

King's College Council

Meeting date	12 May 2022
Paper reference	KCC-22-05-12-02
Status	Final
Access	Members and senior executives
FOI exemption	s.43, commercial interests where indicated RESERVED

Meeting of the King's College Council to be held in the **Council Room**, Strand Campus on **12 May 2022** at 17:00.

Refreshments will be available from 4.30pm and the meeting will be followed by a reception until 8.30pm to meet staff and students from the Strand Campus.

Agenda

1	Welcome, apologies and notices		Chair
2	Declarations of interests (to note)	KCC-22-05-12-02	Chair
3	Approval of agenda	KCC-22-05-12-03	Chair
4	Unanimous Consent Agenda , including: 4.2 Minutes of the Previous Meeting RESERVED ; and 4.3 Actions Log	KCC-22-05-12-04.1 KCC-22-05-12-04.2 KCC-22-05-12-04.3	Chair
5	Matters Arising	Verbal	Chair
6	Strategy Workshop 6.1 Roadmap to 2026 – Goals and Objectives (to discuss) 6.2 Financial plan to 2025-2026 (to discuss)	KCC-22-05-12-06.1 KCC-22-05-12-06.1	Principal
7	Report of the Chair [REDACTED]	KCC-22-05-12-07.1	Chair
8	Report of the President & Principal 8.1 Summary Report on Key Issues (to note) 8.2 REF Results	KCC-22-05-12-08.1 Verbal	Principal VP (Research)/ Principal
9	Report of the KCLSU 8.1 Report of KCLSU President (to note)	Verbal	KCLSU President
10	Reports of Committees		
	[REDACTED]	KCC-22-05-12-10.1	Chairs FC & ESC
	[REDACTED]		
	[REDACTED]		
10.2	Report of Academic Board <i>See the Consent Agenda for all items</i>	KCC-22-05-12-10.2	Chair AB
11	Any other business		

Irene Birrell
College Secretary
May 2022

Declaration of Members' Interests

Action required

- ☐ For approval
☐ For discussion
☒ To note

Executive summary:

This report records the standing declarations of interest of Council Members. Members are asked to advise the Secretariat of any changes and to declare any conflicts of interest for the business to be considered in the current meeting.

Declaration of Members' Interests

The following report lists the declared interests of each member of the King's College Council. Members are requested:

- (i) To confirm that the record against their name is correct, or to inform the College Secretary of any changes which need to be made.
- (ii) To highlight any items on the agenda of the current meeting which contain any potential conflict of interest for any member.

Christopher Geidt (Chair)

- The Queen's Commonwealth Trust (Chairman)
- The Nuffield Trust for the Forces of the Crown (Trustee)
- The Queen Elizabeth Diamond Jubilee Trust (Trustee) (ended 30 June 2020)
- Schrodgers plc (Chairman, International Relations and Corporate Responsibility)
- BAE Systems plc (Member, International Advisory Board) (ended 8 April 2021)
- Theia Group Inc (UK Adviser) (ended 31 August 2021)
- House of Lords (Crossbench Member)
- The Independent Adviser on Ministers' Interests
- President of the Royal Overseas League

Vivek Ahuja

- Chief Executive Officer, Terra Firma Capital Partners Limited
- Non-Executive Director, NatWest Markets plc.
- Fellow member of the Institute of Chartered Accountants in England & Wales (ICAEW)

Hilary Briffa

- Lecturer in National Security Studies, KCL
- Vice-Chair of the governing board of Godwin Junior School
- Vice-Chair of the governing board of Carpenters Primary
- Registered as self-employed – private rental
- Member of the Carpenters Destination Steering Group
- Member of University College Union
- Member of the Liberal Democrats Party

Paul Cartwright

- Trustee of Raise, West Hertfordshire Hospitals NHS Trust Charity 1052210
- Non-Executive Director of West Hertfordshire Hospitals NHS Trust
- Fellow of The Institute of Chartered Accountants in England and Wales (ICAEW)

