

**Academic Board**
**Meeting date** 9 March 2022

**Paper reference** AB-22-03-09-03.2

**Status** Unconfirmed

**Minutes**

Academic Board is asked to approve the unconfirmed minutes of the previous meeting.

**Date** 8 December 2021, 14.00

**Location** Remote Meeting held by MS Teams

Composition		Members	Attendance 20210-21					
			03.11.21	08.12.21	09.03.22	20.04.22	29.06.22	
<b>Ex officio</b>	Chair of Academic Board, President & Principal	Professor Shitij Kapur	P	P				
	Senior Vice Presidents & Vice Principals	SVP Academic (interim)	Professor Mike Curtis	P	P			
		SVP Service, People & Planning	Professor Evelyn Welch	P	P			
		SVP Health & Life Sciences	Professor Richard Trembath	P	P			
		VP Education (interim)	Professor Adam Fagan	P	P			
		VP Research	Professor Reza Razavi	P	P			
		VP Global Engagement	Professor 'Funmi Olonisakin	P	P			
		VP Communities & National Engagement	Baroness Bull	P	P			
		The Reverend the Dean	Rev'd Canon Dr Ellen Clark-King	P	P			
		The President of the Students' Union	Zahra Syed	P	P			
		KCLSU Vice Presidents Education	Vice President for Education (Arts & Sciences)	Hamza Lone	P	P		
			Vice President for Education (Health)	Fatimah Patel	P	A		
			Vice President for Postgraduate	Rebecca Seling	P	P		
		Executive Deans of Faculty	Arts and Humanities	Professor Marion Thain	A	P		
			Dentistry, Oral & Craniofacial Sciences (Interim)	Professor Michael Escudier	P	P		
			Dickson Poon School of Law (Interim)	Professor Alex Türk	P	P		
			King's Business School	Professor Stephen Bach	A	P		
			Life Sciences & Medicine	Professor Ajay Shah	P	P		
			Natural, Mathematical & Engineering Sciences	Professor Bashir Al-Hashimi	A	P		
			Nursing, Midwifery & Palliative Care	Professor Irene Higginson	P	P		
		Institute of Psychiatry, Psychology & Neuroscience	Professor Ian Everall	A	P			
		Social Science and Public Policy	Professor Frans Berkhout	P	P			
	Dean for Doctoral Studies	Professor Rebecca Oakey	A	P				
	Executive Director: King's School of Professional & Continuing Education	Nina McDermott	P	P				
<b>Elected Students</b>	One student from each faculty, split equally across UG/PGT/PGR	Arts and Humanities	Claude Lynch	P	A			
		Dentistry, Oral & Craniofacial Sciences	Varsha Rajkumar Lalwani	P	P			
		Dickson Poon School of Law	Chriso Panayi	P	P			
		King's Business School	William Shiue	P	P			
		Life Sciences & Medicine	Amy Lock	P	P			
		Natural, Mathematical and Engineering Sciences	Vacancy	-	-			
		Nursing, Midwifery & Palliative Care	Yathave Ugaraj	A	A			
		Institute of Psychiatry, Psychology & Neuroscience	S'thembile Thusini	P	P			
	Social Science and Public Policy	Hassan Faouaz	A	P				

