

College Council Minutes – Approved

Date	25 September 2019, 17.00
Location	Council Room, King's Building, Strand Campus
Present	Lord Geidt (Chair); Professor Ed Byrne; Mr Paul Cartwright; Mr Michael D'Souza; Dr Angela Dean; Mr Shaswat Jain; Sir Ron Kerr; Ms Ros King; The Right Reverend and Right Hon. Dame Sarah Mullally; Sir Nigel Sheinwald; Dr Ian Tebbett, Ms Nhuoc Lan Tu; and Professor Evelyn Welch.
Apologies	Sir Jon Coles; Mr Paul Goswell; and Ms Clare Sumner; and Baroness Bull; and Professor Nicola Phillips (standing attendees)

In attendance

Standing attendees:
 Professor Jonathan Grant, Vice President & Vice-Principal (Service)
 Mr Steve Large, Vice President (Finance)
 Professor Sir Robert Lechler, Senior Vice President & Provost (Health)
 Mr Chris Mottershead, Senior Vice President (Quality, Strategy & Innovation)
 Professor 'Funmi Olonisakin, Vice President & Vice-Principal (International)
 Professor Reza Razavi, Vice President & Vice-Principal (Research)

Secretariat:
 Ms Irene Birrell, College Secretary
 Ms Joanna Brown, Governance Manager
 Mr Paul Mould, Director of Business Assurance

In attendance
 Mr Vivek Ahuja, Council Member from August 2020 - observing
 Professor Ian McFadzean, Dean of Bioscience Education (*substituting for Professor Nicola Phillips*)
 Mr Gurbaaz Singh Gill, Vice President for Education (Arts & Sciences) KCLSU (*for item 3*)
 Ms Rhiannon Owen, Vice President for Education (Health) KCLSU (*for item 3*)
 Ms Nafiza Mamun, Vice President Postgraduate, KCLSU (*for item 3*)
 Mr Nakul Patwa, Vice President (Activities & Development) KCLSU (*for item 3*)
 Ms Tessa Harrison, Director, Students & Education (*for item 5.1*)
 Professor Gillian Douglas, Executive Dean, Dickson Poon School of Law (*for item 5.1*)
 Professor Marion Thain, Executive Dean, Faculty of Arts & Humanities (*for item 5.1*)
 Professor Ian Norman, Executive Dean, Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (*for item 5.1*)
 Ms Jen Angel, Director of International Strategy & Planning (*for Item 7.2*)
 Ms Bronwyn Parcell, Acting Director, Strategy, Planning & Analytics (*for item 8.1*)

1 Welcome, apologies and notices

The Chair welcomed members and attendees to the meeting. This meeting marked the last meeting for Dr Ian Tebbett, and he was thanked for his tremendous contributions to the College.

Apologies had been received from Sir Jon Coles, Mr Paul Goswell and Ms Clare Sumner.

The new KCLSU President, Mr Shaswat Jain, and the new KCLSU sabbatical officers, were welcomed to the meeting.

2 Approval of agenda

Council approved the agenda.

3 KCLSU Sabbatical Officers Report [KCC-19-09-25-03]

The KCLSU President and the new KCLSU sabbatical officers provided a summary of key projects they intended to pursue over the course of the year:

The Vice President for Activities and Development reported on: the updated website; water fountains across campuses; the opening of the Zero Waste Shop, Nought; the opening of the new student space at Denmark Hill, which had been a

great success; the excellent feedback on the nap pods, and the plan for more nap pods on the 8th floor of Bush House East Wing; the chatbot on the KCLSU social media pages; the new KCLSU kiosk in the Maughan library; Project X, which provided exhibition space for students to showcase arts and performance at Bush House and Denmark Hill; and on the work he had been doing with the international team. The international strategy video had been well received at the Welcome Fair, and internationalisation was being welcomed and promoted through the 300 student societies. The message being promoted was that this was as much for home students as for international students, in encouraging the development of cultural competencies and in seeing the world through the eyes of others.

The KCLSU President and the Vice Presidents reported on joint projects with the university, including:

- Improved Mental Health Support Provision, and the provision of more counselling resources, as well as the promotion of self-help resources, with the emphasis on providing a culture where students felt supported mentally within the university community. A supportive community was particularly important for health students on placement.
- The campaign to bring in a third instalment fee plan for self-funded students, who faced the challenge of working while studying.
- Career services improvements.
- Improved Lecture Capture, so that there was consistency throughout faculties and departments, and with improved quality and accessibility. For example, closed captioning would enable a larger number of students' access to lecture capture.
- The plan to have a Hindu Prayer Room on the Guy's Campus by Easter.
- The campaign to "decolonise the curriculum", with the aim of making the curriculum accessible to all students.
- The KCLSU support of the National Student Survey, but with the caveat that the university support KCLSU projects focussed on improving the student experience.

