

Minutes

Date 1 November 2023, 14.00

Location Great Hall, Strand Campus and MS Teams

Composition		Members	Attendance 2023-2024				
			1 Nov 23	13 Dec	6 Mar 24	17 Apr	26 Jun
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 Bashir Al-Hashimi	P			
		VP International, Engagement & Service	Professor 'Funmi Olonisakin	P			
	The Reverend the Dean		Rev'd Canon Dr Ellen Clark-King	A			
	The President of the Students' Union		Steven Suresh	P			
	KCLSU Vice Presidents Education	Vice President for Education (Arts & Sciences)	Sadaf Abbas Cheema	P			
		Vice President for Education (Health)	Janvi Jagasia	P			
		Vice President for Postgraduate	Alizeh Abrar	P			
	Executive Deans of Faculty	Arts and Humanities	Professor Marion Thain	P			
		Dentistry, Oral & Craniofacial Sciences	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 Mark French (Interim)	P			
		Nursing, Midwifery & Palliative Care	Professor Irene Higginson	A			
		Institute of Psychiatry, Psychology & Neuroscience (Interim)	Professor Matthew Hotopf	P			
Social Science and Public Policy		Professor Linda McKie	P				
Dean for Doctoral Studies		Professor Rebecca Oakey	P				
Executive Director: Centre for International Education & Languages (CIEL)		Sarah Shirley	P				
Elected Students	One student from each faculty, split equally across UG/PGT/PGR	Arts and Humanities	Jenee Gardner	P			
		Dentistry, Oral & Craniofacial Sciences	Jekaterina Polomarenko	P			
		Dickson Poon School of Law	Emilia Britain	P			
		King's Business School	Vacancy	-			
		Life Sciences & Medicine	Mariana Ferreira Teixeira Da Silva	P			
		Natural, Mathematical and Engineering Sciences	Navye Jain	P			
		Nursing, Midwifery & Palliative Care	Marie Martos	P			
		Institute of Psychiatry, Psychology & Neuroscience	Emil Galanides	P			
Social Science and Public Policy		Joep Lahaije	P				
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 Virginia Crisp (HoD)	P			
			Dr Hannah Crawforth	A			
			Dr Zeena Feldman	P			
			Professor Nick Harrison	P			
			Dr Laura Gibson	P			
	Dentistry, Oral & Craniofacial Sciences (4 members, including HOD equivalent)	Professor Kim Piper (HoD)	P				
		Professor Jeremy Green	A				
		Professor Richard Cook	P				
		Dr David Moyes	P				
	Dickson Poon School of Law (4 members, including HOD equivalent)	Professor Ann Mumford	P				
		Dr Jonathan Gingerich	A				
		Professor Ewan McGaughey	A				
Dr Elin Weston		P					
King's Business School (4 members, including HOD equivalent)	Professor Gulcin Ozkan (HoD)	P					
	Dr Jack Fosten	A					

		Dr Juan Baeza	P				
		Dr Andrew McFaul	P				
	Life Sciences & Medicine (5 members, including HOD equivalent)	Professor Susan Brain (HoD)	P				
		Dr Manasi Nandi	P				
		Professor Claire Wells	P				
		Dr Baljinder Mankoo	P				
		Dr Anna Battaglia	P				
		Natural, Mathematical and Engineering Sciences (4 members, including HOD equivalent)	Professor Luc Moreau (HoD)	P			
	Dr Andre Cobb		P				
	Professor David Richards		P				
	Professor Gerard Watts		P				
	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (4 members, including HOD equivalent)	Dr Lorraine Robinson (HoD)	P				
		Dr Jocelyn Cornish	P				
		Dr Wladzia Czuber-Dochan	A				
		Irene Zeller	P				
	Institute of Psychiatry, Psychology & Neuroscience (5 members, including HOD equivalent)	Professor Sarah Byford (HoD)	A				
		Dr Eleanor Dommett	P				
		Dr Rina Dutta	A				
		Dr Yannis Paloyelis	P				
		Dr Eamonn Walsh	P				
	Social Science and Public Policy (5 members, including HOD equivalent)	Professor Jelke Boesten (HoD)	P				
		Dr Hillary Briffa	P				
		Dr Sunil Mitra Kumar	P				
		Dr Tim Benbow	P				
		Tomas Maltby	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.	<i>Sarah Shirley</i>	P				
		Suzie Coates	P				
		Dr Michael Elliott	P				
Three professional staff	Education Support	Thomas Seagroatt	P				
	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	P				
	Health Faculties	Dr Joanna Davies	P				

v= vacant post

In attendance:

