

**Academic Board**
**Meeting date** 19 April 2023

**Paper reference** AB-23-04-19-03.1

**Status** Confirmed

**Minutes**
**Date** 8 March 2023, 14.00

**Location** Great Hall, Strand Campus and 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	P			
	Senior Vice	SVP Academic Professor Rachel Mills	P	P	P			
	Presidents & Vice Principals	SVP Health & Life Sciences Professor Richard Trembath	P	P	P			
		VP Education & Student Success Professor Adam Fagan	P	P	P			
		VP Research & Innovation Professor Reza Razavi (to 31.12.22) Professor Bashir Al-Hashimi (from 1.1.23)	P	P	-	-	-	
			VP International, Engagement & Service Professor 'Funmi Olonisakin	P	P	P		
	The Reverend the Dean	Rev'd Canon Dr Ellen Clark-King	P	A	P			
	The President of the Students' Union	Yasir Khan	A	P	P			
	KCLSU Vice Presidents Education	Vice President for Education (Arts & Sciences) Sara Osman Saeed	P	P	P			
		Vice President for Education (Health) Julia Kosowska	P	P	P			
		Vice President for Postgraduate Shagun Bhandari	P	P	P			
	Executive Deans of Faculty	Arts and Humanities Professor Marion Thain	P	P	P			
		Dentistry, Oral & Craniofacial Sciences Professor Michael Escudier	P	P	P			
		Dickson Poon School of Law Professor Dan Hunter	P	P	A			
		King's Business School Professor Stephen Bach	P	P	P			
		Life Sciences & Medicine Professor Ajay Shah	P	P	P			
		Natural, Mathematical & Engineering Sciences Professor Bashir Al-Hashimi (to 31.12.22) Professor Mark French (Interim)	P	P	-	-	-	
			Nursing, Midwifery & Palliative Care Professor Irene Higginson	P	P	P		
		Institute of Psychiatry, Psychology & Neuroscience (Interim) Professor Sir Simon Wessely	P	P	P			
		Social Science and Public Policy Professor Linda McKie	P	P	P			
Dean for Doctoral Studies	Professor Rebecca Oakey	P	A	P				
Executive Director: King's School of Professional & Continuing Education	Nina McDermott (to 31.12.22)	P	A	-				
	Dr Ana de Medeiros (from 08.03.23)	-	-	P				
<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	P			
		Dentistry, Oral & Craniofacial Sciences <i>Vacancy</i>	V	V	V			
		Dickson Poon School of Law <i>Vacancy</i>	V	V	V			
		King's Business School <i>Vacancy</i>	V	V	V			
		Life Sciences & Medicine <i>Vacancy</i>	V	V	V			
		Natural, Mathematical and Engineering Sciences <i>Vacancy</i>	V	V	V			
		Nursing, Midwifery & Palliative Care Amelia Martin (from 14.12.22)	V	P	P			
		Institute of Psychiatry, Psychology & Neuroscience Bella Zilan Demirci (from 14.12.22)	V	P	P			
Social Science and Public Policy Ting Meng (from 14.12.22)	V	P	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	Arts & Humanities (5 members, including HOD equivalent)	Professor Anna Snaithe	P	P	P		
			Professor Matthew Head	A	P	P		
			Dr Hannah Crawforth	A	P	P		
			Dr Zeena Feldman	P	P	P		
	Dentistry, Oral & Craniofacial Sciences (4 members, including HOD equivalent)	Professor Nick Harrison	P	P	P			
		Professor Kim Piper	P	P	P			
		Dr Ana Angelova	A	P	P			
		Professor Jeremy Green	P	P	P			
	Dickson Poon School of Law (4 members, including HOD equivalent)	Professor Richard Cook	P	P	P			
		Professor Ann Mumford	P	P	P			
		Dr Ewan McGaughey	P	P	P			
		Professor Satvinder Juss	P	P	P			
	Dr Jonathan Gingerich	A	P	P				

