| Academic Board | |
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| **Meeting date** | 1 May 2019 |
| **Paper reference** | AB-19-06-19-03.2 |
| **Status** | Confirmed |
| **Access** | Members and senior executives |
| **FOI release** | Following approval by Academic Board |
| **FOI exemption** | None, subject to redaction for commercial interest or personal data |

# Minutes

| **Date** | 1 May, 14.00 |
|---|---|
| **Location** | Great Hall, Strand Campus |

| Composition | | | Members Present (Apologies noted as 'A') |
|---|---|---|---|
| *Ex officio* | President & Principal (Chair of Academic Board) | | Professor Edward Byrne **(A)** |
| | Senior Vice Presidents | Quality, Strategy & Innovation | Mr Chris Mottershead |
| | | Operations | Dr Ian Tebbett **(A)** |
| | Senior Vice Presidents / Provosts | Health | Professor Sir Robert Lechler **(A)** |
| | | Arts & Sciences | Professor Evelyn Welch |
| | Vice Presidents & Vice-Principals | Education | Professor Nicola Phillips |
| | | International | Dr 'Funmi Olonisakin **(A)** |
| | | Research | Professor Reza Razavi |
| | | Service | Professor Jonathan Grant |
| | | London | Baroness Bull |
| | Assistant Principal | Academic Performance | Professor Ian Norman **(A)** |
| | The Reverend the Dean | | The Revd Canon Professor Richard Burridge **(A)** |
| | Deans of Faculty | Florence Nightingale Faculty of Nursing, Midwifery &Palliative Care | Professor Louise Barriball (nominee of Prof Ian Norman) **(A)** |
| | | Social Science and Public Policy | Professor Frans Berkhout **(A)** |
| | | Dickson Poon School of Law | Professor Gillian Douglas |
| | | Arts and Humanities | Professor Marion Thain |
| | | Institute of Psychiatry, Psychology & Neuroscience | Professor Ian Everall |
| | | King's Business School | Professor Stephen Bach **(A)** |
| | | Natural and Mathematical Sciences | Professor Michael Luck |
| | | Life Sciences & Medicine | Professor Richard Trembath |
| | | Dentistry, Oral & Craniofacial Sciences | Professor Mike Curtis |
| | The President of the Students' Union | | Mr Ahad Mahmood |
| | Dean, Centre for Doctoral Studies | | Professor Rebecca Oakey |
| | Director of Students and Education | | Ms Tessa Harrison |
| | Operations Director (Research and Researchers) | | Dr Martin Kirk **(A)** |
| | | | |
| *Students* | Arts & Sciences Faculties | Undergraduate | Ms Emma Rouviere **(A)** |
| | | Postgraduate | Mr Asad Tanveer **(A)** |
| | Health Faculties | Undergraduate | Ms Emma Bohea **(A)** |
| | | Postgraduate | Ms Pavan Pankhania **(A)** |
| *Faculty* | Arts and Humanities | elected senior | *Vacancy* |
| | | elected junior | Dr Jessica Leech |
| | | appointed | Professor Rivkah Zim |
| | Dentistry, Oral & Craniofacial Sciences | elected senior | *Vacancy* |
| | | elected junior | Dr David Moyes **(A)** |
| | | appointed | Professor Kim Piper |
| | Dickson Poon School of Law | elected senior | Professor John Tasioulas |
| | | elected junior | Dr Megan Bowman **(A)** |
| | | appointed | Dr Leslie Turano-Taylor **(A)** |
| | King's Business School | elected senior | Mr Crawford Spence **(A)** |
| | | elected junior | Dr Chiara Benassi |
| | | appointed | Professor Riccardo Peccei **(A)** |

| | Life Sciences & Medicine | elected senior | *Vacancy* |
| --- | --- | --- | --- |
| | | elected junior | Dr Samantha Terry **(A)** |
| | | appointed | *Vacancy* |
| | Natural and Mathematical Sciences | elected senior | Dr Chris Lorenz |
| | | elected junior | Dr Andrew Coles |
| | | appointed | Professor David Burns **(A)** |
| | Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care | elected senior | Dr Janet Anderson |
| | | elected junior | *Vacancy* |
| | | appointed | Professor Jackie Sturt |
| | Institute of Psychiatry, Psychology & Neuroscience | elected senior | *Vacancy* |
| | | elected junior | *Vacancy* |
| | | appointed | *Vacancy* |
| | Social Science and Public Policy | elected senior | Professor Kerry Brown |
| | | elected junior | Dr Rebekka Friedman **(A)** |
| | | appointed | *Vacancy* |