Darren Wallis, Executive Director, SED

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

Alison Clarke, Regulations Manager, SED

Keith Zimmerman, Executive Director, Student Success Transformation Programme (Item 5)

Liv Roberts, Strategic Director, Education & Students, SSTP (Item 5)

Rabia Harrison, Director of Operations, Dickson Poon School of Law, SSTP (Item 5)

Kathy Barrett, Associate Director (Research Staff Development) (Item 8.3)

Paul Cartwright, Independent Member of Council and Chair, Audit, Risk & Compliance Committee

Secretariat:

Irene Birrell (College Secretary)

Joanna Brown (Governance Manager)

Sheron Balfour (Governance & Compliance Manager)

1 Welcome, apologies and notices

The Chair welcomed new members to their first meeting of the Academic Board, and welcomed Paul Cartwright, Independent Member of Council, to the meeting as an observer.

2 Approval of agenda

The agenda was approved.

3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-23-11-01-03]

Decision

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

4 Matters Arising from the Minutes

There were no matters arising.

5 Student Success Transformation Programme (SSTP) [AB-23-11-01-05]

Keith Zimmerman and Liv Roberts presented the Student Success Transformation Programme to the Academic Board. [Slides attached as **Annex 1** to the minutes]

In a challenging Higher Education environment the programme was being set up to address fundamental issues in King's student experience. The student experience was driven in large part by the staff experience and the interplay between students and university systems, processes and services. Work was already underway.

SSTP was taking priorities from student and staff surveys and focused on three key issues raised: Student Services; Assessment and Feedback; and Education Services. The three approaches would build on best practice in the College, and in the sector, to deliver results quickly and effectively. The programme would be innovative and co-designed, with a flexible approach while being focused and tightly defined in scope.

The National Student Survey (NSS) was a lagging indicator as students were asked to complete the survey long after any opportunity to influence that experience. Methods to measure student experience much earlier in their studies would be developed.

The business case would be put to the College Council this month in order to release the funds needed to move forward. The University should begin to see work at scale early in the new year.

The Senior Vice President (Academic) emphasized that SSTP would be the collective responsibility of everyone, and not just the SSTP Team.

During discussion points made included:

- The programme would be governed by a Board chaired by the Senior Vice President (Operations) and the Vice President (Education & Student Success), reporting to the Executive and Council as appropriate. Individual projects would sit under the Programme Board, which would establish their own structures in turn. Regarding technical/data governance, IT architecture expertise would sit on the Programme Board. Policy governance would focus on quality assurance, and different pockets of data would be brought together, for example one source of student analytics would be built.
 - There would need to be a balance between academics being involved directly on the Programme Board, and being indirectly involved as end consumers. The development of products such as the tutor dashboard and the timetable process would need the collaboration of local professional services staff and academics. There would be cross-programme stakeholder groups consisting of academics, professional staff and students, acting as a second tier of review of decisions.
 - PGR student issues were currently at a lower prominence in SSTP priorities. However, if there was a view they should be more prominent in current planning, the SSTP team needed to know that. The Dean for Doctoral studies was happy to contribute. She stated that PGRs did not have the same issues as undergraduates and postgraduate teachers and it would be useful for the SSTP team to engage with staff in that area.
 - A student member raised the issue of the wide variation in student experience of Personal Tutors (PTs). It was noted that there were two personal tutor pilots ongoing in the King's
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Business School and the Faculty of Arts & Humanities, exploring both the academic role and the professional pastoral support role. Both Executive Deans reported positively on those pilots. A number of models were being explored. With appropriate training and reward and recognition it was hoped to reach a more standardised approach. Personal tutoring was considered as part of a wider eco-system of student support. The Personal Tutor Dashboard would be a critical project in ensuring that PTs could access relevant data when a student was in front of them. A member who was a personal tutor observed that PTs hesitated to provide the wrong pastoral advice and definitely needed training in this. It was noted that some professional staff get to know the students as a community better than some of the academics as they were consistently there.