each faculty.	King's Business School (4 members, including HOD equivalent)	Professor Gulcin Ozkan	P	A	P		
		Dr Jack Fosten	P	P	P		
		Dr Juan Baeza	P	P	P		
		Dr Andrew McFaull	P	P	P		
	Life Sciences & Medicine (5 members, including HOD equivalent)	Professor Susan Brain	A	P	P		
		Dr Manasi Nandi	A	P	P		
		Professor Claire Wells	P	P	P		
		Dr Baljinder Mankoo	A	P	A		
		Dr Anna Battaglia	P	P	P		
	Natural, Mathematical and Engineering Sciences (4 members, including HOD equivalent)	Professor Luc Moreau	P	P	P		
		Professor Michael Kölling	P	P	P		
		Professor Sameer Murthy	A	P	P		
		Dr Andre Cobb	P	P	P		
	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (4 members, including HOD equivalent)	<i>Vacancy (HoD)</i>	V	V	V		
		Dr Jocelyn Cornish	P	P	P		
		Dr Wladzia Czuber-Dochan	P	P	P		
		Irene Zeller	P	P	A		
	Institute of Psychiatry, Psychology & Neuroscience (5 members, including HOD equivalent)	Professor Matthew Hotopf	P	A	P		
		Dr Eleanor Dommert	P	P	P		
		Dr Rina Dutta	P	A	P		
		Dr Yannis Paloyelis	P	P	P		
		Dr Eamonn Walsh	P	P	P		
	Social Science and Public Policy (5 members, including HOD equivalent)	Professor Jelke Boesten	P	P	P		
		Dr Tim Benbow	P	P	A		
		Dr Hillary Briffa	P	P	P		
		Dr Sunil Mitra Kumar	P	P	P		
		Dr Kiran Phull	P	P	P		
	Three staff members on contracts which include teaching from Professional and Continuing Education 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	P		
Suzie Coates		P	P	P			
Dr Michael Elliott		P	P	P			
Three professional staff	Education Support	Syreeta Allen (to 31.12.22)	A	A	-	-	-
	Research Support	Dr Natasha Awais-Dean	P	P	P		
	Service Support	Akic Lwaldeng	P	A	P		
Two academic staff on research-only contracts	Arts and Sciences Faculties	Dr Harriet Boulding	A	P	P		
	Health Faculties	Dr Moritz Herle	P	P	P		

v= vacant post

#### In attendance:

Professor Clare Carlisle Tresch, Professor of Philosophy and AKC Director (for Item 6.2)

Steve Large, SVP Operations

Thomas Foulkes, Director of Research Strategy & Development (for item 5)

Darren Wallis, Executive Director, SED

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

Annabel Chalker, Director of Communications

#### 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

It was proposed that item 9.1, the Report of the Dean be moved to the Unanimous Consent Agenda. The agenda was approved with that amendment.

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**3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-23-03-08-03]****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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**4.1 Academic Workforce Report [AB-23-03-08-04.1]**

Academic Board considered a verbal report from the Senior Vice President Operations made in response to requests for amendments to be made to the report on academic workforce data provided at the previous meeting. The request for amendments had been provided in the agenda pack.

Points raised in discussion included the following:

- King's does not use "Non-Disclosure Agreements (NDAs)" to prevent individuals from speaking out at the conclusion of a contract. King's had stated this as a matter of principle and had signed up to the "Can't Buy My Silence" campaign on this matter. Confidentiality clauses were included for some individuals at the conclusion of their contract, but these were never to stop an individual from speaking about their experience. These were sometimes included at the request of the individual who did not wish their financial or other personal information to be made available or to avoid disclosure of commercially sensitive information – a very common practice in large organisations.
  - King's complied with employment rights with compliant contracts. A member disputed this and was asked to provide details to the Senior Vice-President of any cases in which this was alleged so that they could be legally reviewed. All decisions made on staffing matters were made in good faith with best intentions for the employee and employer.
  - There were currently 14 active Employment Tribunal matters, most of which are still in progress because of a backlog of cases at the Tribunal. There have been only three new applications since 1 September 2022. The Principal remarked that 14 cases out of 10,000 staff was not indicative of a systemic problem.
  - King's did have staff on fixed term contracts which ended routinely for a variety of reasons. A member stated his belief that King's should recognise all contract ends as dismissals.
  - The Chair noted that the discussion could be continued through other channels but was no longer productive within the remit of the Academic Board. The SVP Operations would circulate a written note of his report to all members.
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**4.2 Any Other Matters Arising [AB-23-03-08-04.2]**

None.

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**5 Research Strategy [AB-23-03-08-05]**

Academic Board considered an overview of King's current standing in research, its strategy and progress made since the last substantive discussion on research strategy held in October 2021. More regular discussion of specific research issues faced in an ever-changing context would follow.