<b>Elected Staff</b>	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, including HOD equivalent)	Professor Anna Snaith	P	P				
			Dr Simon Sleight	A	P				
			Professor Mark Textor	A	A				
			Professor Matthew Head	P	P				
			Dr Hannah Crawforth	P	P				
		Dentistry, Oral & Craniofacial Sciences (4 members, including HOD equivalent)	Professor Kim Piper	P	P				
			Dr Anitha Bartlett	P	P				
			Dr Ana Angelova	P	P				
			Professor Jeremy Green	P	P				
		Dickson Poon School of Law (4 members, including HOD equivalent)	Professor Alison Jones	P	P				
			Professor Federico Ortino	P	P				
			Dr Ewan McGaughey	P	P				
			Professor Satvinder Juss	P	P				
		King's Business School (4 members, including HOD equivalent)	<i>Vacancy (HoD)</i>	-	-				
			Dr Jack Fosten	P	P				
			Dr Juan Baeza	P	P				
			Dr Daniele Massacci	P	A				
		Life Sciences & Medicine (5 members, including HOD equivalent)	Dr Alison Snape	P	P				
			Professor Maddy Parsons	P	A				
			Dr Baljinder Mankoo	P	P				
			Dr Susan Cox	P	P				
			Dr Manasi Nandi	P	P				
		Natural, Mathematical and Engineering Sciences (4 members, including HOD equivalent)	Professor Paula Booth	P	P				
			Professor David Burns	A	A				
			Professor Michael Kölling	P	P				
			Professor Sameer Murthy	P	P				
		Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (4 members, including HOD equivalent)	Dr Tommy Dickinson	P	P				
			Dr Julia Philippou	P	P				
			Irene Zeller	P	P				
			Dr Jonathan Koffman	P	A				
		Institute of Psychiatry, Psychology & Neuroscience (5 members, including HOD equivalent)	Professor Guy Tear	P	P				
			Dr Marija Petrinovic	P	P				
			Dr Yannis Paloyelis	P	P				
			Dr Eamonn Walsh	P	P				
			Professor Robert Hindges	P	P				
		Social Science and Public Policy (5 members, including HOD equivalent)	Professor Alfredo Saad-Filho	P	P				
			Dr Ye Liu	P	A				
			Dr Jane Catford	P	P				
			Dr Sunil Mitra Kumar	P	P				
			Dr Hillary Briffa	P	P				
Three professional staff	Education Support	Syreeta Allen	P	P					
	Research Support	James Gagen	P	P					
	Service Support	Kat Thorne	P	P					
Two academic staff on research-only contracts	Arts and Sciences Faculties	Dr Harriet Boulding	P	A					
	Health Faculties	Dr Moritz Herle	A	P					

v= vacant post

**In attendance:**

Darren Wallis, Executive Director, SED (Standing attendee)

Lynne Barker, Associate Director, Quality Standards & Enhancement (Standing attendee)

*For item 5 (World-Class Education Strategy Refresh)*

Ceri Margerison, Anna Laverty and Nick Worthington (Strategy, Planning & Analytics)

*For item 6.1*

*(Principal's Report)*

Steve Large, Senior Vice President (Operations)

Annabel Chalker, Director of Corporate Communications

*For item 7.1 – Review of King's policy and procedures for approval of international partnership*

Jen Angel, Director of International Strategy

**Secretariat:**

Irene Birrell (College Secretary)

Joanna Brown (Governance Manager)

Amanda Way (Senior Events and Office Manager)

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**1 Welcome, apologies and notices**

The Chair welcomed members and guests in attendance to the meeting.

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**2 Approval of agenda**

The agenda was approved.

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**3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-21-12-08-03]**

A member queried the sentence at the end of the minutes which set out that the three proposals [AB-21-12-08-04(ii)] would be considered for the agenda of the next meeting of the Board because his understanding had been that they would be standalone items on the agenda for discussion. The Principal confirmed that his intention had been accurately described, that a report on these items come forward to this meeting, as set out at Item 4(ii).

**Decision**

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

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**4 Matters Arising from the Minutes [AB-21-12-08-04]**

The Chair noted that following the discussion at the last meeting on Graduate Teaching Assistant (GTA) pay, he had consulted the Assistant Director of Business Assurance on GDPR rules and confirmed to Board members that sharing names and personal data should be strictly limited to “need to know”, and counselled members to be mindful of this for future meetings. A number of members had raised concerns post-meeting regarding the tone and nature of exchange towards the end of the meeting and, noting that there would always be matters of disagreement in a diverse university setting, urged all members to retain standards of respect for all colleagues at all times. On behalf of Board members he put on record thanks and respect for the work of the College Secretary. Dr Ewan McGaughey restated, as in the previous meeting, that the GTAs who were not paid wanted their names and cases to be raised.

