charged for the test and that the Admissions team would establish a payment system for this which would include the test amount being deducted from the fee balance of students who subsequently confirm acceptance on the pre-sessional or degree course. This testing option would be communicated to students holding offers conditional on English language.

Faculties may wish to add a discipline specific piece of writing/speaking to the test, particularly where entry is competitive and they had been invited to indicate interest in being included in a one or two faculty pilots for the next postgraduate taught course intake.

(v) Education: Assessment, Academic Strategy 20-21, Student Support [AB-20-03-29-5.2(v)]

The VP (Education) and Executive Director of Students and Education presented an overview of the education response to COVID-19. It provided an update on: the move to online teaching and assessment for the remainder of the 19/20 academic year; measures put in place to manage the impact on assessments and outcomes; and arrangements for the ongoing provision of student welfare, advisory and support services, including mental health support. The paper had been circulated for comment and feedback from each faculty through the Vice Deans Education.

It had been very inspiring to see the way in which all staff had delivered teaching and assessment through to the end of term under the extremely challenging conditions. Work to establish assessment policies had proceeded at an astonishing pace through outstanding work against the acute emergency phase of COVID and lockdown. Students were understandably anxious and had widely divergent views on the actions that should be taken. The focus had been to ensure that student outcomes were not adversely impacted and placed the interests of staff right alongside interests of students. The work had highlighted the wide diversity of forms of assessment in use across the College and the extent to which each were justifiable. In discussion the following points were raised:

- A member asked whether the single marking with retrospective sampling of at least 10% for all other work would be binding for all faculties as some appeared to have adopted double marking with retrospective sampling for levels six and seven. Academic Board was informed that this was not a binding approach but was recommended in order to make things easier for staff.

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- The Teaching Excellence Framework (TEF) had been placed on hold indefinitely by the OfS and DofE. An independent review of the TEF had yet to be published.
 - Representations had been made to OfS suggesting that continuation of the National Student Survey (NSS) this year would be unwise but it had not agreed to cancel it to date.
 - King's would cancel the Postgraduate Taught Education Survey (PTES) for this year. The survey had only achieved a 5 percent participation rate to date and the scale of effort required to increase this was not warranted given other current priorities.
 - A member asked about the timing of late June assessment extensions, noting that faculties had been asked to try to spread out assessments. The VP (Education) agreed to discuss this further with the member off-line.
 - A KEATS usage dashboard had indicated an apparently good level of engagement with the new online provision. KEATS would now be migrated to the Cloud.

(vi) Education – Academic Strategy [AB-20-04-29-05.2(vi)]

The VP (Education) and Executive Director of Students and Education presented the first working draft of the Academic Strategy. The Strategy needed to anticipate and plan for a range of scenarios, to which we can adapt very rapidly and flexibly as events unfold, and face up to the very considerable financial challenges that the pandemic imposes for King's and the higher education sector in general. The unprecedented context would represent considerable challenges for both students and staff, perhaps particularly in the interaction between personal circumstances and study or work, and in the adaptation to new ways of doing things.

Its development was moving very quickly and there were ample opportunities and indeed a requirement to keep the feedback coming. It was intended to be a framework document and not prescriptive about detail which would be decided on at faculty level. The Strategy would focus on the offer for 20/21 and the framework would set out a range of options that faculties can use to inform the discussions. The emphasis was on adaptability as the circumstances faced in 20/21 were not known. It was unlikely that much face to face teaching would be possible before Christmas and it was clear that the format for delivery would have to change because physical distancing requirements would remain for some time.

The thinking and approach would retain sight of the longer-term panorama and the values, principles and objectives of our existing Education Strategy. It would be underpinned by a clear-sighted academic strategy, recognising short-term exigencies which inevitably impose upheaval and constraint for the coming academic year. The 20/21 education, despite being delivered in perhaps drastically altered circumstances, would remain identifiably a King's education in both quality and approach.

Lines of communication with KCLSU and UCU were open and the development of the Strategy had been and would continue to be discussed with both bodies.

Subgroups had been established to consider: subjects with a strong practice-based element, including performance, laboratory-based work, clinical placement, study abroad, work placement or other work-based learning components; the possibility of a January start for a selection of programs; and the implications of introducing more flexibility on academic workloads, research time and sabbatical commitments. Consideration was also being given to a range of HR issues including setting expectations for promotion and PDRs.