**In attendance:**
Mr Hannan Badar (KCLSU Vice-President for Education (Health Faculties) - permanent invitee)
Mr Mohamed Salhi (KCLSU Vice-President for Education (Arts & Sciences) – permanent invitee)
Ms Jessica Oshodin (KCLSU Vice-President for Postgraduate – permanent invitee)
Ms Lynne Barker (Associate Director, Quality Standards & Enhancement)
Mr Ian Barrett, Director of Strategy (Arts & Sciences) *(for Item 5.4 – Retirement Policy Review Update)*
Ms Jen Angel, Director of International Strategy & Planning *(for Item 5.5 – Brexit Update)*
Mr Fraser Burt, Public Affairs Adviser *(for Item 5.5 – Brexit Update)*
Dr Clare Carlisle, AKC Programme Director *(for Item 6.2 – proposed changes to the AKC)*
Professor Barbara Shollock, Head of Engineering *(for Item 6.3 – NMS Engineering Department)*
Dr Rebecca Browett, Head of Education Strategy & Policy *(for Item 7-1 – CEC – Education Strategy Implementation Plan)*
Professor Michael Escudier, Chair of the Academic Standards Sub-Committee *(for Item 7-1 – CEC – Degree Algorithm item)*
Ms Kathryn Connor, Associate Director, Assessment, Boards and Awards *(for Item 7-1 – CEC – Degree Algorithm item)*
Ms Jo Lakey, REF Delivery Director *(for Item 7-2 – CRC – REF Code of Practice)*
Mr Barry Quinn (previous elected senior member from the Arts & Humanities Faculty)

**Secretariat:**
Ms Irene Birrell (College Secretary)
Ms Joanna Brown (Governance Manager)
Ms Xan Kite (Director of Governance Services)

## 1      Welcome, apologies and notices
Apologies for lateness had been received from the Chair and so the Vice-Chair, Professor Nicola Phillips, was in the Chair.

## 2      Approval of agenda
The agenda was approved.

## 3      Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-19-05-01-03]
Decision
That the reports on the Unanimous Consent Agenda be taken as read and noted or approved.

## 4      Matters Arising from the Minutes
None.

## 5      Report of the Chair
*Items for Consideration*
5.1    Verbal report on any matters arising from the Chair
None that were not covered elsewhere on the Agenda.

5.2    Academic Board Elections Processes [AB-19-05-01-05.2]
The College Secretary introduced the report, which set out a proposal for how to manage the elections for the increased size of the Academic Board from 1 August 2019. The proposal was detailed and covered different processes for different constituencies:
- Student elections for membership of Academic Board
- Academic Staff elections for membership of Academic Board

- Professional Staff elections for membership of Academic Board
- Post Doctorate elections for membership of Academic Board
- Academic Board elections for staff membership of Council

The College Secretary set out an additional proposal, not contained within the paper, regarding the issue of re-election eligibility. It was requested that the one-year rule be waived for this first set of elections in order to retain some of the more experienced members on the Board during a period of significant change.

It was also clarified that the requirement, as set out in the report, that one elected member in each faculty be Head of Department or equivalent was within the membership figure and was not an additional seat.

### Decision
That the election processes proposed for filling the Academic Board membership from 2019/20 and for electing Academic Board members to Council, be approved as set out in the report, with the addition of a waiver to the one-year re-election rule on this occasion.

5.3    Academic Board Operations Committee [AB-19-05-01-05.3]
The College Secretary presented the report which set out proposed terms of reference for the Academic Board Operations Committee for approval.

