

**Academic Board**
**Meeting date** 8 March 2023

**Paper reference** AB-23-03-08-03.1

**Status** Confirmed

**Minutes**
**Date** 14 December 2022, 14.00

**Location** MS Teams

Composition		Members	Attendance 2022-23				
			22.11.22	14.12.22	08.03.23	19.04.23	28.06.23
<b>Ex officio</b>	Chair of Academic Board, President & Principal	Professor Shitij Kapur	P	P			
	Senior Vice	SVP Academic	Professor Rachel Mills	P	P		
	Presidents & Vice Principals	SVP Health & Life Sciences	Professor Richard Trembath	P	P		
		VP Education & Student Success	Professor Adam Fagan	P	P		
		VP Research & Innovation	Professor Reza Razavi (to 31.12.22)	P	P		
		VP International, Engagement & Service	Professor 'Funmi Olonisakin	P	P		
	The Reverend the Dean		Rev'd Canon Dr Ellen Clark-King	P	A		
	The President of the Students' Union		Yasir Khan	A	P		
	KCLSU Vice Presidents Education	Vice President for Education (Arts & Sciences)	Sara Osman Saeed	P	P		
		Vice President for Education (Health)	Julia Kosowska	P	P		
		Vice President for Postgraduate	Shagun Bhandari	P	P		
	Executive Deans of Faculty	Arts and Humanities	Professor Marion Thain	P	P		
		Dentistry, Oral & Craniofacial Sciences	Professor Michael Escudier	P	P		
		Dickson Poon School of Law	Professor Dan Hunter	P	P		
		King's Business School	Professor Stephen Bach	P	P		
		Life Sciences & Medicine	Professor Ajay Shah	P	P		
		Natural, Mathematical & Engineering Sciences	Professor Bashir Al-Hashimi (to 31.12.22)	P	P		
		Nursing, Midwifery & Palliative Care	Professor Irene Higginson	P	P		
		Institute of Psychiatry, Psychology & Neuroscience (Interim)	Professor Sir Simon Wessely	P	P		
Social Science and Public Policy		Professor Linda McKie	P	P			
Dean for Doctoral Studies		Professor Rebecca Oakey	P	A			
Executive Director: King's School of Professional & Continuing Education		Nina McDermott	P	A			
<b>Elected Students</b>	One student from each faculty, split equally across UG/PGT/PGR	Arts and Humanities	Kriti Gupta (from 14.12.22)	V	P		
		Dentistry, Oral & Craniofacial Sciences	Vacancy	V	V		
		Dickson Poon School of Law	Vacancy	V	V		
		King's Business School	Vacancy	V	V		
		Life Sciences & Medicine	Vacancy	V	V		
		Natural, Mathematical and Engineering Sciences	Vacancy	V	V		
		Nursing, Midwifery & Palliative Care	Amelia Martin (from 14.12.22)	V	P		
		Institute of Psychiatry, Psychology & Neuroscience	Bella Zilan Demirci (from 14.12.22)	V	P		
Social Science and Public Policy		Ting Meng (from 14.12.22)	V	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		
			Professor Matthew Head	A	P		
			Dr Hannah Crawforth	A	P		
			Dr Zeena Feldman	P	P		
	Dentistry, Oral & Craniofacial Sciences (4 members, including HOD equivalent)	Professor Kim Piper	P	P			
		Dr Ana Angelova	A	P			
		Professor Jeremy Green	P	P			
		Professor Richard Cook	P	P			
	Dickson Poon School of Law (4 members, including HOD equivalent)	Professor Ann Mumford	P	P			
		Dr Ewan McGaughey	P	P			
		Professor Satvinder Juss	P	P			
		Dr Jonathan Gingerich	A	P			
	King's Business School (4 members, including HOD equivalent)	Professor Gulcin Ozcan	P	A			
Dr Jack Fosten		P	P				
Dr Juan Baeza		P	P				