Donna Catley

- Paid employee of Compass Group U&I

Jon Coles

- Trustee, Athena GEP Trust (formerly Athena Schools Trust)
- Chief Executive and Trustee, United Learning
- Honorary President Challenge Partners (formerly Chair to August 2021)
- Trustee, Professional Teaching Institute (ended April 2021)

Michael D'Souza

- Bank of England (part-time)
- Independent member, Bank of England RTGS/CHAPS Board of Directors and Chair, Risk Committee
- Member of the Bank of England's Court of Directors' RTGS Renewal Committee

- Independent senior advisor at the Bank of England's Prudential Regulation Authority
- Chair of the Regulatory Arbitrage and Market Consequences Committee
- Independent Member, Bank of England Resolvability Assessment Framework Steering Committee

Paul Goswell

- Trustee of the Somerset House Trust
- CEO of Delancey Real Estate Asset Management
- Cape Projects Limited, Centros Miller 1999 Limited
- Cortx Holdings Limited, Croydon Plaza Limited
- Dcif Uk General Partner Limited, Delancey Asset Management Limited, Delancey Coinvestment Limited, Delancey Nw1 Co-Investments Ltd, Delancey Nw1 Group Ltd, Delancey Nw1 Promote Ltd, Delancey Partners Co. Limited, Delancey Real Estate Asset Management Group Limited, Delancey Real Estate Asset Management Limited, Delancey Real Estate Debt Services Limited, Delancey Real Estate Partners Limited, Delancey Real Estate Partners Limited, Dream Nw1 Co-Invest Spv Limited, Dream Nw1 Gp Spv Limited, Dv4 Administration 1 Uk Limited, Five Oaks Investments Limited, Headland Investments Limited, Here East Management Limited, Innovation City (London) Limited, Jupiter Properties 2011 UK Limited, Minerva (Croydon) Limited, Minerva (Finance) Limited, Minerva (Kensington Developments) Limited, Minerva (Stores) Limited, Minerva Corporation Limited, Minerva Limited, Mount Kendal Limited, Mount Kendall Group Limited
- Newincco 1404 Limited, Newincco 1407 Limited
- Nw1 Partners (Gp) Ltd, Nw1 Spanish Logistics (UK) Holdco Ltd
- Penninsula Projects Limited, Penninsula Projects (Ellands) Limited
- Scarp Developments Limited, Soho Clerkenwell and General Industrial Dwellings Company Limited, Somerset House Trust
- Totton Investments Limited
- Member of the RCIS

Shitij Kapur

- President & Principal, KCL
- Advisory Board of the Medical Research Future Fund, Australia
- Advisory Board of SUSTech

Ron Kerr

- Guys and St Thomas' Foundation Trustee
- Special Advisor to the Board, Guy's and St Thomas' NHS Foundation Trust
- Chair, NHS Providers

Steve Large

- Senior Vice President (Operations), KCL
- Trustee, Council for the Advancement & Support of Education Europe (ended 23 September 2020)
- Trustee Director of the Superannuation Arrangements of the University of London (SAUL)
- Fellow of the Chartered Association of Certified Accountants
- Member of the Chartered Institute of Management Accountants

Sarah Mullally

- London Diocesan Board of Finance – Trustee & Director
- London Diocesan Board for Schools – Trustee & Director
- London Diocesan Fund – Trustee, Director & Chair
- Lygon Almshouses Trust – Trustee & Patron
- Royal Foundation of St Katharine (The) – Trustee (member of the Court)
- Bromley & Sheppard's Colleges – Trustee
- Allchurches Trust – Member
- The Church Commissioners (Clerk in Holy Orders)

- Member of the House of Lords - Lord Spiritual
- UNITE
- Bereavement Commission
- Health Inequalities Group for London

Clare Sumner

- Director, Policy for the BBC

Zahra Syed

- President, KCLSU

Guy Tear

- Head, Department of Genetics, KCL
- Member of University and College Union
- Member of British Society for Developmental Biology
- Member of Genetics Society
- Fellow of Royal Society of Biology