The Chair thanked the officers for their report and invited questions or comments from members. During discussion of the report, the following comments were made:

- Welcome Week had been largely successful. There had been 8700 students at the Welcome Fair, which was up 600 from previous years. The outstanding problem was that accommodation had been overbooked. Relocations were still going on and this was causing anxiety for some students.
- The Principal commended the sabbatical officers on their strategic focus on improving the student experience and the ongoing commitment of the university to work together on this. He acknowledged the situation with student accommodation and noted that the opposite problem last year had perhaps caused an overly cautious strategy this year.
- It was noted that improving mental health in the institution had to be an ongoing shared commitment.
- With respect to participation of post graduate students, the KCLSU Vice President Postgraduate noted that she was working to improve the participation of postgraduates, as research had shown that postgraduate (PG) involvement with the union had historically been poor. She had consulted with PG leaders at other universities and was identifying the different needs for different groups of PG students. A series of events for PG students was planned throughout the year.
- The KCLSU President added that the sabbatical officers were trying to make contact with as many students as they could. They were handling student queries directly, had attended more events at Welcome Week, and were urging collaboration among the different student societies. There had been a 33% increase in the number of students joining societies. The work with the internationalisation team was directly related to improving student engagement with the KCLSU.
- It was noted that the KCLSU projects aimed to make a real difference to the student experience, and Council Members asked if the shortlist of objectives put to Council today were specifically the ones that the KCLSU felt would drive the NSS outcomes. The KCLSU Vice President for Education (Health) felt that decolonising the curriculum would speak to a wide range of students affected negatively by eurocentrism. She said there were several other projects involving improvement around education policies and procedures that would probably help to impact the NSS scores. It was hoped that the new engagement activities would improve results around NSS question 26, which was specifically about Student Unions.

4 **Unanimous Consent Agenda (including Minutes of the Previous Meeting)** [KCC-19-09-25-04]

Decision

That the reports on the Unanimous Consent Agenda, including the minutes of the 11 July 2019 meeting, be taken as read and noted or approved.

5 **Matters Arising from the Minutes**

Items for Consideration

5.1 Further Discussion of NSS

The Dean of Bioscience Education, who was substituting for the Vice President & Vice-Principal (Education) introduced the discussion. The Director of Students & Education and Executive Deans from the Dickson Poon School of Law, the Faculty of Arts & Humanities, and the Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care were in attendance. As a university King's had historically underperformed in the National Student Survey. This year results had gone up in several categories, and notably in organisation and management. Work to improve basic processes seemed to be paying off. Overall quality of teaching and learning resources had also done well. The recent results had allowed optimism, but it was stressed there was no room for complacency. While overall satisfaction had gone up across the board in line with the other Russell Group universities, there was less satisfaction in assessment and feedback. It was noted that while changes in assessment could take up to three years to embed, and that assessment would never be popular with students, there were things that could be done to improve. Satisfaction was also lower than desired across the College in developing learning communities, with many students indicating they did not feel truly part of an academic community. The Dean reported that a significant number of students provided NSS results in the neutral zone which indicated that more efforts should be made to inform students about how the survey worked, and how a vote on one side or the other of neutral provided more informative results.

The Director of Students & Education reported that much effort had been put into student support. One thing her team was doing this year that had not been done before, was a piece of analysis to understand what was happening differently in the departments that sustained good results year on year. Analysis so far indicated that the effectiveness of Professional Service functions was scored significantly lower by academics than by Professional Services staff, so there would be work done to correlate whether there was a connection between the faculties with low satisfaction scores from academics with the lower scores in the NSS. Also, for the first time, the KCLSU were actively engaged in promoting the NSS.

The Executive Deans were invited to reflect on their results and the plans that had been drawn up in response.

The Dickson Poon School of Law

The Executive Dean had been pleased to see significant improvement in the NSS results this year, while also noting that it took time and effort to see consistent improvement. Assessment and feedback had always been a challenge to improve on, however significant improvement had been seen in the last year. Focus was on clarifying what students were required to do and on helping students to understand the feedback they were receiving so they could improve on their final, summative assessments. The Law School was reducing the amount of formative assessment but making it more meaningful. Efforts had been made to ensure greater consistency of assessment by teaching staff with training and calibration workshops. The emphasis now was on module leaders, as it was they who set the standard for the individual tutors; and further work was needed on ensuring a consistent level of academic support. In addition, efforts were being put into helping students make better academic choices, primarily through encouraging an activist role for the senior tutor. There had been dissatisfaction among students regarding how they were represented in faculty governance and attempts were being made to raise the profile of the Law Forum and develop communication links between the Law Forum and the senior executive in the Faculty.