An operational delivery group was working closely with faculties to identify the types of tools required for different types of education and the resources, support and training required. It

would also consider the detail of process and system implications, including timetabling in particular, and it would identify non-essential processes that could be reduced.

The following points were made in response to questions filed ahead of the meeting and raised in discussion:

- Access to technology was an inclusion issue for staff and students and careful consideration would be given to this and the degree to which it needed to be delivered from home.
- Work was being undertaken to review policies and consent practices and protocols regarding the intellectual property of online teaching resources.
- The VP (Education) reported that input and feedback on the draft proposals was sought on a real time basis. The names of the members of the Operation Delivery Group and the Academic Strategy Group could be circulated.
- The UG First Year mark had been removed from the degree algorithm for the 19/20 cohort as part of the Covid-19 measures and this had been communicated to students. and consideration would be given to extending this arrangement for the 20/21 cohort, possibly as a mitigation factor. Final proposals would require discussion and approval.
- The admissions silver group was responsible for ensuring King's came as close as possible to its original admissions targets and was modelling an aim to achieve the domestic target plus a 5% increase in undergraduate students, and a prediction of a 20% drop in postgraduate taught numbers, 40% drop in EU numbers and a 70% drop in international numbers with varying impact across programs.
- An Offer holder hub was just being launched and the link would be circulated to members after the meeting. Alumni discounts had been introduced and a range of benefits offers for students was being considered.
- The following messages were being given to applicants:
 - Students would be enrolled in the Autumn according to the established timetable and would not be delayed until January.
 - A flexible delivery method would be used that would ensure that students have a rich, exciting experience from the start, blending online and, when possible, in person face-to-face education.
 - Plans were developing in collaboration with KCLSU, King's Sport and other groups to ensure that student communities and activities were created that go beyond the classroom.
 - Measures would be put in place to keep students healthy and secure when they were on campus, including all the necessary social distancing and hygiene factors.
 - King's would bring London to its students until they could come to London.
 - Students would be encouraged not to defer, but to take advantage of their place in 2020 to really ensure they have the skills to succeed in a world that is changing fast.
- Students would starting in the Autumn with a 'fully flexible' offer, but it would not be possible to have large groups of any sort on campus until it was possible to dial down the safe distancing requirements which would mean that there was a need for a mixture of face to face and digital education. This would have implications for student learning, staff wellbeing and workload. Modelling was being undertaken with the Estates team on the approach to safe distancing room capacity and access requirements which would inform timetabling.

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- The key principle in all programme adaptation was that there must be no damage to King's standards and reputation for quality, treating students well and supporting widening participation objectives.

6 Reports of Committees

6.1 Report of College Academic Board Operations Committee (ABOC) [AB-20-04-29-06.1]

(i) **Amendments to the Election process for membership of Academic Board**

Academic Board Operations Committee had reviewed the process adopted in 2019 for the first round of elections for membership of the Academic Board following the substantial changes made to the Board and its operation in the 2018/19 review. The review included the processes used for nominations, communications, online voting and eligibility.

Decisions

Academic Board approved the following amendments to the process for the election of members of the Board:

- (i) That Faculties should define the Head of Department cohort to suit their internal structure and provide the lists of staff to be included in the Heads of Department category for each election.
- (ii) That the Head of Department category of Academic Board membership should be filled by Heads of Department (identified by the Faculty as outlined above) only.
- (iii) That the postdoctoral researchers election category should be replaced with "academic staff on research-only contracts".
- (iv) That the final electoral register include staff on the HR system on the date two weeks before the date of the election.
- (v) That periods greater than six months of absence from the College for members of Academic Board be filled on a temporary basis until either the member returns or their term of office expires. In the case of an elected position, the runner up candidates should be invited to fill the temporary position and should be invited in order of votes received in the election, starting with the highest, with a by-election to be held in the event there is no runner-up.
- (vi) That an alumni category should not be added to the composition of the Academic Board.
- (vii) That hustings are not required, but that candidates are welcome to canvass for support.
- (viii) That the Academic Board terms of reference be amended as set out in the paper to take account of the recommendations approved above.