In discussion the following matters were raised:

- King's was performing well with an upward trend in research income and the 2022 REF results showing it in the top group of UK universities, but could not afford to be complacent.
  - Key external developments were noted, in particular the 'plan B' scheme that had been prepared to address the UK's ongoing inability to complete association with Horizon Europe and
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the UK Government providing EU awardees with alternative UKRI awards which had been extended for a further three months.

- King's was consolidating areas of strength in its research strategy and remained committed to inclusive research strategy and support.
- The King's Climate and Sustainability initiative had been launched at the end of 2022 and the first call for seed funding is in progress.
- The Board noted support and funding available for research, including for early career researchers.
- The Board noted that the Strategy should address education pedagogic research to remain sector-leading in the field and to minimise the separation of education and research in strategic planning. Education research was submitted to the REF from the Faculty of Social Sciences and Public Policy and from IoPPN, but structures did not currently facilitate showcasing and integrating education research being undertaken across the university.
- It was difficult for the significant number of staff employed on the education pathway to access resources for education pedagogy work as they were not employed on research contracts, but consideration should be given to a mechanism to recognise and reward those who are doing more than teaching.
- Members were pleased to note that the restriction to one travel operator had been lifted, a matter that researchers had found particularly difficult.
- Complex visa issues currently prevented King's from using grant money for research staff entry and the results of further investigation into this issue would be reported on at the next meeting.
- Members were pleased to see reference to research culture and noted that additional resources were being sought to address faculty-specific issues concerning supervisors and postgraduate research students. Progress in this area would be reported back to a future meeting of the Academic Board.
- The Strategy would continue to enshrine the principal of inclusion. King's would establish a fund for three years to continue the parents and carers funding from the Wellcome Trust that was coming to an end. Conversations were being held with Executive Deans around funding and support and a communications plan.
- A significant obstacle to the implementation of the strategy in Arts & Humanities was staff workload and specifically tutoring workload. The Executive Dean of A&H noted that 20 new posts had been approved for the Faculty would make a step change improvement in the coming year, and staff were encouraged to report workload concerns to their Head of Department. However, it was agreed that, despite reduced student/staff ratios, workload issues remained. A range of factors explained this, including post-Covid hybrid teaching, increased student numbers, students who had missed study catchup, increased support needs of students (the College had seen a tenfold increase in student requests for mitigating circumstance considerations), and increased regulatory processes from the external environment.
- There were examples of quality improvement in processes for the transition of students into university which did not fit within the research strategy and colleagues were encouraged to report these to the faculty Vice-Deans for Research to bring forward for discussion at College Research Committee.
- The research system in the UK was growing with a national commitment to a 50% increase in funding to £21b in the next three years and tremendous opportunities for industry programmes and King's would need to be agile to take advantage of these, moving to cross-disciplinary collaboration. King's unique advantage was its intersection between the STEM subjects

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prioritised by Government and the arts, humanities and social sciences that enable maximum effectiveness of STEM.

**Decisions:**

- (i) That the SVP Academic and VPs for Research & Innovation and Education & Student Success would establish a working group to review ways to support and showcase education pedagogic research and to find pathways for AEPs to contribute, be recognised and rewarded for this research. The Working Group would report to the June 2023 meeting of the Academic Board.
- (ii) That VP Research and SVP Operations would report back on the use of research grant money for research staff entry visas.
- (iii) That the VP Research would report on progress made in connection with research culture at the next meeting.

Some specific questions raised by a member in advance of the meeting were addressed by the Vice-President (Research) following the meeting. Please see Annex 1.

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

### **6.1 Summary Report on Key Issues [AB-23-03-08-06.1]**

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

- Support for staff and students affected by the earthquake in Turkey and Syria.
- A racially motivated attack on two King's students and a member of the public who defended them as they returned home after a cultural event at Law School. Thanks were given to all colleagues that had provided quick and effective support, but this served as a reminder that despite progress made in equality and diversity, not all areas of the external environment had yet been reached and there remained lessons to be learned. The KCLSU President asked if KCLSU could receive the students' contact details to offer support to them.
- ***This paragraph is redacted.***
- It was noted that the Government had set a UK undergraduate tuition fee cap at £9250 until 2026 and that this would mean that a loss was made on all UK undergraduates in all universities by that time, alongside the loss made on the other core activity of research. International student fees are a significant part of the reconciliation, but in the long run that cannot be the only answer.
- King's had renewed its annual membership of Stonewall for 2023. The University Executive had underlined that King's support for our LGBTQ+ community was unwavering and was not limited to its relationship with Stonewall. It was consulting to garner a broader view on this matter and would publish a LGBTQ+ plan to ensure that together we build an inclusive environment that we can all be proud of.
- A member asked what position King's would take in the employers' negotiations on pay and it was noted that this question should be raised in another forum as it was not within the remit of the Academic Board to discuss union negotiation matters.