		Dr Andrew McFaul	P	P			
	Life Sciences & Medicine (5 members, including HOD equivalent)	Professor Susan Brain	A	P			
		Dr Manasi Nandi	A	P			
		Professor Claire Wells	P	P			
		Dr Baljinder Mankoo	A	P			
		Dr Anna Battaglia	P	P			
	Natural, Mathematical and Engineering Sciences (4 members, including HOD equivalent)	Professor Luc Moreau	P	P			
		Professor Michael Kölling	P	P			
		Professor Sameer Murthy	A	P			
		Dr Andre Cobb	P	P			
	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (4 members, including HOD equivalent)	<i>Vacancy (HoD)</i>	V	P			
		Dr Jocelyn Cornish	P	P			
		Dr Wladzia Czuber-Dochan	P	P			
		Irene Zeller	P	P			
	Institute of Psychiatry, Psychology & Neuroscience (5 members, including HOD equivalent)	Professor Matthew Hotopf	P	A			
		Dr Eleanor Dommett	P	P			
		Dr Rina Dutta	P	A			
		Dr Yannis Paloyelis	P	P			
		Dr Eamonn Walsh	P	P			
	Social Science and Public Policy (5 members, including HOD equivalent)	Professor Jelke Boesten	P	P			
		Dr Tim Benbow	P	P			
		Dr Hillary Briffa	P	P			
		Dr Sunil Mitra Kumar	P	P			
		Dr Kiran Phull	P	P			
	Three staff members on contracts which include teaching from Professional and Continuing Education (PACE) elected by and from the staff members on contracts which include teaching in PACE. One of the three seats will be held by a Head of Department or equivalent.	Sarah Shirley	P	P			
		Suzie Coates	P	P			
		Dr Michael Elliott	P	P			
Three professional staff	Education Support	Syreeta Allen	A	A			
	Research Support	Dr Natasha Awais-Dean	P	P			
	Service Support	Akic Lwaldeng	P	A			
Two academic staff on research-only contracts	Arts and Sciences Faculties	Dr Harriet Boulding	A	P			
	Health Faculties	Dr Moritz Herle	P	P			

v= vacant post

#### In attendance:

Darren Wallis, Executive Director, SED (Standing attendee)

Lynne Barker, Associate Director (Academic Regulations, Quality and Standards) (Standing attendee)

Revd Sarah Farrow, Vice Dean, attending on behalf of Rev'd Canon Dr Ellen Clark-King

Professor Peter Heather, attending on behalf of Professor Rebecca Oakey

Professor Ian McFadzean, (for Item 5.1)

Michael Bennett, Director of Social Mobility & Widening Participation (for Item 5.2)

#### Secretariat:

Irene Birrell (College Secretary)

Xan Kite (Director of Governance Services)

Sheronlyn Balfour (Governance Manager)

#### 1 Welcome, apologies and notices

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

#### 2 Approval of agenda

The agenda was approved.

#### 3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-22-12-14-03]

##### Decision

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

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#### **4 Matters Arising from the Minutes**

None.

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##### **5.1 TEF Submission [AB-22-12-14-05.1]**

Academic Board considered a near-final version of the provider TEF submission 2023 to the Office for Students (OfS). It noted the work undertaken to review and re-draft drawing on comments from across the College and advice from an external editing company to fine-tune structure, readability and tone. The Board made further comments on the draft that it received and noted that the final version would be submitted on the approval of the VP (Education).

Points raised in discussion included the following:

- The staff/student ratio trajectory was not explicit in the report and Academic Board members would be interested to see this. It was noted that there would be significant disciplinary differences. Investigations into the availability of the data for the Board would be made.
- The submission came across as a little defensive and focused on addressing weaknesses. It might benefit from different presentation and this was being considered, but the requirements and advice received from the OfS for the submission might preclude significant change.
- The increased investment in mental health resourcing was heartening and Academic Board would like to know how this matched with demand. This information would be provided for the Board in due course.
- The Principal thanked all involved in the production of the submission.

The final submission would be shared with Council and Academic Board Members when available.

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##### **5.2 Social Mobility & Widening Participation Strategy [AB-22-12-14-05.2]**

Academic Board received a presentation of The Social Mobility & Widening Participation Strategy 2022-25 which set out the way in which King's will achieve its Access & Participation Plan targets. The targets are regulatory commitments made with the Office for Students and an approved Access & Participation Plan is a condition of charging higher level tuition fees. Progress against targets is monitored annually and failure to make sufficient gains must be explained and addressed. The Strategy was the primary means by which King's will fulfil its responsibility to widen access for underrepresented students and had been approved by the Academic Board College Education Committee.

The aims of the strategy were: (1) to continue to increase the proportion of students from underrepresented backgrounds enrolling at university; (2) to raise the GCSE and A-Level attainment of learners from underrepresented backgrounds; (3) to improve social mobility in regions with high deprivation and low university participation; (4) support the mental health and wellbeing of our young people; and (5) to increase knowledge of what works in widening participation.

Alongside delivering King's Access & Participation Plan targets, these aims respond to the Office for Students' requirement that universities do more to raise attainment in schools and generate stronger evidence of impact. They also respond to the instruction of King's Council that we further expand our work in regions outside of London.

The strategy would deliver Vision 2029's goal to lead the Russell Group in social mobility and widening participation. It supports Strategy 2026's priority of reaching new groups of learners from widening participation backgrounds and supports its focus on mental health. It would be delivered using Access & Participation Plan funding.