- The student member responded that a massive change for a lot of students would be in being able to meet their personal tutor in real life. The Vice President (Education & Student Success) stated that it had been made clear to all faculties that PT meetings should be face-to-face, and that if this was not happening it needed to be raised with the relevant department and faculty. It was noted that there was currently no mechanism to capture what was happening in this area or to flag up any issues.
- Different PT systems in different faculties was noted as an issue, for example in the Faculty of Nursing, Midwifery & Palliative Care student placements reports and assessments required a duty roster system for dealing with students out of hours.
- Assessment and feedback was one of the SSTP three priority areas. It was noted that feedback from recent workshops with students was that they did not have opportunities to follow up on feedback in the larger programmes with Graduate Teaching Assistants. Consistency in feedback needed to be addressed. The Vice President (Education & Student Success) said the aim was to build a suitably broad and flexible framework that allowed for variable types of feedback across the nine faculties, while at the same time a set of principles being agreed to as a community. There was otherwise a risk in becoming too prescriptive from the top down: the main purpose of feedback was to help the student move on and progress. King's Foundations had identified that a key area to work on with students was in academic skills provision, and engaging more independently with the feedback they were receiving.
- Regarding assessment and feedback, a student member reported that different learning styles needed to be accommodated in teaching and assessment. Some students struggled academically, and some did not understand the discrepancies in marking from one instructor to another. It was noted that the assessment model had not evolved for some time, and that students were taught differently now in primary and secondary schools. This needed to be recognised and a deeper dive needed into the way the University was assessing its students. Students were encouraged to feedback to the Executive Deans.
- The data-driven Quality Improvement Methodology received positive feedback. It could not be done all at once, and priorities would be set.
- There had been KCLSU support and engagement in the project from the outset, and a set of KCLSU principles and ideas would be included in the Business Case. There was KCLSU representation on the Programme Board, and as work progressed the SSTP team would draw students in on the work, both in unpaid and paid placement opportunities.
- Multiple approaches were being taken to avoid silos developing across the nine programmes of work, including: co-sponsor arrangements; cross university stakeholder groups; service design; good communication; and monthly data reporting to the Board. There were also many dependencies across the projects that would mitigate against silos.

The Vice-Chancellor & President thanked the Executive Director of the Student Success Transformation Programme and his team, stating that SSTP was absolutely central to the University's strategic goals on student experience and thriving staff community. In one year's time three things would be palpably different:

- Timetabling: material improvements in accuracy and currency of timetables.
- Assessment: A process to reduce the burden for everyone early in the cycle.
- Personal Tutors: a viable student dashboard to be brought forward. It would not include all the data points a PT would wish for, but there would be an improvement in data being brought together.

6 Report of the Vice-Chancellor & President

6.1 Summary Report on Key Issues [AB-23-11-01-06.1]

The Vice-Chancellor & President presented his report, which highlighted current issues, events and developments since the last meeting of the Academic Board, including: admissions, the Teaching Excellence Framework and the National Student Survey, King's Digital, Generative AI, and the new University title. Updates included:

Admissions update – 2023-24 Enrolment – remained a good picture regarding number of applicants, offers and acceptances but there was an enrolment gap. International enrolments were down and there were lower enrolments through UCAS. There would be more information available at the next meeting of the Board.

Teaching Excellence Framework (TEF) results – student outcomes and student experience
Student outcomes had received gold; student experience had received silver and could be better. The Student Success Transformation Programme was an effort to move that silver to gold for the next TEF.

National Student Survey (NSS) – The 2023 results were modest and not where we would like to be. However, there were success stories of change, for example the dramatic turn-around in the Faculty of Nursing, Midwifery & Palliative Care.

King's Digital – The partnership with Pearson had changed, and King's Digital was a new internal brand and operating model (building on King's Online) supporting online education.

King's Academy Generative AI Course A new course in developing AI literacy had been designed and was available free both within King's and to any university. It had raised interest internationally.