Faculty of Arts & Humanities

The Executive Dean reported that overall satisfaction was at 84.1%. She suggested that the increase was more marked than the figures revealed as one of the departments was completely out of alignment with the others and this had brought the average down: The Digital Humanities department was a growing department with many new staff, and there were obvious improvements in organisational management that could be made quickly. Another area which needed improvement was feeling a part of the learning community. As considerable effort had already been put into improving this result, the next step would be consultation with Deans from the other Faculties who were performing better on this measure.

The Executive Dean reported that the German Department had received 100% satisfaction, and that she could endorse the validity of that figure. Other success stories included: pre-exam doggy de-stress sessions; the pairing of students from home and overseas in the Modern Languages Department; and encouraging students to complete the National Student Survey.

Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care

The Executive Dean reported that, unfortunately, his Faculty had not contributed to the upturn in scores. This had been more noticeable than usual in a year when Medicine had done comparatively well. It was frustrating, as there were a number of very satisfied students most notably in Palliative Care and in postgraduate programmes. The Faculty was ranked no. 2 in the world, and yet was very low compared to its peers in the UK league tables because of the NSS scores. Consultation with one of these London peers was underway.

The Executive Dean's review of the challenges that remained in the Faculty highlighted three drivers:

- Organisation and Management - Students wanted predictability, with stable lesson timetables and sufficient notification about work placements.
- Teaching Quality - A peer review was needed, and an evaluation of certain modules which students felt were important.
- Assessment and feedback - Smaller marking teams and tighter criteria were planned in order to improve confidence in the system.

Implementation was an issue, and a new interim Associate Dean of Assessment and Teaching had been appointed, with a permanent appointment to be made in six months' time. This role was to focus on the three drivers, and progress would be assessed more frequently. A Student Experience Team would be deployed to support the new post. Another initiative was the use of "Poll Everywhere", which allowed students to post comments about courses on the web, with other students able to rate those comments.

Following the reports from the Executive Deans, the following points were raised during discussion:

- Feedback: In the Nursing Faculty there was a general rule of four weeks, but it was stressed that quality of feedback was as important as speed. In the Faculty of Life Sciences and Medicine focus had previously been on summative assessment, underpinned with quality standard work. The move now was towards more formative assessment whereby markers could provide feedback much more quickly. Across the university, the focus was on King's first year students. In the past assumptions had been made that new students knew what was expected of them, but often they did not.
- The work placement experience: In the Nursing Faculty, students were in placement for 50% of the course, so this experience was extremely important. Students wanted certainty. The only part of the process the Faculty had control over was timely notification of placements. This had been noticed as a problem in the previous year and efforts had been made to improve. New software was in place which helped to provide clarity. The rota, however, was the responsibility of the NHS Trust partner, and if the student experience of this was negative, it was the College and not the Trust that felt the impact in the NSS scores.
- The Senior Vice President/Provost (Health) endorsed the Executive Dean's action plan and pointed out that the declining applicant numbers to the Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care were due to the change in the funding regime.
- Training of personal tutors: There was a College-wide training programme, which was supplemented in-faculty with local training and oversight, with specific work being done with new staff who might not be familiar with the personal tutor system. The Law School had introduced a scheme where the personal tutor was different for each student in each year on the basis that that tutor would actually be teaching them, as was the current preference of the students through the Law Forum. The biggest challenge of the personal tutor programme was helping personal tutors to understand both the range of student support available, and when to refer on. There was also a diversity challenge: personal tutors did not always fully appreciate the challenges their students faced. The Director of Students & Education

reported that the process for allocation of personal tutors had been improved to ensure early assignment of tutors, and that data indicated that the effort being put in was starting to work.

The Chair emphasised Council's support for the work going on to improve the student experience, and stated that members had been struck by the general improvement in scores, and by the tremendous efforts it had taken to achieve those, as well as the efforts being undertaken to tackle the remaining challenges.

5.2 Update on College Statutes

The College Secretary updated the Council on the ongoing process for the proposed Statute amendment concerning the appointment of an Acting or Interim Principal. As required by the current Statute provisions Council had now considered and approved the proposal on two separate occasions, and the proposal could now be submitted to the Privy Council for final approval.

6 Report of the Chair – Council Member Vacancies Update

The College Secretary updated Council on progress to date on appointing to the staff member vacancies on Council. It was intended that the positions would be filled by the November meeting of Council.

