

Academic Board
Meeting date 14 December 2022

Paper reference AB-22-12-14-03.1

Status Confirmed

Minutes
Date 2 November 2022, 14.00

Location Great Hall, Strand Campus

Composition		Members	Attendance 2022-23				
			02.11.22	14.12.22	08.03.23	19.04.23	28.06.23
Ex officio	Chair of Academic Board, President & Principal	Professor Shitij Kapur	P				
	Senior Vice	SVP Academic	Professor Rachel Mills	P			
	Presidents & Vice Principals	SVP Health & Life Sciences	Professor Richard Trembath	P			
		VP Education & Student Success	Professor Adam Fagan	P			
		VP Research & Innovation	Professor Reza Razavi (to 31.12.22)	P			
		VP International, Engagement & Service	Professor 'Funmi Olonisakin	P			
	The Reverend the Dean		Rev'd Canon Dr Ellen Clark-King	P			
	The President of the Students' Union		Yasir Khan	A			
	KCLSU Vice Presidents Education	Vice President for Education (Arts & Sciences)	Sara Osman Saeed	P			
		Vice President for Education (Health)	Julia Kosowska	P			
		Vice President for Postgraduate	Shagun Bhandari	P			
	Executive Deans of Faculty	Arts and Humanities	Professor Marion Thain	P			
		Dentistry, Oral & Craniofacial Sciences (Interim)	Professor Michael Escudier	P			
		Dickson Poon School of Law	Professor Dan Hunter	P			
		King's Business School	Professor Stephen Bach	P			
		Life Sciences & Medicine	Professor Ajay Shah	P			
		Natural, Mathematical & Engineering Sciences	Professor Bashir Al-Hashimi (to 31.12.22)	P			
		Nursing, Midwifery & Palliative Care	Professor Irene Higginson	P			
Institute of Psychiatry, Psychology & Neuroscience (Interim)		Professor Sir Simon Wessely	P				
Dean for Doctoral Studies		Professor Linda McKie	P				
Executive Director: King's School of Professional & Continuing Education		Professor Rebecca Oakey	P				
Elected Students	One student from each faculty, split equally across UG/PGT/PGR	Arts and Humanities	Kriti Gupta (from 14.12.22)	-			
		Dentistry, Oral & Craniofacial Sciences	Vacancy	V			
		Dickson Poon School of Law	Vacancy	V			
		King's Business School	Vacancy	V			
		Life Sciences & Medicine	Vacancy	V			
		Natural, Mathematical and Engineering Sciences	Vacancy	V			
		Nursing, Midwifery & Palliative Care	Amelia Martin (from 14.12.22)	-			
		Institute of Psychiatry, Psychology & Neuroscience	Bella Zilan Demirci (from 14.12.22)	-			
Social Science and Public Policy		Ting Meng (from 14.12.22)	-				
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, including HOD equivalent)	Professor Anna Snaith	P			
			Professor Matthew Head	A			
			Dr Hannah Crawforth	A			
			Dr Zeena Feldman	P			
			Professor Nick Harrison	P			
	Dentistry, Oral & Craniofacial Sciences (4 members, including HOD equivalent)	Professor Kim Piper	P				
		Dr Ana Angelova	A				
		Professor Jeremy Green	P				
	Dickson Poon School of Law (4 members, including HOD equivalent)	Professor Richard Cook	P				
		Professor Ann Mumford	P				
		Dr Ewan McGaughey	P				
	King's Business School (4 members, including HOD equivalent)	Professor Satvinder Juss	P				
		Dr Jonathan Gingerich	A				
		Professor Gulcin Ozcan	P				
		Dr Jack Fosten	P				
		Dr Juan Baeza	P				
		Dr Andrew McFaull	P				