Kat Thorne

- Director of Sustainability, KCL

Richard Trembath

- Senior Vice President (Health & Life Sciences), Professor of Medical Genetics, Faculty of Life Sciences & Medicine, KCL
- Executive Director, King's Health Partners
- Director & Trustee, The Francis Crick Institute
- Non-Executive Director, King's College Hospital
- Board Director, UK Biobank
- Non-Executive Director, MedCity
- Member, Royal College of Physicians
- Member, Academy of Medical Sciences
- Member, British Society for Human Genetics
- Member, Association of Physicians of Great Britain
- Member, American Society of Human Genetics
- Owner, Apartment 10, Victor Wharf, Clink Street, London, SE1 8DW

Lan Tu

- NED, WNS (Holdings) Ltd (NYSE: WNS)
- Director, Lonsdale Road (Barnes) Management Company Ltd

Evelyn Welch

- Senior Vice President Service, People & Planning; Professor of Renaissance Studies, KCL
- Chair, Board of Trustees, Dulwich Picture Gallery
- Chair, Advisory Board, Warburg Institute, University of London
- Research England, REF Panel Member
- Director, Florence & the Machine Ltd and subsidiaries
- Member, Association of Art Historians
- Member, Renaissance Society of America
- Member, Society for Renaissance Studies
- Member, Court History Society
- Member, Royal Historical Society

King's College Council	
Meeting date	12 May 2022 2022
Paper reference	KCC-22-05-12-04.1
Status	Final



Unanimous Consent Agenda

A consent agenda is a tool often used by organizations to deal expeditiously with routine matters and reports, leaving more time for more strategic discussions. The items on a consent agenda are expected to be non-controversial and unlikely to engender questions. The items on the consent agenda, whether for approval or information, are dealt with by a single motion to accept/receive for information all items contained in the consent agenda. Before taking the vote, however, the Chair will ask whether any member wishes to have any item removed from consent in order to ask a question or make a comment about it. In such a case, the item is automatically removed from the consent agenda and will be dealt with at the end of the meeting or within the report of the Committee under which it sits. The remaining items are then unanimously approved/received for information en bloc without discussion.

While approval of an omnibus motion saves time at meetings, members will want to review the consent agenda materials carefully in order that they properly discharge their responsibilities. Members may ask to have an item removed from the consent agenda by so informing the Secretary or Chair at any time up until the motion is put.

Recommended: That the Council approve or note for information the items contained in the Unanimous Agenda, listed below.

Item	Title	Paper	Action
4.2	Minutes of 31 March 2022	KCC-22-05-12-04.2	Approve
4.3	Actions Log	KCC-22-05-12-04.3	Note
Report of the Academic Board		KCC-22-05-12-10.2	Note
10.2	(i) Education Strategy – Decolonising the Curriculum		
	(ii) Strategy Refresh: World-Class Education		
	(iii) Equality, Diversity & Inclusion update		
	(iv) Academic Board Sub-Committee Reports		
	(v) AB regular items approved or noted		

See published minutes from the previous meeting [here](#)

Actions Log

Action required

- ☐ For approval
- ☐ For discussion
- ☒ To note

Executive summary

Council is asked to note the action taken following discussions at previous meetings.

Actions Log

Meeting	Minute	Topic	Decision for Action	Notes	Owner	Original deadline	Progress
<i>March 2022 Council Meeting</i>							
<i>January 2022 Council Meeting</i>							
<i>November 2021 Council Meeting</i>							
23/11/21							
<i>July 2021 Council Meeting</i>							
14/07/21							
<i>May 2021 Council Meeting</i>							
26/05/2	10	AOB: Climate Risk	Future in-depth discussion of ESC/Climate Change/Climate Risk	ESC discussed in September 2021	College Secretary	Academic Year 2021/2022	In progress
<i>March 2021 Council Meeting</i>							
31/03/21	7.1 (iii)	Financial Outlook and Risks	The Finance Committee to receive a report on the Research Deficit Plan from the Vice-President (Research), which it would then report to Council	Update through Research Sustainability workstream of the Strategy Refresh programme	VP Finance/ Chair FC/VP Research		In progress