The Principal invited the College Secretary to present two items arising from the previous meeting:

**(i) Petition re Council Membership [AB-21-12-08-04(a)]**

The College Secretary reported on the statement at the last meeting that the petition to restore the right to vote for university for the Council was misrepresented as seeking to have all members of Council elected when in fact it asked that Council be restructured so that a majority of the seats were held by elected staff and students and that this misrepresentation was unacceptable. Council had been requested to consider whether it needed to review its position on the petition regarding Council membership given the error in its report [KCC-21-07-14-07.1 (2)]. Council was satisfied that it had understood and considered the full range of facts at the time and had no need to reconsider its position. The College Secretary stated that this would be noted in the minutes of Council for its previous (23 November) meeting and that the pertinent report in the published set of July Council papers would be amended to make a clear delineation between the petition proposals and those from a subsequent submission on the matter.

**(ii) Report on disposition of suggested additions to the Board agenda [AB-21-12-08-04(b)]**

The College Secretary presented the report which set out how the proposals for discussion received from Board members Dr Ewan McGaughey and Professor Satvinder Juss would be managed. The first proposal was that members of the Academic Board be entitled to insert items on the agenda. The College Secretary had followed the criteria approved by Academic Board in December 2020 for suggested additions to the Board agenda, and it had been straightforward to assess how the items be managed – as set out in the report. The Board process was amenable to change by the Board and the

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third proposal, being about the process itself, would be brought back to the Board for consideration at its March meeting. The Chair of ABOC noted that agenda items would always need to be within the terms of reference of the Academic Board.

During discussion of the third proposal, for Academic Board to choose its own Chair as had been recommended in a 2018 Green paper, Academic Board members were reminded that this had been taken very seriously and intensively discussed in 2018, and having no consensus, was set aside for the next wider governance review in 2023. The 2018 Green Paper had covered many issues and had directly led to three of the elected Academic Board members being elected by the Board as members of Council. Dr McGaughey clarified the issue was not who the chair is – the Academic Board might wish to retain the Principal as chair, especially if they are obviously very good at chairing - but who chooses the chair. It should be for the Academic Board to choose its chair if it is to be a credible and autonomous body.

During discussion of the second proposal, for establishment of a committee to oversee dismissal of academic staff, points raised included:

- Academic Board was a governance committee of Council, not a management committee. It could not deal with individual cases. It was noted that the proposal's wording indicated the intent for a committee to be established that would have dismissal powers over individual staff members, and that this would not sit within the terms of reference of a governance committee. Dr McGaughey clarified that the intent of the proposal was to ensure that Academic Board had oversight of policy with respect to dismissals of academic staff, not to act as an appeal body in cases of individual dismissals.
- Council did not currently have a people and culture committee, but this was under discussion and reflected the changes made to the structure of the senior team and the creation of the role of Senior Vice President (Service, People and Planning). The Senior Vice President (Service, People & Planning) proposed that there be a brief overview paper at the next Academic Board under Matters Arising regarding the new role, as the current agenda did not allow time for a full discussion. [ACTION]
- The KCLSU President noted that she had sat on the appointment panel for new members of Council, which, in considering Council's skills matrix, had identified expertise and strong experience in people issues as desirable in filling one of the vacancies. The Principal noted that he would circulate to members information about the newly-appointed member.
- Dr McGaughey noted that establishment of a committee was necessary to address concerns raised by recent dismissals that he believed to be unlawful and contrary to university policy. A member agreed noting that she had observed cases of dismissals, bullying and harassment where action had not been taken, noting that local managers approached these matters very differently. The Executive Dean for FoLSM stated that responsibility within a faculty would ultimately rest with the Executive Dean and urged that such issues be brought to the Executive Deans.

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*The remaining item was noted on the Consent Agenda:*

(ii) School merger – School of Life Course and Population Sciences, FoLSM

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## **5 World-Class Education Strategy Refresh [STRATEGIC DISCUSSION] [AB-21-12-08-05]**

The Vice President (Education) introduced the discussion session. Academic Board received a presentation (see slides at **Annex 1**). The Board were invited to contribute to this process in group discussion and feedback.

Transition in, through and beyond university – group feedback:

Points discussed included: reviewing current models for student support and building a more sustainable model, including personal tutors, academic advisors, peer-to-peer support and technology solutions; investing in counselling services; better data on the experiences of individual students would help in targeting support; prioritising closing the attainment gap.