University title – King's College London had started life as a constituent college of the University of London. While maintaining this position, it was now a University with a capital 'U' following a change in the University of London Act. The formal name remained as King's College London. In line with the change, Vice-Chancellor & President, a title more broadly understood internationally, was now to be the title used rather than "Principal & President".

During discussion points made included:

- Regarding the Vice-Chancellor & President title change, it was noted that titles such as Reader or Senior Lecturer were similarly difficult to understand internationally. It could be the time to consider amending these titles also. The AEP pathway might provide a place to start with this.
- The issue of English as a primary language and front-line staff was raised. As an international university a lot of care was taken in selecting people who had the language ability to succeed. The entry standards for King's were amongst the highest in the sector. King's had a high English Language requirement and King's Language Centre provided ongoing and appropriate support.

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- The system for appointing PhD Examiners was raised. The Dean for Doctoral Studies explained that the reasons for maintaining the regulations were varied and included historic activity, and student experience and concerns about having external examiners' independence protected. She asked that any further concerns be directed to the Associate Deans for Doctoral Studies.

6.2 The GKT School of Medical Education Branch Campus [AB-23-11-01-06.2]

The Senior Vice President (Health & Life Sciences) presented the report, which requested the Board to recommend to Council approval for the GKT School of Medical Education to enter into a branch campus arrangement with the University of Portsmouth.

The Executive Dean of the Faculty of Life Sciences & Medicine provided the background to the report. There was a significant shortage of doctors in the UK, and the branch campus option was one way of addressing this through partnerships. King's already had a relationship with Portsmouth through its Faculty of Dentistry, Oral & Craniofacial Sciences. Portsmouth was an area of the country significantly underprovided for regarding doctors, and so a good part of country to collaborate with. King's would provide the King's medical curriculum in Portsmouth. It would be the King's curriculum provided and managed by King's own medical school. Medical schools already sent students elsewhere for parts of their education through placements. The arrangement was likely to continue for five to six years, with Portsmouth eventually establishing its own medical school. Some of the important logistics checked had been: local staff, local GP practices, and local hospitals. The project was feasible and logistically deliverable, and the impact on King's own medical students was minimal: If King's placed staff in Portsmouth, the staff positions would be backfilled, and the number in London would remain the same. King's was well placed to deliver this and contribute to issues of health inequality.

The proposal was recommended as a good thing to do for the UK and a good thing to do in terms of training doctors.

Decision:

That the establishment of the GKT School of Medical Education Branch Campus be recommended to Council for approval.

6.3 Chair's Action [AB-23-11-01-06.3]

The President requested that the Academic Board confirm the decisions that he had taken under Chair's Action during the summer and autumn of 2023, namely:

- (a) Amendments to Student Terms and Conditions
- (b) Temporary amendments to the Emergency Regulations to permit the President & Principal to establish special faculty-based boards (as may be determined necessary by the President & Principal) to scrutinise the results of individual assessments and approve the classification of and conferral of awards where regular processes have been unable, or members unwilling, to fulfil their remit and have not achieved fair and impartial treatment for students.
- (c) Amendments to regulations regarding Faculty Assessment Boards and Assessment Sub-Boards (regular annual updates)
- (d) Establishment of a Master of Public Administration Programme through the International School for Government.

The Vice-Chancellor & President noted that most of the report was routine and would normally be on the unanimous consent agenda but that he had wanted to highlight (b) the temporary amendments to the Emergency Regulations that allowed him to establish special faculty-based boards in order to ensure students could graduate in the midst of the legitimate industrial action of summer 2023. The national pay and pensions dispute was not something that could be resolved unilaterally and so the Vice-

Chancellor had made a difficult decision and used his emergency powers to instruct that appropriate steps be taken. As a result all eligible students were able to graduate. Checks had been made that this action was proportionate and in keeping with what other universities were doing, and that any lessons learned would be noted.

The Senior Vice President (Academic) noted that where possible the normal regulations had been employed, and where that was not possible, the Emergency Regulations as established by the Academic Board had been used, and that only in the cases where that was not possible were the regulations as amended by Chair's Action utilised. The focus had been on fairness and consistency.