Meeting	Minute	Topic	Decision for Action	Notes	Owner	Original deadline	Progress
21/01/21							
30.01.20	6.3	OfS – Access & Participation	Briefing on the nature of the requirements for reporting purposes to be scheduled for Council members	Schedule a briefing	College Secretary	January 2021	In progress – OfS is amending its timelines and requirements

Joanna Brown
Governance Manager
July 2022

King's College Council	
Meeting date	12 May 2022
Paper reference	KCC-22-05-12-06.1
Status	Final



King's Roadmap to 2026: Initial Framing of Goals and Objectives: Discussion Paper

Action required

- ☐ For approval
☒ For discussion
☐ To note

Paper Explanation for Members

Why is this paper being presented?	<p>Our strategy exploration process has been underway since the September 2021 Council meeting, through six thematic workstreams. This paper presents the first consolidated set of goals and objectives from this work.</p> <p>The purpose of this paper is to enable discussion amongst Principal's Senior Team (PST), University Executive (UE) and Council about the framing and content of the goals and objectives.</p> <p>It is not intended as the final narrative or detailed implementation plan, but to enable discussion and confirm the Goals and Objectives before we continue to develop both overarching narrative and detailed implementation plans with PST and UE.</p>
What are the key points/issues?	<p>This paper presents four key goals, each with underlying objectives:</p> <ul style="list-style-type: none"> • Ensuring Student Success • A Thriving King's Community • Sustainable Research and Innovation Excellence • Service through our Strengths <p>Supported by three key enablers:</p> <ul style="list-style-type: none"> • A Simple, Nimble, Efficient King's • A Transformed Physical and Digital Estate • Sustainable Finances <p>Additional information is provided on the financial plan accompanying and enabling the delivery of the strategy.</p>
What is required from members?	<p>Council Members are asked to provide feedback to enable that iteration, with a specific focus on the following questions: Is the overall structure of the goals and objectives effective, clear and comprehensive?</p> <ol style="list-style-type: none"> Is there anything important that is missing? Is the narrative framing of the Roadmap clear and effective? [please bear in mind that this will continue to evolve through consultation, and we will engage a professional communications firm for the final version] Any other feedback?

Paper History

Action Taken	By	Date of Meeting
Version 1.0	PST	29/4/22
Version 1.1	UE – minor wording change to enabler B1	03/05/22

Paper Submitted by:

Shitij Kapur, President & Principal

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King's College Council	
Meeting date	12 May 2022
Paper reference	KCC-22-05-12-06.2
Status	Final

Financial Plan to 2025-26

Action required

- ☐ For approval
☒ For discussion
☐ To note

Paper Explanation for Members

Why is this paper being presented?	For our Roadmap to 2026 to be viable, it must be underpinned by a viable financial plan which reflects our current financial context and outlook, investment needs and with a view to the organisation's needs beyond 2026.
What are the key points/issues?	<p>This note summarises:</p> <ol style="list-style-type: none"> 1. Our scale of ambition 2. Our starting point and financial outlook 3. The status of plans for generating our investment funds 4. Indicative allocation of investment funds and implications <p>Point 1-3 were workshopped with Finance Committee on 25 February 2022. Finance Committee were sensitive to the current inflationary pressures but also the necessity of attending to the organisation's cost base to establish an overall more sustainable position.</p> <p>We are continuing to develop and refine this financial plan alongside the emerging Roadmap and will present the detailed plan in September 2022.</p>
What is required from members?	<p>Council is asked to note and comment on:</p> <ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED]

Paper History

Action Taken	By	Date of Meeting
Workshop on issues	Finance Committee	25 February 2022

Paper Submitted Paper Submitted by:

Shitij Kapur, President and Principal

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King's College Council

Meeting date 12 May 2022

Paper reference KCC-22-05-12-08

Status Final

Principal's Report

Action required

- ☐ For approval
☐ For discussion
☒ To note

Paper Explanation for Members

Why is this paper being presented?	Report from President & Principal highlighting current issues and events and developments since the last meeting of Council.
What are the key points/issues?	Covid; industrial action; admissions; Ukraine support; senior leadership changes
What is required from members?	To note

Paper Submitted by:

President & Principal

Principal's report

Section A - Current topics

1. Coronavirus update

The university continues to manage the risks and impact of coronavirus but with a more business as usual approach through the Health and Safety Office and Business Resilience team. We continue to monitor on-campus infection rates and footfall for both staff and students and will adjust our safety plan as needed.