### Decision
That the establishment of the Academic Board Operations Committee be approved, with terms of reference as set out in the report.

5.4    Retirement Policy Review Update [AB-19-05-01-05.4]
The Director of Strategy introduced the report which requested volunteers from the Academic Board to assist with the retirement policy review and with running a workshop at the next Academic Board on 19 June to explore the options and receive views from the Academic Board. The review would include analysis of the workforce at King's and how this had changed over time, and consider the influence that retirement policy and practice at King's had had on issues of diversity and inclusion, including inter-generational fairness.

During discussion concerns were raised over fairness and legality and age discrimination. The Director of Strategy noted that legal issues and issues of age discrimination would be explored as part of the overall review and consideration of the retirement policy.

5.5    Brexit Update [AB-19-05-01-05.5]
The Director of International Strategy & Planning and Public Affairs introduced the report, which provided an overview of the Brexit Strategy Oversight & Advisory Group's structure and work to prepare King's for the UK's scheduled exit from the European Union. The report explained planning assumptions, communications strategy and workstream structures and was separate to the King's Brexit risk register which laid out all mitigations.

The Brexit Strategic Oversight and Advisory Group had been operational for almost one year and was working across the university on five key workstreams for mitigation planning: Research Grants and Regulation; Student Recruitment; Current Students; Staff; and Procurement and Supply Chain. The work took account of anything that might impact the institution during withdrawal as well as post-leaving the EU. The working group addressed two scenarios: the current deal and the no deal scenario. In the last six to eight months the focus had been on no-deal planning.

In addition to the five workstreams there was also focus on communications. Five staff and five student Brexit town halls had taken place in 2019, as well as departmental presentations, and various professional services presentations. There had been regular broadcast communications from the Principal to staff and students following significant political developments. Targeted communications to certain groups, for example Erasmus+ students and researchers in receipt of significant EU grants, had been coordinated at the appropriate local levels. An email from the Principal had been sent to all EU fee status offer holders, to reassure them about their fee status and immigration status. The Brexit pages on the Intranet were regularly updated and included an FAQ section. This was the key source of information for all staff and students. SMT, Faculty and department leads and professional services leaders received updated information every two weeks following SMT. Brexit updates within the King's community could be arranged upon request. One

example of an area where action had been taken was the steps taken to underwrite current Erasmus students, with good relationships being maintained with all parties.

The Public Affairs Adviser provided an update on current politics. The latest news was that there was now a further Brexit extension to 31 October. It was noted that if Theresa May's deal did get through there would need to be compromises on future arrangements. It was expected that there would be a rise in the Euro for the next budget cycle. If the withdrawal deal did not go through or if there was a further extension this would lead to a gap in the EU budget process post 2021. If it were extended post 2021 and the new budget came into play there would be no access to EU funding or Erasmus. It was confirmed that the aforementioned underwrite did apply to students in that scenario too, and that the university was also relying on the Government's underwrite regarding research. This information was being cascaded down to research teams to make sure budgets were as up to date as possible.

The next step for the working group was to reconvene and consider the impact of the 31 October date.

Questions further to the presentation covered the following points:
- Jo Johnson MP's proposed amendment to remove students from the Government's Immigration Bill could be construed as a government plan to charge higher fees to EU students. King's had been working on that logic in planning. There would be further negotiations in the next phase of Brexit.
- Morale in the student body Union, and what could be done to alleviate the expected drop in student applications from the EU. Questions were also raised from the student body regarding relationships between King's and EU institutions in the future, scholarships, and access and academic merit, in terms of international students struggling to pay fees. The working group was addressing all of these questions and the KCLSU requested open dialogue as much as possible.