(ii) **Election process for Academic Board Members of Council**

Academic Board Operations Committee had reviewed the process adopted in 2019 for the first round of elections from Academic Board for membership of Council, noting the issues raised during the process and the responses agreed by Council at the time.

Decisions

Academic Board approved the following amendments to the definitions of electoral categories in its composition:

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- (i) Senior Academic Staff definition: Reader; Senior Lecturer; Professorial, Principal and Senior Research Fellow and equivalents.
 - (ii) Junior Academic Staff definition: Lecturer; Research Fellow; Teaching Fellow and equivalent.

Items on Consent (noted)

- (iii) Mechanisms for Decision-Making Out of Session

6.2 Report of College Education Committee (CEC) [AB-20-04-29-06.2]

(i) **Fitness to Study Policy**

The Committee recommended approval of this new policy, which was developed at the request of The Office of the Independent Adjudicator for Higher Education. It had also been endorsed by the Academic Standards Sub-Committee.

Academic Board noted that the wording should be reviewed in order that it could not be misinterpreted.

Decision:

Academic Board agreed that the draft Policy be reviewed and returned for approval at the next meeting.

(ii) **Complaints Policy**

Academic Board recommended approval of minor amendments to the Complaints Policy which had been introduced for consistency and simplicity. The proposals had been endorsed by the Academic Standards Sub-Committee.

Decision:

Academic Board approved the amended Complaints Policy.

(iii) **Mitigating Circumstances Policy**

The Committee recommended approval of the updated Mitigation Circumstances Policy for 2020/21 which stripped out reference to procedure.

Academic Board noted that the list of available outcomes was a significant change and asked that it be reviewed.

Decision:

Academic Board agreed that the VP (Education) should review the revised Policy and the list of outcomes with the Chair of Academic Standards Subcommittee.

Items on Consent

- (i) Chair's Report (noted)
- (ii) Executive Director's Report (noted)
- (iii) Examinations Action Plan (noted)
- (iv) PDASC Report – Sunset Policy (approved)

6.3 Report of College Research Committee (CRC) [AB-20-04-29-06.3]

(i) **REF Update**

Research England had put the REF2021 exercise on hold in order to allow institutions to prioritise activities related to Covid-19. A new deadline would be announced by Research England no later than eight months prior to the deadline. The staff census date remained unchanged at 31 July 2020 for the time being, though Research England was monitoring the outbreak situation and recognised that current plans might need to be adapted in future.

King's work in preparation for the REF 2021 exercise continued to progress and the internal timetable would be updated once the revised Research England deadlines were announced.

(ii) Covid-19 and Research

Fast-track initiatives had been put in place to support King's response to the Covid-19 outbreak including committing £500k through the King's Together programme to support over 30 research projects across all disciplines to tackle research questions related to the Covid-19 outbreak. A second call for Covid-19 research projects would be issued shortly following successful fundraising for this purpose.

King's was providing national leadership in the UK's response and was leading the work on national projects on novel therapies and key monitoring.

Measures put in place to support staff involved in research included extensions to fixed-term contracts for researchers and professional services staff involved in research, extensions of submission deadlines for all PhD students, and extensions to staff on fellowships who have paused their research and moved across at this time to support the NHS.

6.4 Report of the College London Committee (CLC) [AB-20-04-29-06.3]

Items on Consent (all noted)

- (i) Chair's Report
- (ii) Faculty annual London report
- (iii) King's London Highlights
- (iv) King's External Affairs insight
- (v) King's in Cornwall

7 Report of the KCLSU President [AB-20-04-29-07]

The KCLSU President presented a report on progress made against objectives which had been updated in the light of the pandemic. KCLSU staff processes had been aligned with King's processes. KCLSU was experiencing a higher student engagement than in the past and all KCLSU services had moved on-line.

Collaboration between KCLSU and King's was working well, and the support received from senior members of the university had been exceptional. There had been good, timely communication between the two institutions, and it was intended that the collaborative processes would continue in future.

8 Report of The Acting Dean

Items of the Unanimous Consent Agenda

- a) Report of the Acting Dean [AB-20-04-29-08.1]
- b) Election of Associates of King's College [AB-20-04-29-08.2]

Decision:

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

9 Any Other Business

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

Irene Birrell

College Secretary

May 2020