2. Industrial action

We have had ten strike days across February and March by UCU members and two days of strike action by Unison. In December 2021, 577 staff from faculties took strike action compared with 634 during Feb/March, representing a 12% increase in strike participation. The vast majority were in A&H and SSPP. Further strike days took place 28 March - 1 April for UCU and 5 - 6 April for Unison and that data is still being collated.

We have received to date 861 student complaints but the deadline has not yet passed. Given that more days have been lost on average in 2022 than in previous rounds of strike action, we can anticipate an increased number of requests for compensation.

UCU has reballoted and gained a mandate at King's for strike action and action short of strike for both pensions and pay beyond the original May cut-off date. UCU have announced a marking boycott and a further ten days of strikes – dates to be announced. We have made preparations so all students can progress.

3. Admissions

[REDACTED]

4. Ukraine support

King's is leading on a University Sponsorship Model for UK universities to best implement the UK Government's Homes for Ukraine scheme. This initiative builds on King's longstanding work into creating opportunities for forcefully displaced people and sits alongside King's Sanctuary Programme, which was formed in 2015 in response to the global issue of forced displacement which now affects more than 84 million people worldwide. The Model will involve King's hosting 50 refugee students or academic members of staff within our community as well as supporting four other strategic partner

universities to do the same. To become a Strategic Partner with King's we have set out some expectations, including being willing to speak publicly about the work, financial investment, a long-term commitment to Sanctuary and support for educational pathways for forcibly displaced communities.

5. A delegation to India to explore academic and partnership opportunities

India has been a strong partner and region of interest to King's. A delegation led by the Principal visited our partners, students, offer-holders, school principals, as well as governments officials in Hyderabad and Bangalore and British Council officials in India. The delegation was underway at the time of submitting this report. The Principal will provide a verbal update.

6. Senior Leadership

SVP/VP:

- **SVP (Academic)** – we have made an offer and hope to announce soon.
- **SVP (Service, People & Planning)** – following Evelyn Welch's appointment as VC at Bristol University, we are undertaking a review of the portfolio with external input and will announce future arrangements soon.
- **VP (Education)** – Professor Adam Fagan has accepted the substantive role as VP Education & Student Success following a period as interim VP.

Executive Deans:

- **Faculty of Dentistry, Oral & Craniofacial Sciences** – Following an international search process, Professor Michael Escudier has been appointed into the substantive role of Executive Dean following a period as Interim Dean.

Section B - Active Considerations by Management

- Pay and Pensions
- Strategy Refresh
- Budget 2022-25
- London Weighting Allowance
- GTA strategy

Section C – President's External Visits/Meetings/Visitors

- Fundraising Campaign Board 22nd March
- Celebration of Student Support donors and alumni volunteers 23rd March
- Scholarship Ceremony 24th March
- DfE permanent Secretary and Director General visit 24th March
- Southwark Council termly meeting 24th March
- President Alivisatos, University of Chicago 24th March
- Children and Young people (CYP) Topping Out Ceremony 29th March
- Trevor Pears visit to CYP 4th April
- Pensions engagement with Women Professors 4th April
- Engineering leadership dinner 5th April
- Memorial Service for Archbishop Tutu 5th April
- President Vicherat, Sciences Po University 7th April
- Jenny Higham, Principal, St George's, University of London 13th April
- Sir Deryck Maughan Dinner 13th April

- Times Higher interview regarding student mental health 21st April
- India visit with Global Engagement Team 22nd April to 2nd May