In discussion the following points were raised:

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- The Principal noted that this work was an area in which King's was peer-leading and we should all be proud of that.
  - A member asked whether King's had commissioned research about the efficacy of online interventions for WP communities and whether this could be shared. It was reported that significant research had been undertaken during Covid and actions that worked well had been retained with an emphasis on effectiveness over speed and much more work would be undertaken on those actions over time. In addition, discussions were underway with Estates to identify academic colleagues who could advise on the best ways to support schools and teachers most effectively; expertise was available from digital humanities which would be very helpful.
  - The Extended Medical Degree Programme was available for students from disadvantaged backgrounds who do their first year over two years and receive extra support and it could be a helpful model for other parts of King's.
  - Layers of access were required for international students who cannot afford fees which would require provision of flexible attendance, changes to fee structures and partnership with philanthropists and agencies.
  - The main criteria for widening participation included postcode areas that were statistically under-represented, free school meal eligibility, first-in-family, care-leavers, estranged students, forced migrants, and some ethnic minority students. Data was held for state school/private school backgrounds in the UK, but not internationally.
  - Existing partnerships concerning widening participation were mainly third-party charities with similar missions to King's. It was suggested that there could be benefits in developing partnerships in cultural areas.
  - It would be helpful to see the Headcount as well as percentage increases to understand the scale. This information would be shared. Cohort information on sense of belonging, self-efficacy and mental health survey work was available but further granularity was being sought.
  - Scholarships required funding via donation and these would go further if the internal calculations changed to make them charged against a domestic fee rate as opposed to an international fee rate.
  - Around 40 students/family refugees were currently being housed by King's.

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

### **6.1 Summary Report on Key Issues [AB-22-11-02-06.1]**

The Principal presented his report. The following questions and issues were addressed in discussion:

- A member asked what investment was being made in staff in the Student Success Transformation Project and whether a union representative could be included in the creation. It was noted that staff resourcing was critical and significant effort was being put into the structure of groups and co-design mechanisms at different levels. The governance of the project would be subject to consultation and engagement early in 2023.
- The way in which technologies communicated in the Student Success Transformation Project was critical and Professor Moreau offered help with this and suggested that an architecture oversight board be put in place. The offer of help was welcomed.
- Equality of benefit to King's and the Courtauld in the new partnership would balance out over time with levels of activity varying from one side to the other. This would be tracked.
- Progress with the SUSTech partnership in China was delayed to September 2023 because of the ongoing effects of COVID. Governance structures had been established including a joint management committee co-chaired by the Principal and the Vice-Chancellor of SUSTech. A Dean had been

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appointed and work was being undertaken with the General Medical Council to gain recognised academic equivalence to MBBS programmes. Progress would be reported back to Academic Board.

- The current Personal Tutor Dashboard was agreed not to be fit for purpose. However, it was also acknowledged that the high number of personal tutees per tutor (as high as 45 in some areas) was a critical problem. Pilots to triage students in most difficulty were being modelled and examples of real innovation in some areas of King's would be shared. Improvements to the dashboard were critical because at the moment most personal tutor interactions were not data-informed.
- Under-recruitment to The Engineering & Design Institute London (TEDI), a collaboration between King's ASU and UNSW led members to question its viability. It was noted that TEDI was an independent institution and King's had a fixed commitment that had been restructured because of COVID and would need to make any decisions on viability by 2024-25. The VP (Research and Innovation) would serve on the Board of TEDI.

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

6.2 Curriculum Commission Update (**approved**)

6.3 NMPC Quinquennial Review Progress Report (**approved**)

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## **7 Report of the KCLSU President [AB-22-12-14-07]**

The KCLSU President presented his report. The following issues were addressed in discussion:

- The delays experienced in the release of exam timetables had significant impact on students. It was reported that there were three exam periods and for the main two (the first two) the timetable was released about 50 days in advance of the first exam, but the last assessment period presented a structural challenge because of the timing of examination boards before it and because of COVID pressures that had led to increased numbers of referrals and resits. King's would work with KCLSU to clarify student expectations and improve processes to move towards release 21 days before examinations from the current 14.
- The Mitigating Circumstances Form (MCF) system was under stress with increased numbers of applications and students seeking support with the process from the KCLSU Advice Service. KCLSU proposed that support be given to students who regularly submit MCFs rather than making the system more punitive. It was reported that a working group would be looking at this early in 2023 taking accounts of stakeholder engagement, diagnosis and consultation and would actively consider the KCLSU suggestions. The aim would be to move to a process where exceptional circumstances were driving the process rather than routine issues.
- The KCLSU was producing a TEF Student Submission which was independent of the King's Provider Submission.