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Student Support and Wellbeing – group feedback:

Points discussed included: student mental health; the experience of King's first year students - their education experience to date and potentially not having the experience to reach out for support; personal tutoring – counselling services versus the role of the academic; investment in counselling for the future; and having a collaborative approach as a university.

Beyond the 'on-campus'/'online' dichotomy – group feedback:

Points discussed included: resourcing; huge challenge to get this right; keeping online teaching; the challenges of teaching online; diversity; different types of delivery across faculties; listening to students.

Global King's – group feedback:

Points discussed included: global starts at home - could do more to support students to have a quality international experience on our campuses; King's contribution to 'levelling up': the majority of UK-domiciled students are based in London or the South East; need to consider what more we can do to support 'levelling up' nationally - example of being a large local employer in Cornwall; opportunities to reach a broader audience regardless of location or income.

The Education Strategy refresh would be a substantial item on an Academic Board spring term agenda, and in the meantime would go through further stakeholder engagement. *[ACTION]*

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## **6 Report of the President & Principal**

### **6.1 Summary Report on Key Issues** [AB-21-12-08-06.1]

The Principal's summary report included cybersecurity accreditation and the university's collaborations with projects in China. His verbal update focused on the recent industrial action, the College's response, and the impact on students and mitigations that had been put in place. It had been encouraging to see students engaging and trying to understand the situation.

Data on the full impact of industrial action on teaching and learning was still being gathered. There had been great variation across faculties and departments would continue to monitor impact. Mitigations included providing additional opportunities for students outside of traditional learning, and additional support from welfare and wellbeing teams. The volume of queries coming through from students and those flagged as potential student complaint were very low in comparison to 2020 strike action.

The 'Action Short of Strike' (ASOS) impact was yet to be seen. Advice from the Union to its members had been sensible: to prioritise core activities essential to each role and to record what could not be done. From the university's perspective, it was clear that priorities were student welfare, student support, and education.

A member commented that if working to contract was so disruptive that would indicate a structural problem with respect to staffing and workloads.

A student member noted that student sentiment seemed to be shifting towards supporting the strikes, but that it was crucial that any decision the university took regarding the matter not be to the detriment of students' education. The KCLSU President provided a brief overview of KCLSU interaction on the matter and stated that Sabbatical Officers had been in conversation with senior management, advocating for students. She stressed it was clear that students had a lot of respect for professors and understood why staff were striking but felt caught in the crossfire. It was the third year of disruption for some students. The KCLSU would hold a Town Hall listening exercise in January to understand the impact of the strike and ASOS.

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*Remaining item noted on the Consent Agenda:*

### **6.2 Terms & Conditions – Pre-Sessional, King's Online and King's Foundations**

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## **7 Reports of Committees**

### **7.1 Report of the College International Committee (CIC)** [AB-21-12-08-07.1]

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(i) **Review of King's policy and procedures for approval of international partnerships**

The Vice President (Global Engagement) introduced the report which described a comprehensive strategic review undertaken to consider, improve and manage international partnerships. She stated that, prior to Covid, there had been inconsistent ways of addressing international partnerships, with a lack of coherence and a lack of transparency. The review that had just been undertaken concerned not just international risks but also the governance of process. The aim was to achieve more efficient, constructive and smarter ways of governing international partnerships. The Director of International Strategy stated that the proposal reflected input from a range of staff, students and experts. The two most important principles were agility and proportionality. She highlighted:

- 1) The recommendation to reconfigure a number of committees into a single Board which would consider all types of partnerships at King's, with executive powers to approve or not.
- 2) Framework (Appendix 2 of the report) questions had been designed to support the development of a holistic view of risks and benefits and were both strategic and operational, and considered both rules and values.