## 6 Report of the President & Principal
*Items for Consideration*

*The order of business had been amended at the start of the meeting to allow for the Principal's arrival and introduction of his summary report.*

6.1 Proposed Changes to the Associate of King's College (AKC) programme [AB-19-05-01-06.2]
The Senior Vice President (Quality, Strategy & Innovation) presented the report which proposed changes to the way the AKC programme was assessed and governed. The changes were discussed and approved at the AKC Programme Board in March 2019. The first proposal, to change the method of assessment from exam to online quizzes, had been successfully piloted in 2017/18 and 2018/19 and was seen to be a return to the original ethos of the AKC, when its focus was commitment and it had been awarded on the basis of lecture attendance. The second proposal was to replace the AKC Programme Board and Exam Board with a single AKC Steering Committee. Membership of this Committee would include an external academic adviser, who would replace the AKC external examiner. The AKC programme had last been reviewed in 2016.

It was noted that there had not been a single mention of the AKC in the TEF submission, despite there being 2000 students on the AKC programme. The community was encouraged to spread the word and to ensure that new students were aware of the AKC.

### Decision
That the proposed changes to the AKC programme, as outlined in the report, be approved.

*The Principal was in the Chair.*

6.2 Summary Report on Key Issues [AB-19-05-01-06.1].

Academic Board considered the Principal's Report. The following key matters were summarised in the written report: Brexit; Sultan of Brunei Honorary Degree; THE University Rankings; Quad/Engineering Update; Augar Review; with appendices providing further detail on other issues.

Updates arising from the report included:

- A meeting of the Fellowships and Honorary Degrees Committee had been scheduled for Tuesday, 7 May in order to consider revoking the Sultan of Brunei's Honorary Degree.
- King's place in the THE rankings was a reflection of Vision 2029.
- The Vice President and Vice-Principal (Service) was leading a full consultative pre-recruitment phase for a new Dean further to the retirement at the end of this academic year of The Revd Canon Professor Richard Burridge. The Vice-Principal encouraged staff to contact him to be involved in the process, had they not already received an invitation to be involved. A series of profiles and job descriptions were being developed, which, once this stage was complete, would be passed to an executive research team for the next phase in the recruitment process.

Questions considered arising from the Principal's report included:
- Staff had been asked to vacate the Surrey Street building for fire safety reasons but one and half years on were still waiting to learn what plans for the building were. There had been plans to sell the Surrey Street building but arguments not to lose space on the Strand campus had prevailed and this had left the university with the current state of affairs in that the funds that would be required for renovating the building were not available. There were two stages to the plans for the building: The first was to make sure the buildings were safe; the second was to provide for long-term best use of the space. It was confirmed that the buildings were safe, if not pleasant to be in, though they did not have any disabled access. The Senior Vice President (Quality, Strategy & Innovation) offered to meet with staff and discuss the Surrey Street building outside of the meeting.
- A question was raised about the Queen's visit to Bush House and students being academically disadvantaged during this visit. The Principal acknowledged that it was important to flag this issue to the Academic Board and that a full update would be essential for the Board but that it was premature at this stage as a number of investigations were still underway.

6.3  Proposal for a new Engineering Department for the Faculty of Natural and Mathematical Sciences
[AB-19-05-01-06.2]
The Provost/Senior Vice President (Arts & Sciences) invited the Executive Dean of the Faculty, and the Head of Engineering to present the report, which set out that following consultation with stakeholders, it was proposed to re-establish the Department of Engineering as a separate entity within the Faculty of Natural and Mathematical Sciences from 1 August 2019. The re-established department would lead on the planned activities and would continue the work to grow King's engineering proposition. Benefits of the new department included: the importance of an engineering school to a multi-faceted university; financial benefits and curriculum benefits.

### Decision
That the re-establishment of the Department of Engineering within the Faculty of Natural and Mathematical Sciences, be approved.

## 7  Reports of Committees

7.1 Report of College Education Committee (CEC) [AB-19-05-01-07.1]
The Vice President & Vice-Principal (Education) presented the report, which included four items for consideration. The VP (Education) introduced items (iii) and (iv) first and then introduced the Head of Education Strategy and Policy, for a presentation on the Education Strategy Implementation Plan. (Slides were attached to the agenda papers).

(i)   Education Strategy Implementation Plan
The Education Strategy 2017-22 set out ambitions for the next five years to introduce a new curriculum to produce highly employable and capable graduates. The Head of Education Strategy and Policy highlighted two aspects of the implementation plan: high-level aims for 2022; and curriculum redesign and reform.