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## **8 Reports of Committees**

### **8.1 Report of the Academic Board Operations Committee [AB-22-12-14-08.1]**

#### **(i) Member-requested agenda items**

The Committee had considered two proposals concerning items to be added to the Academic Board which had been submitted within the six-week time frame required which, with 10 signatories, had met the requirement that it be supported by at least 10 percent of the membership of the Academic Board. The Principal had referred consideration of these to ABOC in line with procedure because the first was a matter of business that fell within the terms of reference of ABOC. The second of the proposals fell outside of the current terms of reference of the Board and had already been considered by ABOC at its previous meeting.

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The first proposal was that the time for members submitting agenda items to the Academic Board should be reduced from 6 weeks before a meeting to 2 to 3 weeks. It was noted that the requirement for 6 weeks was a timing and workload issue for the Secretariat. Two years ago, it had been agreed at the request of some Academic Board members that the agenda be distributed two weeks in advance of the meeting rather than one week. This pushed back on the ability to produce materials in a timely way. In light of that, ABOC had established the six-week deadline for matters not already in the pipeline. The Secretariat had advised that four weeks could work with the caveat that on occasion, for complex items that needed ABOC's consideration, deferral to a subsequent meeting might be necessary. ABOC supported that position.

The second proposal was that there should be a vote on "the principle of whether the Academic Board approves establishing a committee, elected by staff, that will oversee Human Resources policy, can require information, and can intervene in any decision particularly in relation to dismissal and contract terms". ABOC noted that the critical governance requirement underlying the request was the need for a governing and decision-making structure that was transparent, accountable, and engaged in appropriate oversight. It noted that a thorough five-year governance review was due to take place in 2023. This would be a complicated and detailed piece of work and the issues raised with respect to Academic Board oversight of human resource matters related to academic staff had already been noted as one question to be answered in the review. ABOC recommends that the review should be carried out in a holistic manner, rather than taking a piecemeal approach to policy. The issue would not be delayed unduly as it was expected that the review would be conducted expeditiously beginning early in the 2023-24 academic year with a report to Council early in 2024.

In discussion some members emphasised their views on the importance at a university of academic staff monitoring human resource policy related to academic staff independently of management. It was noted that the university community and key stakeholder groups, including unions, would be consulted in the course of the governance review., including groups.

**Decision:**

Academic Board approved the motion that the time for members submitting agenda items to the Academic Board be reduced from 6 weeks before a meeting to 4 weeks, subject to the caveat that there may be times when ABOC is not able to deal with a matter received four weeks in advance and will on those occasions carry the matter over to the subsequent meeting of the Board.

**(ii) Operational Matters**

Academic Board noted ABOC's report that that hybrid attendance should be offered for all Board meetings to take account of new ways of working, travel, EDI matters and time efficiency, but that the current facilities did not appropriately allow for this and work was underway to secure a space that would allow for some members to attend in person and others virtually.

*All remaining items had been noted on the Consent Agenda:*

- (iii) Academic Board Election Report (noted)
- (iv) Current Academic Board Committees (noted)
- (v) Update on Staff & Culture Strategy Committee (noted)
- (vi) Rolling Calendar of Academic Board Business (noted)

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**8.2 Report of the College Education Committee (CEC) [AB-22-12-14-08.2]**

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

- (i) Teaching Excellence Framework Provider Submission process (**approved**)
  - (ii) Research Experience Visiting Student (Taught Degrees) (**approved**)
  - (iii) External Examiner Reports 2021/22 – UG programmes (**approved**)
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- (iv) Minor Corrections to Academic Appeal Regulations (**approved**)
  - (v) University-wide e-Assessment Platform (noted)
  - (vi) TEF 2023 update (noted)
  - (vii) Social Mobility & WP Strategy 22-25 (noted)
  - (viii) Welcome to King's 2022 (noted)
  - (ix) Careers & Employability within King's and HE Sector (noted)
  - (x) NSS & PTES Strategy update (noted)
  - (xi) In-Sessional Provision at King's College London (noted)
  - (xii) The Future of Online Education at King's (noted)
  - (xiii) Professional Statutory and Regulatory Bodies update (noted)
  - (xiii) King's Education Awards 2020/21 (noted)
  - (xiv) Report of the Programme Development & Approval Sub-Committee (noted)
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## **9 Report of The Dean**

### **9.1 Report of the Dean [AB-22-12-14-9.1]**

The report of the Dean was noted as read.

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### **9.2 Election of Associates of King's College (AKC) [AB-22-12-14-9.2]**

*Item **approved** on Consent.*

**Decision:**

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

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### **10 Report from Council [AB-22-12-14-10]**

The report from Council was presented by staff Council Member Natasha Awais-Dean.

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### **11 Any Other Business**

The meeting adjourned at 16:30.

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**Irene Birrell**

College Secretary

January 2023