During discussion points raised included:

- The principles of agility and proportionality were important as such decisions often needed to be made very quickly.
- It would be important to have strong guidance on what the boundaries were. In general, it was expected King's would have as permissive a view of international activities as possible but there would always be certain things King's would not do.
- The importance of having the faculty Executive Dean included in the approval process and seeing proposals a stage before the approval process for early intervention.
- PDASC and CIC needing a connected-up approach.
- Who decided what community standards were; whether explicit standards related to issues such as transparency, gender equality and climate change should be developed; and whether community standards were applied to partners?
- The importance of collective working and the responsibility on individuals to ask the values questions at an early stage.
- In such a diverse and complex setting as a university this was a complex challenge and would take time to develop.

*Remaining items noted on the Consent Agenda:*

- (ii) *Strategy Refresh*
- (iii) *King's Global Turing Project*

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**7.2 Report of the College Research Committee (CRC) [AB-21-12-08--07.2]**

*Items **approved** or noted on the Consent Agenda:*

- (i) *Security Sensitive Research Policy (**approved**)*
- (ii) *Researcher Concordat Action Plan (**approved**)*
- (iii) *Research Integrity Annual Statement*

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**7.3a Report of the College Education Committee (CEC) [AB-21-12-08--07.3a]**

*Items **approved** or noted on the Consent Agenda:*

- (i) *Portfolio Simplification (**approved**)*
- (ii) *Welcome to King's Report 2021*
- (iii) *Proposal for a new KCL Marking Framework*
- (iv) *Statement for Exam Period 2 and 3*
- (v) *Inclusive Education Steering Committee*
- (vi) *King's Education Awards 2021-22*
- (vii) *Assessment Boards Annual Report*

**7.3b Report of the Academic Standards Subcommittee (ASSC) [AB-21-12-08--07.3b]**

*Items approved on the Consent Agenda:*

- (i) *Changes to the Academic Calendar*
  - (ii) *Mid-year amendment to T30 Academic Regulations*
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**7.4 Report of College London Committee (CSC) [AB-21-12-08-07.4]**

*Items noted on the Consent Agenda:*

- (i) *Chair's report*
  - (ii) *Strategically focussed impacts on the world*
  - (iii) *Careers and Employability*
  - (iv) *Faculty annual London reports*
  - (v) *King's London Highlights*
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**7.5 Report of the Academic Board Operations Committee (ABOC) [AB-21-11-03-07.3]**

**(i) Academic Board Annual Business Plan**

The Vice President (Education), introduced the Annual Business Plan which set out the proposal to provide structure around strategic discussions, and to reserve strategic discussion of education and research issues for the December and April meetings, with the other three meetings having focus on international issues, cross-university matters and issues of focus by the senior executive team; and the list of topics in the report and proposed by members to be considered within that structure.

A member noted that he had fed into the process, as invited, in May, proposing issues from faculty colleagues including protecting period three for research time, centralisation and empowering Heads of Departments, and business management models – but that he had not heard back. He was assured that ABOC had considered the long list of member-proposed topics, and the result was the proposal in front of Board members which earmarked certain meetings for certain types of discussion; it did not necessarily list all specific topics and would be a work in progress and a standing item henceforth on both ABOC and Academic Board agendas. It was intended that member-proposed topics would feed into the proposed structure or be fed into discussion at the Board's standing committees, as appropriate, noting that the standing committees report back to the Academic Board.

The Vice President (Education) noted the important points raised regarding delivery of education, some of which were being considered as part of the strategy refresh, and also urged the member to raise these points with his Vice Dean Education, who was active in a lot of these areas. The Principal suggested that ABOC determine the appropriate meetings for these points to be discussed, noting that not all suggestions could be accommodated within Academic Board, which had a c.70 membership and just five meetings a year, though it did have final oversight of how some of these issues were being handled.

Finally, the Principal noted that he had had several meetings with Heads of Department and had been working personally with the Senior Vice President (Service, People and Planning) to address the issue of how to better empower HoD's.

**Decision:**

**That the annual agenda business schedule be approved**

*Remaining items noted on the Consent Agenda:*

- (ii) *Executive Structure changes and implications for Academic Board*
  - (iii) *Membership of ABOC*
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## 8 KCLSU President Report [AB-21-12-08-08]

The KCLSU President invited the KCLSU Vice President Education (postgraduates) to present the report. The VP Education (postgrads) reported on recent developments except for the UCU strike situation, which had already been discussed under the Principal's report.