Section D - Major Media Stories

- In response to the war on Ukraine, we announced [a partnership with Citizens UK](#) to lead the sector response in developing a sponsorship model for UK universities to best implement the Government's Homes for Ukraine scheme. The news was covered in the [Guardian](#) and [WonkHE](#) and received a very positive reaction across our social media channels, reaching over 73k impressions with high positive sentiment, including many staff, students and alumni expressing their pride to be a part of King's.
- Our [academics and researchers continue to contribute significantly](#) to the global discussion and debate around the war on Ukraine, included 44 pieces in the Telegraph, 39 in the Daily Express, 31 in the Independent, 30 in the Daily Mail, 20 in the Guardian, 20 on BBC Radio 4, 16 on BBC News and 16 on Sky News, plus appearances on the BBC's Newsnight and Question Time programmes. We also announced that we will be co-hosting [The Defence of Europe conference](#) with Reaction on 9 May at Bush House, bringing together leading policymakers, military experts, academics and commentators to discuss the key defence and security challenges at an exclusive conference.
- At the end of March, I spoke at the [Topping Out ceremony](#) for the Pears Maudsley Centre for Children and Young People which is due to open in Denmark Hill in 2023. The event marked the completion of the construction of the frame of the £65 million building, which is the result of a partnership between the Institute of Psychiatry, Psychology & Neuroscience (IoPPN) at King's, the South London and Maudsley NHS Foundation Trust, and the Maudsley Charity. The first Centre of its kind in the world, its aim is to transform child and adolescent mental health care by significantly speeding up the time taken to bring research breakthroughs into clinical treatment.
- We have launched our [Spotlight](#) campaign (#KingsSpotlight) across our social media channels, using [engaging animations](#) to showcase the impact our research and work has on the world's greatest challenges. To date, the campaign has had over 117k impressions on Twitter and Facebook, 742 reactions and 40 shares on LinkedIn with over 1k people clicking through to the King's website, and an audience of nearly 2k each week on Instagram. Faculties, King's partners, staff and the alumni network have reshared the content to their own networks.
- Our COVID research continues to gain significant press attention with new symptoms added to the government's official list and including studies on the [longest known COVID infection](#), that a [third COVID vaccine boosts waning immunity](#) and that [symptoms of Omicron are less severe than the Delta variant](#) covered in outlets including BBC News, the Guardian, the Independent and Reuters.
- This month also saw the publication of a number of research papers and reports which achieved widespread media coverage including; the [latest IPCC report on mitigating climate change](#); a new study looking at [whether being your own boss brings greater happiness](#), and a new trial exploring the [potential use of MDMA to treat Post Traumatic Stress Disorder \(PTSD\)](#).

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Report of the Academic Board

Contents	Meeting at which considered	Consent agenda	Council action
1. Education Strategy – Decolonising the Curriculum Annex 1	20 April 2022	Yes	Note
2. Strategy Refresh: World-Class Education	20 April 2022	Yes	Note
3. Equality, Diversity & Inclusion	20 April 2022	Yes	Note
4. Academic Board Committee reports	20 April 2022	Yes	Note
5. Regular items approved or noted	20 April 2022	Yes	Note

For note

1. Education Strategy – Decolonising the Curriculum

The Vice President (Education) presented the Decolonisation of the Curriculum Statement [**Annex 1**] which outlined the institutional perspective on decolonisation at King's and provided Academic Board with the opportunity to discuss how King's, as a community, was engaging with the complex matter of decolonisation of the curriculum and education more generally. The Vice President (Global Engagement) endorsed the curriculum as a good starting point for development of the narrative and a space to have difficult conversations through the power of understanding and seeing the world through the eyes of other people. Discussion points raised by the Board were noted by the Vice Presidents and Board members were encouraged to support leaders across King's to engage with their communities on this matter.

2. Strategy Refresh: World-Class Education

Academic Board discussed the refreshed set of strategic objectives for education at King's, which reflected significant progress since January.

3. Equality, Diversity & Inclusion

The Board received and discussed their regular report from the Director of Equality, Diversity & Inclusion on EDI progress and activity.