In order to reach the 2022 aims, students would need to apply the year before, and therefore marketing would need to be rolled out in 2020. The implementation was a complex issue and would be constantly reviewed, with a new plan being updated at the beginning of each academic year. The 2022 aims included: the introduction of a new curriculum, giving all students the choice to learn from different disciplines; a reform of first year undergraduate degrees and introduction of the "King's First Year"; ensuring

appropriate assessment and valuable feedback; investment in digital technologies and physical spaces; enhancement of support for the mental wellbeing of students; and improvements in business processes.

Faculties would be supported in the redesign of both undergraduate and post graduate programmes to align with the Curriculum 2029 principles and the wider aims of the Education Strategy. By the end of 2018-2019 there would be a developed plan for faculty-based curriculum redesign, including a timeline which would be aligned to portfolio simplification.

The VP (Education) set out that the Education Strategy Implementation Plan reflected discussions had at Academic Board meetings and that more detail would be provided to the Board for scrutiny over the next 18 months.

(ii)     Degree Algorithm and Credit Framework
The Associate Director, Assessment, Boards and Awards, and the Chair of the Academic Standards Subcommitee presented the report which set out a recommendation for a new undergraduate degree algorithm and a harmonised credit framework, following the decision previously made by Academic Board to remove the first year from the algorithm. The proposal had been approved by the College Education Committee at is meeting on 9 April further to recent discussions at the Academic Board. Key points of the new Credit Framework proposal included that all modules at undergraduate and postgraduate taught level be multiples of 15 and that it would support blended learning by harmonising the credits available for undergraduate and postgraduate modules, and credits available for online and on-campus modules. There was the potential for co-teaching of undergraduates and postgraduates, which might also support the simplification of curriculum management.

It was noted that following approval, further work would be taken forward by the Degree Algorithm Working Group to clarify additional details, and these woud be brought to the June meeting of the Academic Board.

During discussion the following points were raised:
- Module levels would be aligned to the year of study but flexibility would be factored in; there were logs of programmes where flexibility was important.
- A question was raised on the opportunities for co-taught modules at levels 6 and 7. It was confirmed that it had not been agreed that these two levels would be considered separately.
- More details on progression would be put to the next meeting of the Academic Board.

<u>Decision</u>
That the proposed new degree undergraduate algorithm and a harmonised credit framework, be approved.

(iii)    Periodic Programme Review Suspension
The Vice President & Vice-Principal (Education) presented a proposal to suspend the Periodic Programme Review (PPR) process for the remainder of the 2018-2019 academic year and for the 2019-2020 and 2020-2021 academic years, in order to release faculty time in recognition of the demands portfolio simplification was going to place on faculties and colleagues. The proposal had been approved by the College Education Committee at is meeting on 9 April. Quality would not be compromised, and the risk mitigations to be put in place during the period when PPRs were suspended at King's were described in the report.

<u>Decision</u>
That the Periodic Programme Review (PPR) process for the remainder of the 2018-2019 academic year and for the 2019-2020 and 2020-2021 academic years be suspended in order to free up faculty time to implement the Education Strategy.

(iv)    Curriculum 2029 Portfolio Simplification

The Vice President & Vice-Principal (Education) presented the report which provided a summary of portfolio simplification activity. There would be a more substantive discussion at the next meeting of the Board.

*The remaining items were all on the Consent agenda*

(v) Criminal Declarations Policy (approved)
(vi) Education Governance (noted)
(vii) Collaborative Provision Sub-Committee TOR (noted)
(viii) Assessment Boards TOR (noted)
(ix) Quality Code (noted)
(x) Graduate Outcomes Survey (noted)
(xi) Diversity & Inclusion Policy (noted)
(xii) What Works Strategy (noted)
(xiii) Programme Development and Approval Sub-Committee (noted)
(xiv) Academic Standards Sub-Committee (noted)
(xv) Collaborative Provision Sub-Committee (noted)
(xvi) Minutes of Faculty Education Committees (noted)

7.2 Report of College Research Committee (CRC) [AB-19-05-01-07.2]

(i) REF Code of Practice

The REF Delivery Director presented the report in the absence of the College Research Committee Chair. In order to make a submission to the Research Excellence Framework (REF), each institution was required to submit a Code of Practice outlining the policies and processes which it would follow to identify eligible staff and select outputs for submission. There were monthly staff sessions on the REF at different campuses and all the information was on the intranet. Colleagues were encouraged to get engaged in order to promote a more inclusive working environment.