It was noted that the programmes where the revised regulations had applied had not been programmes that were accredited.

Decision:

That the Chair's Actions taken during the summer/autumn 2023 be confirmed.

7 Report of the KCLSU President [AB-23-11-01-07]

The KCLSU President took his report as read and highlighted two priorities of the KCLSU: the cost of living campaign and the timetabling campaign that the KCLSU Education Vice-Presidents were working on.

8 Reports of Committees

8.1 Report of the Academic Board Operations Committee (ABOC) [AB-23-11-01-08.1]

(i) Reconfiguration of PACE & Academic Board Membership

The Chair of ABOC proposed that members elected last year to academic staff seats assigned to PACE continue as members for 2023-24. In early September, it had been announced that PACE as a stand-alone unit was being reconfigured and its individual departments realigned within the University. The newly formed CIEL (Centre for International Education & Language) was the academic part of what had been PACE. The Academic Board PACE members were all academic staff in CIEL and Academic Board member, Sarah Shirley, was the new Executive Director for CIEL. ABOC would be looking at the structure for Board's academic staff representation this year and would consider the status of the PACE seats as part of that review.

Decision:

That members elected last year to academic staff seats assigned to PACE continue as members for 2023-24

The remaining items in the Report of the Academic Board Operations Committee were noted on the Unanimous Consent Agenda:

(ii) *Academic Board Calendar of Business*

(iii) *Academic Board Elections Update*

(iv) *ABOC Membership*

8.2 Report of the College Education Committee (CEC) [AB-23-11-01-08.2]

(i) Annual Report: Ongoing Conditions of Registration for the Office for Students (OfS)

The Chair of CEC presented the annual report on Ongoing Conditions of Registration. As part of its monitoring of higher education providers, the OfS expects higher education providers to continue to meet ongoing conditions of registration, including any new conditions introduced since the initial registration process. The College Education Committee had considered and made minor amends to the report and recommended it for approval.

Decision:

That the Academic Board recommend to Council that the annual report on Ongoing Conditions of Registration be approved for submission to the Office for Students (OfS).

The remaining items in the CEC report were **approved** or noted on the Unanimous Consent Agenda:

- (ii) 4-Year LLB Programme Award Calculation (**approved**)
- (iii) Proposal for new award: Master in Public Administration (MPA) (**Confirmed via Chair's Action**)
- (iv) Terms of Reference and Membership 2023
- (v) Report of the Collaborative Provision Sub-Committee
- (vi) Overview of work in relation to current discussions about a new duty of care for universities
- (vii) Revised death of a current student procedure
- (viii) Student Success Transformation Programme briefing
- (ix) Race Equality Maturity Model
- (x) Module Evaluation: Overview of 2022/23 response rates and closing the loop rates
- (xi) Student Engagement & Attendance Monitoring Policy
- (xii) Academic Misconduct Policy and Procedure (CEC: 22/23: 112) - updated
- (xiii) King's College London Marking Framework
- (xiv) Periodic Programme Reviews
- (xv) Terms of Reference and Membership for the ASSC 2023/24
- (xvi) In-sessional Project update
- (xvii) Schedules of Business 2022/23 – ASSC and CEC
- (xviii) Quality Assurance Handbook update
- (xix) College Teaching Fund 2022/23: Final Report
- (xx) King's Staff 100: Learning Environments Panel Assembly report
- (xxi) NSS and PTES Strategy
- (xxii) Artificial Intelligence (AI) Update
- (xxiii) Update on the Start of the Academic Year 2023/24
- (xxiv) Professional, Statutory and Regulatory Body: Accreditation report from Health and Care Professionals Council (HCPC)
- (xxv) King's Academic Skills provision
- (xxvi) Report from Programme Development and Approval Sub-Committee

8.3 Report of the College Research Committee (CRC) [AB-23-11-01-08.3]

(i) Research Excellence Framework (REF) Process Update

The Vice-Principal (Research & Innovation) provided a brief outline of what researchers can expect as the REF process got underway. REF 2028 had a deadline of May 2027. Work on REF would start earlier this time around. Two major changes had been suggested:

- around the weight of the components
- who gets returned and what outputs look like

These would have implications for the 25 submissions that King's would make. Stage one of the preparation process was a warming up phase to find out what we had so far, what we need to go forward, and to find out how the faculties could be assisted. A workshop held in September had been well attended by the nine faculties and professional staff. It had discussed the changes and their implications; and a code of practice to provide guidance on principles and support.