4. Academic Board sub-Committee reports

Reports approved and noted as part of the Unanimous Consent Agenda:

College Education Committee:

- (i) Student Admissions & Procedures (**approved**)
- (ii) Applicant Misconduct Policy (**approved**)
- (iii) Request to include 10 credit modules in executive degrees (**approved**)
- (iv) Proposal to update the Academic Calendar
- (v) Transition at King's: The state of play
- (vi) Journeys (Curriculum 2029) progress report
- (vii) Update on the Assessment Working Group
- (viii) Periodic Programme Review working group update
- (ix) ASSC working group: Referencing framework update

- (x) College Teaching Fund – mid-year report
- (xi) King’s Staff 100 report: Inclusive Education Panel Assembly (Nov 2021)
- (xii) Reading List Service (System Change)

College Research Committee:

- (i) Guide: Code of Practice for Intellectual Property, Commercial Exploitation & Financial Benefits **(approved)**
- (ii) Research Facilities Fair Publication Policy **(approved)**
- (iii) Rights Retention in Journal Papers - Funder Requirements and Sector Update

College Service Committee:

- (i) King’s Response to Emergency in Ukraine
- (ii) Launch of the Service Seed Fund
- (iii) Volunteers’ Week
- (iv) Refugee Week
- (v) Community Organising Training with Citizens UK

College London Committee:

- (i) Chair’s Report
- (ii) King’s Culture, London committee presentation
- (iii) Strategy Refresh: One King’s
- (iv) Public & Community Engagement with Research
- (v) King’s London highlights

5. Regular items approved or noted

- (i) Academic Board Business Plan
- (ii) Principal’s report on key current matters
- (iii) KCLSU President’s report
- (iv) The Dean’s report
- (v) Report from Council
- (vi) Election of Associates of King’s College (AKC) **(approved)**

Decolonisation of the Curriculum statement

1. At King's we believe that being exposed to diverse perspectives and forms of knowledge is critical for developing understanding, identifying and solving global problems, and bringing about positive change.
2. We do not believe that any one system of knowledge should be replaced with another but are committed to creating an environment where all voices are heard and considered, and students and staff can share knowledge and draw on their different experiences in a safe environment. We acknowledge that debating conflicting viewpoints can be challenging, and it may be uncomfortable, but we believe in the constructive power of rigorous and open debate and actively seek to bring people together who think differently and may disagree with one another. King's students and staff should be able to share knowledge confidently, debate complex issues with civility, and ideally learn to disagree well. Tolerating the right of others to disagree with you is foundational to the King's experience.
3. Staff across King's engage in critical reflection on the depth and breadth of the curriculum, with each other and with our students, but we do not take a single ideological stance as an institution as we do so. We acknowledge there is a global dialogue around the concept of decolonisation, and the diversity of opinion and nuances in defining what the word decolonisation means. We acknowledge that the word decolonisation is itself polarising and that there is a lot to settle and debate. Our academic community is engaging dynamically in this debate and with the means through which we aim to foster a consideration of how to reflect a diversity of world views in our curriculum and what inclusive education looks like in practice for different disciplines and environments. We do not believe that all knowledge claims are equal but hold fast to the belief that it is the task of education to discern between conflicting claims.
4. We are committed to seeking to broaden and internationalise our curriculum in order to enrich and widen the panorama of learning opportunities available to equip our students to flourish in a globalised world. It is also in this context that we are fostering a culture of inclusion, understanding and respect at King's. In 2020 and 2021 we accelerated extra-curricular opportunities for students and staff to engage with the foundational concept of cultural competency – which we define at King's as the ability to *view the world through the lens of other people* – so that we become more self-aware and better able to communicate across difference, including the multiplicity of voices and identities at King's.¹ Our appointment of Faculty Inclusive Education Leads is also evidence of our commitment to engaging diverse knowledge and acknowledging difference.
5. We believe in free speech and encourage our communities to explore what decolonisation of the curriculum might mean to them in theory and practice, including its complexity and challenges to it. There is no one-size-fits all model of education at King's, and we will not enforce rigid methods of teaching on our staff and students. We acknowledge the commitment of our many staff and students already engaged in this debate and others across our communities who will join in this spirit in order to discuss and share perspectives and points of view.

¹ The Cultural Competency Kickstarter for students launched in September 2021. The staff offer will be developed throughout 2022.