Progress had been made on the relationship agreement with KCL and there had been recent meetings about freedom of speech. Regarding Graduate Teaching Assistant (GTA) pay, the VP (postgrads) had been meeting with them and hearing their concerns regarding how pay had been handled. She reported that the general sentiment was that the good intentions had been undone with the problems in delivering the pay and contracts. She stressed the importance of keeping GTAs informed about what was being done around these issues. The VP Education (postgrads) had also met with the Senior Vice President (Academic) about simplifying the process and would continue to meet with GTAs. It was crucial that lessons learned from term one be applied to GTAs starting in term two so that we do not face the same issues.

The new Omicron variant of Covid-19 had presented many challenges, but once that slowed down the KCLSU would like to update Academic Board on the "keep it real" campaign and returning to in-person teaching as much as possible. KCLSU was currently running a vote regarding more in-person teaching in-line with Covid-safety. To date it had been successful in engaging students on both sides of the argument. There would be a KCLSU Town Hall in January.

During discussion points raised included:

- GTA onboarding and pay: The Principal noted how unfortunate it was that a positive thing the university had wanted to do now didn't seem so because of the implementation problems. GTA numbers fluctuated month-to-month and contracts varied month-to-month. The Senior Vice President (Operations) reported there remained some GTAs who had not responded with information needed in order to be paid, through no lack of trying from faculties and central teams. Most GTAs had now been paid and everyone due pay would receive pay for December. The immediate issues were largely solved, but the underlying processes still needed a fix. The university was committed to making the process more straightforward in future.
- Student desire for in-person teaching: the ability to interact with professors in a live manner was more important than the form of teaching. Covid issues were understood, but students were missing the live interaction, which contributed to quality of education.
- The Principal thanked the KCLSU for arranging the opportunity for The Dean and the Principal to meet with Islamic societies. It had been an interesting and useful discussion, including issues such as the corrosive effect of continually having to explain culture and religion. The Dean would be following up on some of the areas discussed, and also welcomed opportunities to meet with other faith groups.
- The KCLSU President commended the Senior Team, who had been doing a lot of work in meeting with those student communities who felt marginalised.

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## 9 Report of The Dean

### 9.1 Report of the Dean [AB-21-12-08-09.1]

The report of the Dean was noted as read. The Dean emphasised the success of the AKC and the ever increasing number of students enrolled on the programme, which was a good example of cross departmental cooperation and learning.

*Item approved on Consent*

### 9.2 Election of Associates of King's College (AKC) [AB-21-12-08-09.2]

Decision:

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*That those students and staff listed in the report be elected as Associates of King's College.*

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## **10 Any Other Business**

The Senior Vice President (Service, People and Planning) provided an update regarding an expected government announcement on new rules regarding Covid. [*Secretary's note: the Government announcement was made following the meeting at 5pm that day*]. It was expected that:

- an order to work from home would have exemptions for critical in-person teaching and learning.
- there could be impact on graduation ceremonies planned for January.
- there would be differing responses from higher education institutions, but King's would be requesting its staff to prioritise student teaching taking place before the Christmas break.
- the university would be working with the KCLSU over the Christmas break to provide facilities for those international students not returning home. It was noted that the announcement would lead to a slight intensification of existing plans.

During discussion points raised included:

- The number of people using the King's Covid test had increased but the percentage of positives had not changed much. The King's community was encouraged to keep doing those tests.
- Regarding student and staff vaccination, the university was confident through risk assessment data that over 90% were vaccinated. Over 1000 students did the risk assessment survey and over 90% had been vaccinated.
- The university was encouraging take up of boosters and requested further encouragement within the GTA community to receive their free flu vouchers, the details of which were on the main internal website.

The Principal recommended the Renick Lecture and would send the link to Academic Board members.

It was the last Academic Board meeting for Professor Frans Berkhout, who would be standing down as Executive Dean of the Faculty of Social Science and Public Policy at the end of the month. The Principal put on record his thanks to Professor Berkhout for leadership of the faculty and for all that he had contributed to the university.

The meeting adjourned at 16:33.

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**Irene Birrell**

College Secretary

December 2021