Revenue to the University from REF was £81m per year for the next six years. King's aspired to move up the rankings. The top earner was Oxford, at the top of the rankings (and returning more staff), receiving £141m.

(ii) Concordat Action Plan – Progress update to UUK

The Vice-Principal (Research & Innovation) presented the progress report. The Associate Director (Research Staff Development) was also in attendance. The three-year action plan and reviews had to be reported to Council for approval on an annual basis, and then onto Universities UK for external scrutiny. The Board was requested to review the paper and approve for recommendation

to Council. The report, compiled by the Associate Director (Research Staff Development) detailed the focus on three research staff priorities:

- Fixed-term contracts (a sector-wide issue)
- Bullying and Harassment; and
- Training and Resources for Managers.

During discussion points made included:

- Fixed-term contracts and support for managers were intertwined topics. The fixed-term contract approach was good in that it was pragmatic. The real question was in providing appropriate advice to managers on how manage promotion. It was felt that there was currently opacity in this area because it was very hard to find the information about advancement for research staff on the HR site.
- The ways in which transfer requests to open-ended contracts were reviewed following four-plus years of continuous employment varied from one faculty to another. At the end of a fixed-term contract there were three outcomes: redeployment, reinstatement and redundancy. The working group was working toward a consistent approach to address both issues.
- There had not been very much specific training in the past for the management of research staff. Management of the redundancy process was not as clear as it should be and this would be addressed. Academic Board members were urged to contact the Associate Director (Research Staff Development) if any other gaps were identified. [*ACTION for Academic Board members*]
- Research Associates were a hugely important constituency of King's and the largest constituency of King's staff.
- College-wide survey of research staff against Concordat principles was currently in progress with an aim of developing a comprehensive set of data. It was noted that HR did not have the numbers on fixed-term contracts for research staff. Academic Board members were encouraged to encourage colleagues to complete the survey. [*ACTION for Academic Board members*]

Decision:

That the Academic Board recommend to Council that the progress report on the 2022-25 Action Plan Against the Concordat be approved for submission to UUK.

The remaining items in the CRC report were noted on the Unanimous Consent Agenda:

- (ii) *Update on Data Science, AI and Society*
- (iii) *Update on Research Impact Activities*
- (iv) *Update on Research Culture Activities*
- (v) *Research Integrity: Generative AI in Research*
- (vi) *UK/EU Horizon Europe Agreement*

9 Report of The Dean

9.1 Report of The Dean [AB-23-11-01-09.1]

The Vice-Chancellor commended The Dean on free speech lecture series arranged for the AKC course, and in particular that the new Office for Students Director for Freedom of Speech had recently given his first public address on free speech at King's as part of the AKC series.

9.2 Election of Associates of King's College (AKC) [AB-23-11-01-09.2]

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-23-11-01-10]

The report from Council was presented by staff Council Member, Professor Kim Piper. Issues considered at the most recent meetings had included: strategic discussions on the Student Success Transformation Programme and Cyber Security; approvals of the external audit tender, the annual report of fundraising operations, the annual report of the Fundraising Ethical Review Group, the Integrated Planning Process & 2023/2024 Budget Setting, and the KCL/KCLSU Memorandum of Understanding, and consideration of: the Carbon Management Plan, the KCLSU/KCL Relationship Agreement, and the Governance Review.

Kim Piper explained the composition of King's College Council and its committee structure. Academic Board is a subcommittee of Council, responsible for providing Council with academic assurance. She introduced the Academic Board/Council members to the new members of Academic Board (Dr Natasha Awais-Dean and Dr Hillary Briffa) and encouraged members to seek them out.

Independent Council member and Chair of the Audit, Risk & Compliance Committee (another subcommittee of Council), Paul Cartwright, had been in attendance at this meeting as an observer.

11 Any Other Business

None.

The meeting adjourned at 16:25.

Irene Birrell

College Secretary

November 2023