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### **6.2 Associateship of King's College [AB-23-03-08-06.2]**

The Academic Board received a report on the Associateship of King's College (AKC), its history and how it was changing to best serve the King's Community. The AKC had been taught continuously since the College's foundation in 1829. It was an optional programme in ethics, philosophy, religion and culture open to all King's

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students and staff. It was run by The Dean's Office, with each series curated by a King's academic on a topic agreed by the AKC Steering Committee.

Participation in the AKC had increased overall although not all Faculties were equally represented. The curriculum had evolved to track the College's strategic priorities and themes were approached in a multi-disciplinary way. The following questions and issues were addressed in discussion:

- Students did not pay anything extra for the AKC, it was available to all and was analogous to all other opportunities offered to all students.
- AKC recipients were seen to be noticeably proud of the award at graduation ceremonies.
- The AKC had evolved in a very sensitive way to the ever-evolving King's, addressing multi-faith and no-faith aspects. It was one of the distinctive features of King's.

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## **7 Report of the KCLSU President [AB-23-03-08-07]**

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

- The KCLSU had submitted the student submission to the TEF which had been circulated to Academic Board Members. It outlined areas of success and those that needed more attention and resource from the student perspective. KCLSU aimed to be involved in the next steps of delivering the improvements with King's. Key areas noted were: assessment and feedback; increased pastoral and academic support; student voice; and targeted careers, employability and developmental opportunities.
- A review of the Mitigating Circumstances Framework was underway with the involvement of KCLSU and a paper addressing a range of assessment and feedback issues was due to be considered by the College Education Committee shortly.
- It was noted that significant additional resources had been allocated to careers support.
- The King's Edge programme would bring together all extra-curricular opportunities for students.
- Members noted concerns about staff workload in providing sufficient personal tutor support and this was being reviewed with an understanding that more resource was required together with changes in workload beyond the staff student ratio.
- The VP Education & Student Success was keen to work with KCLSU and to understand what could be done to stimulate increased participation in student elections. The KCLSU had extended the nomination period in the hope that this would result in increased numbers of candidates and that increased engagement in voting would follow.
- A member reported that mental health first aider training previously made available to personal tutors was no longer offered and a refresher course would also be helpful. The Principal noted that this was very important, and its availability would be assured as quickly as possible.

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## **8 Reports of Committees**

### **8.1 Report of the Academic Board Operations Committee [AB-23-03-08-08.1]**

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

- (i) Academic Board Election Voting Details (noted)
- (ii) Academic Board Meeting Space Options (noted)
- (iii) Academic Board – Options for Student Elections (noted)
- (iv) Staff and Culture Strategy Committee (noted)

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## 8.2 Report of the College Education Committee (CEC) [AB-23-03-08-08.2]

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

- (i) Interruption of Study Framework (**approved**)
- (ii) Proposal for Foundation Certificate Award (**approved**)
- (iii) TEF Final Provider Submission (noted)
- (iv) Proposal for Assessment & Feedback Priority Projects (noted)
- (v) QAA Quality Enhancement of Transnational Education Scheme (noted)
- (vi) Overview of Strategic Programmes Office Projects (noted)
- (vii) Mitigating Circumstances: Update (noted)
- (viii) Student Mind's University Mental Health Charter Award (noted)
- (ix) Exams and Assessments Annual Report 2021/22 (noted)
- (x) Professional Statutory & Regulatory Body activity (noted)
- (xi) Periodic Programme Review: KBS – Finance online (noted)
- (xii) Periodic Programme Review: KBS – MSc in HRM & Organisational Analysis (noted)
- (xiii) Annual Report on Student Conduct & Appeals 2021/22 (noted)
- (xiv) Scheduling of Periodic Programme Reviews 2022/23 for the Faculty of Social Science & Public Policy (noted)
- (xv) Update on the start of Semester 2: 2022/23 (noted)

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## 8.2 Report of the College Research Committee (CEC) [AB-23-03-08-08.2]

- (iii) Research Culture

A Member asked for the findings of the feasibility study on the transition of research staff on fixed-term contracts onto open contracts and for information on the extent to which this would impact future plans. It was reported the College was committed to this work and cognisant of the magnitude of the issue. The feasibility study was ongoing, and the report would not be available for some months.