	Life Sciences & Medicine (5 members, including HOD equivalent)	Professor Susan Brain	A				
		Dr Manasi Nandi	A				
		Professor Clare Wells	P				
		Dr Baljinder Mankoo	A				
		Dr Anna Battaglia	P				
	Natural, Mathematical and Engineering Sciences (4 members, including HOD equivalent)	Professor Luc Moreau	P				
		Professor Michael Kölling	P				
		Professor Sameer Murthy	A				
		Dr Andre Cobb	P				
	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (4 members, including HOD equivalent)	<i>Vacancy (HoD)</i>	V				
		Dr Jocelyn Cornish	P				
		Dr Wladzia Czuber-Dochan	P				
		Irene Zeller	P				
	Institute of Psychiatry, Psychology & Neuroscience (5 members, including HOD equivalent)	Professor Matthew Hotopf	P				
		Dr Eleanor Domett	P				
		Dr Rina Dutta	P				
		Dr Yannis Paloyelis	P				
		Dr Eamonn Walsh	P				
	Social Science and Public Policy (5 members, including HOD equivalent)	Professor Jelke Boesten	P				
		Dr Tim Benbow	P				
Dr Hillary Briffa		P					
Dr Sunil Mitra Kumar		P					
Dr Kiran Phull		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					
	Suzie Coates	P					
	Dr Michael Elliott	P					
Three professional staff	Education Support	Syreeta Allen	A				
	Research Support	Dr Natasha Awais-Dean	P				
	Service Support	Akic Lwaldeng	P				
Two academic staff on research-only contracts	Arts and Sciences Faculties	Dr Harriet Boulding	A				
	Health Faculties	Dr Moritz Herle	P				

v= vacant post

In attendance:

Darren Wallis, Executive Director, SED (Standing attendee)

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

Frederico Maia, Director of HR Operations (for item 6.2)

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-22-11-02-03]

A member requested that Item 8.2, Annex 4 be removed from the Unanimous Consent Agenda.

Decision

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

4 Matters Arising from the Minutes

None.

5.1 The Future of Online Education at King's [AB-22-11-02-05.1]

The views and comments of Academic Board on the next phase of King's online education strategy were sought. A new model for online education was being developed which would meet a diverse range of needs and establish King's as a leader in online education, one of the objectives of Vision 2029. Challenges presented by the current model included: rigidity of contractual obligations which have curtailed the ambition to develop new programmes; the need to expand in-house expertise in developing online content and pedagogy, recognising that online provision makes very different operational demands on academic and professional services staff; and lack of diversity in current student base enrolled in programmes. In discussion the following points were raised:

- There is a need for greater flexibility in programme delivery noting that physical space is full and online offering provides an opportunity to become more diverse geographically and demographically, to reach people in industry and in the workplace and also to reach audiences HE doesn't currently speak to.
- Further detail on the implications for staffing, measures to ensure no adverse impact on workload pressures, and alignment with the aims of portfolio simplification were requested. It was noted that development of the online offering would not be attempted without additional resource and staffing.
- The work of the Centre for Technology Enhanced Learning (CTEL) should be acknowledged in this strategy which should show how it fits with other existing work in the area within King's.
- King's should plan its education offering as a whole and the strategy should be explicit about the reasons for the developments.
- The strategy should address ways to reach less affluent students.
- Any partner should have values that align with those held by King's.
- A large piece of market research had been commissioned in the Spring of 2022 and had just concluded. The outputs would be consolidated. The current online platform appeared to be outdated because of lack of investment.
- This development required King's to question the notion that it is a 'campus-based' university.
- It was currently difficult for students to switch from campus to online learning and the two should be designed to be complimentary.
- King's would be wise to steer more of its own destiny in this space from now on.

Decision:

That Academic Board would discuss the mix of online and campus provision at a future meeting with a view to coming to a clearer view of the synergy, complexity and how it is to be managed.

5.2 Strategy Refresh [AB-22-11-02-05.2]

The Board considered a report of the key strategic directions approved by Council on 23 September 2022 which built on the earlier versions that members had seen. Specific proposals would return to Academic Board, other Council committees and Council at the appropriate times for individual approval. The Strategy had four key goals: Enabling Student Success; A Thriving King's Staff Community; Sustainable Research and Innovation Excellence; and Knowledge with Purpose: Service and Impact. These would be achieved using three key enablers: A Simple, Nimble, Effective King's; A Physical and Digital Estate which is Integrated and Accessible; and Sustainable Finances. It would see the following

principles in action: Inclusiveness; Challenge; Support; Connection; and Sustainability. In discussion the following points were raised:

- The definition of the academic proposition to bring these goals into reality would be critical.
- King's approach to affirmative action for student body diversity was under consideration.
- Reports on progress made towards achieving the goals of the Strategy would be brought forward to the Board as elements matured.