7 Report of the President & Principal

Items for Consideration

7.1 Summary Report on Key Issues [KCC-19-09-25-07.1]

The report of the Principal outlined key current issues, including industrial action preparation; Brexit; an update on the Universities Superannuation Scheme (USS); and the Bush House Opening Steering Group Update. The Principal stated that King's was fifth in the world on impact rankings, which reflected the focus that had been given to community, service and Diversity & Inclusion agendas, and had improved in the Times Higher and Times/Sunday Times rankings.

The Senior Vice President (Arts & Sciences) and Provost provided an update on the Bush House Opening project. An implementation group, that would function as a university-wide programme board, would oversee the work. It was important that the internal community be focussed on the balance between the day-to-day issues of security, safety and freedom of expression as well as dealing with extraordinary events. She noted that both the KCLSU and staff in Estates & Facilities were closely engaged in the process.

During discussion the following points were raised:

- A member welcomed the Diversity & Inclusion (D&I) update but noted that it lacked KPIs and asked if Council could see a scorecard. For example, the previous report had included useful information on Athena SWAN and the Race Equality Charter Mark. The Principal said that more information was available and could be presented as part of the Principal's report next time. In the meantime, the gender pay gap data, which had been circulated to senior management, could be forwarded to the Council members. The Senior Vice President (Operations) reported that there was an internal process which took account of the KPIs twice a year. There was also a move to a new model of support for D&I in the faculties.
- In regard to whether there had been a negative reputational impact from the Bush House opening, the Principal reported that the impact had been mixed. The management of student protest events was an issue for universities across the globe and King's has been seen as a leader on student engagement and freedom of expression. Clearly, relationships with the students and with Estates & Facilities staff were bruised and work was ongoing to repair this. The data breach had been reported to the Information Commissioner's Office (ICO) which was investigating. The Provost (Arts & Sciences) stated that the ICO seemed mainly to be concerned with how the university was using its technology. As part of the implementation group's work, all policies related to the issues would be reviewed, including disciplinary policies. A member suggested the need to be vigilant with respect to the ICO outcome which could have reputational impact. It was important to focus on and communicate the good work that has been done and is ongoing around freedom of expression as much as on the breach.

7.2 New International Strategy [KCC-19-09-25-07.2]

The Vice President & Vice-Principal (International) presented the new International Strategy to the Council for approval. She reported that King's was taking a qualitatively different approach than the Times Higher Education rankings, where focus was on counting heads and trips abroad. Staff and students at King's were united around the importance of values and cultural competency and a focus on global problem solving. Internationalisation was not just about showcasing what staff and students thought internationalisation meant to them; it was about deeply embedding internationalisation in the culture and systems of the College. The issue of decolonising the curriculum needed to be discussed rigorously, intellectually, with a focus on teaching and learning how to see the world through 'the eyes of the other.' It was not simply about content.

During discussion the following points were raised:

- Cultural context was very important and could not be ignored. It was important to understand, for example, the impact of diversity of community on pedagogy and on research.
- The Principal stated that King's had a rich network of international partnerships, that there had been a lot of development in this area since the Council was last briefed and that there should be a chance for Council to revisit this area again soon.
- A member noted that the report had left him wanting more information about some of the ideas expressed in it: how is King's viewed internationally/reputationally; what partnerships/collaborations do we have that foster the aim of bringing the best staff and students to King's? The Vice President noted that King's does very well in the international rankings with respect to participation markers, in contrast to its performance domestically in the NSS. In her view, the university should stop differentiating between home and overseas students so much. King's classrooms were very diverse which was an asset for all students and not enough advantage was made of that pedagogically. The Principal noted that he would bring a report to Council on the international partnership network which was very rich and deep.
- In terms of cultural competency, the Vice-President (International) noted the need for better understanding of the impact of diversity of community on research and teaching. There were ways of bringing an internationalised experience to students who could not afford to travel abroad through better pedagogy. If students wished to study a particular cultural context, they should have access, within the College, to people who could share that experience with them. Internationalisation was about changing the approach in the classroom depending very much on who was present. It was a move towards mutual responsibility for success in the classroom, with academics having to step out of comfort zones and be honest about the assumptions they made. Curriculum co-creation was part of the answer, guided by the academics. Simple things like asking for help in getting the pronunciation of names right were important to ensure that students felt truly a part of the learning community.

Decision

That the New International strategy be approved.