*All remaining Items noted on the Consent Agenda:*

- (i) Environment and Sustainability (noted)
- (ii) KBS Institute for Sustainable Business (noted)
- (iv) Enabling Research Strategy Initiatives (noted)
- (v) Public and Community Engagement with Research (noted)
- (vi) Departure of Committee Chair (noted)

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## 9 Report of The Dean

### 9.1 Report of The Dean [AB-23-03-08-9.1]

The report of The Dean had been dealt with in the Unanimous Consent Agenda

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### 9.2 Election of Associates of King's College (AKC) [AB-23-03-08-9.2]

*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-23-03-08-10]

The report from Council was presented by staff Council Member Kim Piper. Issues considered at the most recent meeting had included the TEF submission.

Two new Council appointments had been made, Tom Berry and Stephan Weiner (as Honorary Treasurer), and one of the staff members of Council and Academic Board, Natasha Awais-Dean, and the President of KCLSU had been members of the selection panel. Their inclusion had been well received by candidates and they reported that they had been impressed by the work of the panel and the candidates interviewed.

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**11 Any Other Business****11.1 International Woman's Day**

Academic Board marked International Women's Day and celebrated the recent milestone in promoting more female than male professors in 2022/23.

**11.2 Philanthropy**

A Member asked what the institution's plans and actions were in this area. The Principal reported that a report on target figures was still in preparation for Council, but that Council had considered a report on the programme of work being undertaken to identify those figures and actions. The pillars of the philanthropy strategy would be known by June. Current levels of achievement were £25-30m per annum raised for King's, plus additional funds raised for its hospital partners. King's ranked after Oxford and Cambridge (which each raised around £2.5Bn pa) in the UK and in same range as UCL.

The meeting adjourned at 16:26.

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**Irene Birrell**

College Secretary

March 2023



## Responses to Questions on the Research Strategy paper provided after the meeting:

p.21 **Innovation@King's** section notes that 'During 2023, we will also strengthen the governance framework for all aspects of innovation and impact'.

- Q: Can details be provided on who will have input into this process and framework?

*Response: Detailed proposals are going through formal channels including the College Impact Committee, CAPSULE (Exec Deans and Directors of Operations), and University Executive. We have also secured input from professional services staff through RMID leadership.*

p.22 **King's Prize Fellowships** section notes that this scheme is designed to support promising internal and external post-doctoral researchers. But to date, all 23 fellowships have support gone to external candidates.

- Q: Do we have a sense of why internal candidates have failed to secure these fellowships, and are there plans to redress this - for example, by recalibrating the recruitment process?

*Response: Approximately 50% of the Prize Fellowships are awarded to internal candidates. Of the Prize Fellowship awardees, many go on to secure externally-funded fellowships (e.g. from UKRI, Wellcome...) in line with the objectives of the scheme.*

p.22 **Research culture** section notes that 'In 2023 we will test a new way of working, with additional resource to work with faculties to explore a selected set of possible improvements with greater depth and focus'.

- Q: While this document makes clear it is a 'high-level overview paper', specifics would be welcomed on what new way(s) of working and resourcing are under consideration.

*Response: As discussed during the meeting, there are two linked activities underway – an internally-funded programme and a major application to Wellcome regarding research culture. The internally-funded plan (which is supported by our specific Research England annual allocation for supporting research culture) is currently going through approvals – but consists of the creation of a (very) small central team to coordinate best practice, and a Faculty-facing fund, aiming to support the best ideas from each Faculty, and recognising that the research culture challenges may differ across parts of the university. The Wellcome application team are currently running a consultation seeking input: [Have your say on the Wellcome Trust Research Culture bid \(kcl.ac.uk\)](https://www.kcl.ac.uk/research-culture)*

p.22 **Research management and support services** section considers 'research award productivity' to ensure 'researchers can make full and timely use of awards, avoiding delays to getting research underway, or underspends, or unnecessary work'.

- Q: A colleague noted that such delays are often beyond the control of award holder - e.g. recruitment delays, workload negotiations at local level

*Response: RMID is leading a project to look at (and fix) delays arising from a wide variety of factors – including those that are beyond the control of the academic lead, and those that are outside RMID areas of responsibility (e.g. HR, procurement etc.). We fully recognise that in the vast majority of cases, the academic team are keen to start work as quickly as possible, but that they can often face delays and frustrations from a variety of “process” factors.*