6 Report of the President & Principal

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

The Principal presented his report, highlighting the following points:

- The need for academic strategy and central and faculty investment for sustainability action under a One King's approach.
- Projections indicating that the UG recruitment targets would be exceeded by c. 250 FTE and PGT recruitment targets would be almost exactly met. Thanks were made to admissions coordinators, the Students and Education Directorate and faculties.
- The new Shakespeare London Centre had opened at the Globe Theatre and built on King's long standing partnership with The Globe.
- A package was under construction to assist students with the cost of living.

6.2 Academic Workforce Report [AB-22-11-02-06.2]

Academic Board received a data report with respect to the academic workforce at King's as requested and agreed at the previous meeting. The SVP (Academic) presented the report which was the first of its kind presented at Academic Board and was a work in progress. It would be developed to include GTAs and members of staff who undertook academic work but were not employed on academic contracts. It provided a snapshot of one year and the submission of future reports in the format would allow Academic Board to consider trends over time. In discussion the following points were noted:

- The academic headcount had increased by about 200, but King's remained slightly lower than other Russell Group universities in this respect.
- There had been some movement to reduce the gender pay gap and the success rate for women in promotion was slightly higher than for their male counterparts. A higher proportion of the most recent professors appointed had been women for the first time in King's history. The major exercise undertaken to equalise pay for professors had been successful and King's should aspire to do the same at all levels.
- The Athena Swan data provided was slightly out of date and a member asked for information on the Athena Swan and Race Equality actions plans to effect change. It was noted that information on this was available on the intranet, but that there was further work to be done.
- A member requested further detail on the summary of reasons for leaving and asked for revisions to the classification of dismissals, redundancies and expired contracts. Difficulties in the presentation of this data were noted.
- Exit interviews were conducted to understand the reasons for leaving, but these were confidential to individual HR People Partners and could not be reported.
- The turnover for professional services staff was higher than that of academic staff and progression opportunities was a key factor for this across the whole Sector and was being investigated for improvement at King's.

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- Further information would be provided on the reasons for the current teaching fellow contract practice.
 - Additional and improved analysis of the EDI/gender pay gap would be welcome and the Director of HR Operations would meet Academic Board member Professor Murthy to discuss more effective interrogation techniques.

In summary, this was a useful report which gave some assurance that reasonable progress was being made with the gender pay gap and low academic staff turnover, but confirmed that further work was required to improve BAME numbers. Further work was required to provide more granular information about resignations and dismissal/fixed term contract separation.

The proposal that Academic Board should have a sub-committee with oversight of compliance with policy on dismissals was noted and consideration of the establishment of a group of this nature could be included in the forthcoming governance review.

7 Report of the KCLSU President [AB-22-11-02-07]

The KCLSU Vice-President (Arts and Sciences), Sara Osman Saeed, presented the report on behalf of the KCLSU President who had given apologies for the meeting.

The use of the mitigating circumstances process was highlighted for discussion. Students were overwhelming the process because it was the only route available to them to alleviate the stress they were experiencing as a result of pressures including the cost of living crisis. KCLSU asked that King's provide a system to help students before they need to submit a mitigating circumstances request and not make the process punitive. In discussion it was noted that 85k mitigating circumstance requests had been received over the last two years. Data reports on the reasons, processing time and other key aspects were being investigated with the aim of understanding and addressing the symptoms and underlying causes. Members noted the difficulties faced by staff and students where individuals had large numbers of personal tutees and a desire for mitigating circumstance provision to be available for unplanned events and other mechanisms to be provided for known circumstances that could be planned for.

8 Reports of Committees

8.1 Report of the Academic Board Operations Committee [AB-22-11-02-08.1]

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

- (i) CEC Terms of Reference minor amendments.