Item noted on the Unanimous Consent Agenda at Item 4 on the agenda

7.3 Portfolio Simplification – Interim Report [KCC-19-09-25-07.3]

8 Reports of the Committees

8.1 Joint meeting of the Finance Committee and the Estates Strategy Committee [KCC-19-09-25-08.1]

Items for Consideration

Mr Michael D'Souza, Chair of the Finance Committee, introduced the report, stating on behalf of the Chair of the Estates Strategy Committee, that the views expressed in the report and the recommendations had his endorsement. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] and to approve the Surgical Intervention Engineering project.

(i) **Capital Planning Working Group Update**

The Honorary Treasurer/Finance Committee Chair summarised the areas for the Council's consideration. There had been constructive challenge from the Finance Committee as to whether the College was able to move faster towards the 6% target, but analysis had demonstrated that that would be unreasonably risky, and the Finance Committee was in support of the Executive proposition to move more slowly and focus on 4% in the short term, but were keen to see a detailed plan for that.

The Vice-President (Finance) stated that strategic choices were being made within a risk and financial sustainability framework. Each of the models being considered would have to be supported by productivity improvement in order to get beyond providing solely for inflation. This was an area that needed more preparation, and expert advice would be sought, following which Council would receive an update report.

During discussion the following points were raised:

- Productivity improvement would involve several approaches, including headcount, technology, portfolio simplification and process improvements.
- In terms of efficiencies, it was noted that King's needed to be yet more efficient in its use of space in order to improve productivity without growing its overhead. King's had amongst the highest space and staff costs within the Russell Group, and so on one level improvement in productivity, while maintaining a good student experience, should be achievable with some increase in class size, and with reduction of lab space in tandem with grant incomes.
- [REDACTED]
- There had been complete buy in to the medium-term capital plan by the senior leadership team and focus was now on acceptance below that level. This was important because cooperation from middle management was crucial to successful implementation of the capital plan. Increased granularity of data was helping to make the case at the head of department level.
- There was a discussion about the aging workforce and the challenges arising from there being no retirement age, including less scope for early career academics to progress. It was noted that the university was beginning to grapple with that, with discussions encouraged through the Academic Board.
- [REDACTED]

(ii) **Surgical Intervention Engineering (London Healthcare Engineering)**

The Provost (Health) introduced the proposal for Surgical and Interventional Engineering (SIE) as an exciting strategy to consolidate the leading position of King's in this area and to develop a MedTech hub around the St Thomas' campus. Professor Seb Ourselin had been recruited to lead on this project, and to date had been hugely successful in raising research funds for the project. By embedding this research programme in the heart of a hospital alongside a manufacturing facility which would deliver technologies straight to the bedside, King's would be unique in Europe if not in the

world. It was reported that interest had already been expressed by industry, both from large business and from SMEs. An investment envelope of £25m for biomedical engineering had been approved in principle in 2018 and Professor Ourselin had delivered on the first stage of the project. While there had been an overrun on the budget this had been managed and understood to the satisfaction of the Finance Committee.

The Chair of the Finance Committee reported that the joint meeting had agreed that before phase 2 was brought to the Committees and Council for approval, an equity funding plan must be in place. The recommendation to Council was that approval be given for £10m to be released for the next steps of the project, noting that the executive had been asked to ensure that the next phase was managed within that envelope. The executive was being requested to show willing by releasing some building equity to fund the project and the Finance and Estates Strategy Committees could confirm that best efforts had been made by the executive to get agents involved in order to progress the sale of Canada Water holdings.

Decision

- (i) **That Phase 1 of Surgical and Interventional Engineering (SIE), releasing total funds of £10m, subject to the Executive's best efforts to sell Canada Water, be approved.**
- (ii) **That before Phase 2 is brought to the Committees and Council for review and approval, an equity funding plan must be in place.**

9 Any Other Business & Adjournment

The Senior Vice President (Operations) was invited to make a valedictorian speech, it being his last meeting of Council before he retired. The SVP (Operations) remarked that he had enjoyed his time at King's though it had never been easy. During his tenure at King's there had been a number of major incidents to deal with, but he had been privileged to witness this as a strength, because King's came together in the face of major challenges. There was a willingness to try new things at King's, and to work together. The Senior Vice President commended his colleagues, saying that things had been achieved at King's that some universities would balk at. Huge progress had been made in the last five years, in strategy, and in academic propositions, and King's was getting closer to the sort of university it aspired to be. He acknowledged the College Council as having been a large part of that. In his time at King's, the Senior Vice President had put systems in place. New structures included: a student leadership team, King's online, an overarching diversity & inclusion team in HR, an IT operation in Cornwall, and the growth of the English Language Centre. The platforms were now in place and it was time to hand over. The Chair thanked Dr Tebbett once again for all his hard work on behalf of King's.

The Chair declared the meeting adjourned at 19:30pm.

Irene Birrell
College Secretary
September 2019