During discussion concerns were raised around protecting the research working environment. There was concern that a two-tier workforce was being encouraged, that there was a move away from education and research contracts, and a tendency to hire academic teaching at junior level, while senior level roles were more research focussed. The VP (Education) confirmed that the Academic Education Pathway had *not* been bought in to create a two-tier workforce. It had always been and would always be by application, and no one would be forced on to it. There was a panel that considered applications, and standards were high. The standard contracts remained education and research contracts, though it was acknowledged that post TEF, there had been a natural tendency to recruit more from teaching. It was up to each faculty to monitor and achieve the correct balance. The AEP was overseen by HR and there was documentation in place to ensure it was done correctly. The Board received verbal assurance from the Vice-Principal & Vice President (Education) that there no evidence that the AEP was being used to tip the balance between teaching and research. Senior academics were valued as educators.

<u>Decision</u>
That the REF Code of Practice be approved.

*Items on Consent (all noted)*

(ii) Knowledge Exchange Framework (KEF) pilot
(iii) Research Excellence Framework Update
(iv) Award Management
(v) Research Data Management
(vi) Concordat to support the career development of researchers
(vii) Research KPIs
(viii) PGR Strategy

7.3 Report of the College International Committee (CIntC) [AB-19-05-01-07.3]
*Items on Consent (all noted)*

(i) Internationalisation 2029

(ii) Country & Regional Strategies

**8    Report of the KCLSU President** [AB-19-05-01-08]

The KCLSU President presented his report which included updates from the elected officers with academic portfolios and updates on SMT co-created projects. Good progress had been made on most projects but there were a small number that had not been developed due to lack of resources. It was noted that the KCLSU structure attempted as best it could to reflect the university structure by faculty and that this had highlighted some gaps in how the university coordinated diversity and inclusion in everything it did. In terms of some students not feeling they were thriving in a university environment, feedback was provided that one factor was not fully understanding how a university works. The Executive Deans were invited to respond to the observation. On the whole the Executive Deans could report that they were pleased with direction of travel but that there was still a lot of work to be done, both in terms of faculty communities and in terms of embedding diversity and inclusion in the curriculum. Some faculties did better than others, but diversity and inclusion was widely a priority, and was seen to be spontaneously arising as something generally felt to be an absolute priority, as seen in recent recruitment rounds. It was noted that at the Dickson Poon Faculty of Law, focus was mainly on the community. Embedding diversity and inclusion in the curriculum was an issue for law schools across the country, in terms of how to reconcile the needs of domestic jurisdiction while recognising the broader characteristics of the student body.

The Principal echoed complete endorsement for the importance of the area, and acknowledged the need to do better across the board. A lot could be learned from the successful projects already going on at King's. The Principal commended the KCLSU President report.

**9    Report of The Acting Dean** [AB-19-05-01-09]

*Item for Consideration*

a) Report of the Acting Dean [AB-19-05-01-09.1]
   The report of the Assistant Dean was noted.

*Items on Consent*

a) Election of Associates of King's College [AB-19-05-01-09.2]

<u>Decision:</u>
Academic Board elected as Associates of King's College those students and staff listed in the report.

**10    Any Other Business**

Professor Evelyn Welch congratulated the Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care for the renewal of the Silver AthenaSWAN

The Vice-Chair noted changes to arrangements for the release of the National Student Survey scores, which was now scheduled for the beginning of July, the same week as the results of the subject-level TEF pilot. These would therefore be reported to the Academic Board in the new academic year.

**Irene Birrell**
College Secretary, May 2019