8.2 Report of the College Education Committee (CEC) [AB-22-11-02-08.2]

The following item was removed from the UAC as requested:

- (i) CEC Schedule of Business 2022-23

It was requested that the Schedule of Business be revised to include explicit reference to the activities it undertook to fulfil its responsibility to be "the committee of Academic Board responsible for ensuring that the academic provision for all programmes is of the highest possible standard" as stated in its terms of reference. It was noted that this work was undertaken with due diligence in detail by the Programme Development and Approval Subcommittee of CEC and considered by the Committee in regular reports from that Subcommittee. This would be included in revisions to the Schedule.

Decision:

That the CEC Schedule of Business be approved, subject to the inclusion of explicit reference to the work undertaken to ensure that the academic provision for all programmes is of the highest possible standard.

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

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- (i) OfS Conditions of Registration 2022/23 **(approved)**
 - (ii) Professional, Statutory & Regulatory Body policy **(approved)**
 - (iii) CEC Terms of Reference & Membership 2022/23 **(approved)**
 - (iv) Degree Outcomes Statement 2022 (noted)
 - (v) King's International Foundation condonement (noted)
 - (vi) Degree Outcomes Statement 2020/21 (noted)
 - (vii) Academic Regulations 2022/23 (noted)
 - (viii) Periodic Programme Review – revised process (noted)
 - (ix) Macadam level 3 Project 2022/23 (noted)
 - (x) College Teaching Fund – final year report 2021/22 (noted)
 - (xi) Harassment & sexual misconduct (noted)
 - (xii) Review of practice - Abrahart (Bristol) case (noted)
 - (xiii) Examinations & Assessment delivery update 2021/22 (noted)
 - (xiv) Academic Misconduct – paper for Faculty discussion (noted)
 - (xv) CEC Schedule of Business 2021/22 (noted)
 - (xvi) Module Evaluation overview 2021/22 response rates (noted)
 - (xvii) PGT Assessment Board Annual Report 2020/21 (noted)
 - (xviii) ASSC Schedule of Business 2021/22; Draft Schedule of Business for ASSC 2022/23; and ASSC Terms of Reference & Membership 2022/23 (noted)
 - (xix) Programme Development & Approval Sub-Committee (noted)
 - (xx) Collaborative Provision Sub-Committee (noted)
 - (xxi) NSS Overview/Update (noted)
 - (xxii) TEF Provider Submission (noted)
 - (xxiii) Equality, Diversion & Inclusion update (noted)
 - (xxiv) King's College London Strategy 2026 (noted)
 - (xxv) Update on the start of the Academic year 22/23 (noted)
 - (xxvi) Learning Environments Working Group (noted)
 - (xxvii) Professional Statutory and Regulatory Body activity (noted)
 - (xxviii) Fair Admissions Policy Statement (noted)
 - (xxix) Executive MBA – Terms & Conditions **(approved)**
 - (xxx) Statement for Exams Period 1, 2 and 3 (noted)
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8.3 Report of the College Research Committee (CRC) [AB-22-11-02-08.3]

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

- (i) King's Research Strategy Refresh (noted)
 - (ii) NMES Research Strategy (noted)
 - (iii) Digital Research Strategy (noted)
 - (iv) Digital Futures Institute (noted)
 - (v) PGR Stipends (noted)
 - (vi) HREiR Award: Action Plan Against the Concordat to Support the Development of Researchers **(approved)**
 - (vii) Research Integrity: Research Misconduct Procedure **(approved)**
 - (v) Libraries & Collections: Research Publications Policy **(approved)**
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9 Report of The Dean

9.1 Report of the Dean [AB-22-11-02-9.1]

The report of the Dean was noted as read.

9.2 Election of Associates of King's College (AKC) [AB-22-11-02-9.2]

*Item **approved** on Consent.*

Decision:

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

10 Report from Council [AB-22-11-02-10]

The report from Council was presented by staff Council Member Hillary Briffa. In addition to the items included in the report, Dr Briffa highlighted progress made in the recruitment of staff members to the new Staff and Culture Strategy Committee of Council. 63 members of staff had been nominated and had been interviewed for six positions on the Committee and it had been inspiring to hear what each would bring. Thanks was given to the Council members for their time in this process which had been less tiring than inspiring.

11 Any Other Business

The meeting adjourned at 16:30.

Irene Birrell

College Secretary

November 2022