

**Academic Board****Meeting date** Monday 17 March 2025**Paper reference** AB-25-03-17-03.1**Status** Confirmed**Minutes**

Academic Board is asked to approve the unconfirmed minutes of the previous meeting.

**Date** 11 December 2025, 14.00**Location** Great Hall, Strand Campus and MS Teams

Composition			Members		Attendance 2024-2025				
					30 Oct	11 Dec	5 Mar	9 Apr	2 Jun
<b>Ex officio</b>	Chair of Academic Board, President & Principal		Professor Shitij Kapur		P	P			
	Senior Vice	SVP Academic (Vice-Chair)	Professor Rachel Mills		P	P			
	Presidents & Vice Principals	SVP Health & Life Sciences	Professor Graham Lord		P	A			
		VP Education & Student Success	Professor Adam Fagan		P	P			
		VP Research & Innovation	Professor Bashir Al-Hashimi		P	P			
		VP International, Engagement & Service	Professor 'Funmi Olonisakin		P	P			
	The Reverend the Dean		Rev'd Canon Dr Ellen Clark-King		P	P			
	The President of the Students' Union		-		-	-	-	-	-
	KCLSU Vice Presidents Education	Vice President for Education (Arts & Sciences)	Madeeha Saher		P	-	-	-	-
		Vice President for Education (Health)	Julia Kosowska		P	P			
		Vice President Postgraduate	Sheeba Naaz		P	P			
	Executive Deans of Faculty	Arts and Humanities	Professor Simon Tanner		P				
		Dentistry, Oral & Craniofacial Sciences	Professor Michael Escudier		P				
		Dickson Poon School of Law	Professor Dan Hunter			A			
		King's Business School	Professor Stephen Bach			P			
		Life Sciences & Medicine	Professor Ajay Shah		P				
		Natural, Mathematical & Engineering Sciences	Professor Rachel Bearon		P	P			
		Nursing, Midwifery & Palliative Care	Professor Richard Harding		P	P			
		Institute of Psychiatry, Psychology & Neuroscience (Interim)	Professor Matthew Hotopf			P			
		Social Science and Public Policy	Professor Linda McKie		P	P			
	Dean for Doctoral Studies		Professor Rebecca Oakey						
	Executive Director: Centre for International Education & Languages (CIEL)		Sarah Shirley		P	P			
<b>Elected Students</b>	One student from each faculty, split equally across UG/PGT/ PGR	Arts and Humanities	David Williams		P	P			
		Dentistry, Oral & Craniofacial Sciences	Elle Hill		P	P			
		Dickson Poon School of Law	Jonathon DiPietro			P			
		King's Business School	Aditya Bangar		P				
		Life Sciences & Medicine	Rei Korkuti		P	A			
		Natural, Mathematical and Engineering Sciences	Damon Cleaver		P				
		Nursing, Midwifery & Palliative Care	Yike Yang			P			
		Institute of Psychiatry, Psychology & Neuroscience	Faiza Inamdar		P				
		Social Science and Public Policy	Hannah Walz		P	P			
<b>Elected Staff</b>	Four academic staff members from each faculty (and five in the case of larger faculties) elected by and from the staff	Arts & Humanities (5 members, including HOD equivalent)	Dr Virginia Crisp (HoD)		P	P			
			Dr Alice Hazard		P	P			
			Dr Zeena Feldman		P	P			
			Dr Timothy Huzar			P			
			Dr Laura Gibson		P	P			
		Dentistry, Oral & Craniofacial Sciences (4 members, including HOD equivalent)	Professor Kirsty Hill (HoD)		P	P			
			Dr Mads Bergholt		P	P			
			Professor Richard Cook		P	A			
			Dr David Moyes		P	P			
		Dickson Poon School of Law (4 members, including HOD equivalent)	Professor Catharine MacMillan (HoD)		A	P			
			Professor Ann Mumford		P	P			
			Professor Ewan McGaughey			P			
			Dr Elin Weston		P	A			

of each faculty.	King's Business School (4 members, including HOD equivalent)	Professor Gulcin Ozkan (HoD)	A	P				
		Dr Simona Grassi	P	P				
		Dr Christopher Hazlehurst	P	P				
		Dr Andrew McFaul		P				
	Life Sciences & Medicine (7 members, including HOD equivalent)	Professor Susan Brain (HoD)	P	A				
		Professor Pete Zammit		P				
		Professor Claire Wells	P	P				
		Dr Baljinder Mankoo	P	A				
		Dr Anna Battaglia	P	P				
		Dr Marina Cecelja		P				
		Dr Timothy Pullen	P	P				
	Natural, Mathematical and Engineering Sciences (5 members, including HOD equivalent)	Professor Chris Lorenz		P				
		Dr Andre Cobb	P	A				
		Professor David Richards	P	P				
		Professor Gerard Watts		P				
		Dr Stefanos Leonardos	P	P				
	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care (4 members, including HOD equivalent)	Dr Lorraine Robinson (HoD)	P	P				
		Dr Jocelyn Cornish		P				
		Dr Wladzia Czuber-Dochan	P	P				
	Institute of Psychiatry, Psychology & Neuroscience (6 members, including HOD equivalent)	Irene Zeller	P	P				
		Professor Sarah Byford (HoD)	P	A				
		Dr Eleanor Dommett	P	P				
		Dr Rina Dutta						
		Dr Yannis Paloyelis	P	P				
		Dr Eamonn Walsh	P	P				
	Social Science and Public Policy (5 members, including HOD equivalent)	Dr Anastasia Vikhanova	P	P				
		Professor Jelke Boesten (HoD)	P	P				
		Dr Hillary Briffa	P	A				
		Dr Sunil Mitra Kumar						
		Dr Tim Benbow	P	P				
	Three staff members on contracts which include teaching from Professional and Continuing Education elected by and from the staff members on contracts which include teaching in PACE. One of the three seats will be held by a Head of Department or equivalent.	Dr Kiran Phull	P					
		Sarah Shirley (see ex officio)		P				
		Suzie Coates	P	P				
	Three professional staff	Dr Michael Elliott	P	P				
		Education Support	Johnny De Silva	P	P			
		Research Support	Dr Natasha Awais-Dean	P	P			
	Two academic staff on research-only contracts	Service Support	Akic Lwalegeng	P	P			
		Arts and Sciences Faculties	Dr Aleida Mendes Borges	P	P			
		Health Faculties	Dr Joanna Davies					

v= vacant post

#### In attendance:

Darren Wallis, Executive Director, Students & Education Directorate (SED)

Jessica Weeraratne, Transformation Programme Director

Phil Berry, Director of Academic Quality, (SED)

Nick Worthington, Executive Director, King's Digital

Dr Mike Bennett, Associate Director, Academic Affairs

Harjeet Moore, Deputy Director Inclusion, Belonging and Wellbeing (HR)

Professor Peter Heather, Professor of Medieval History, on behalf of Professor Rebecca Oakey, Dean of Doctoral Studies

#### Observers:

Sir Jon Coles (Independent Member, King's College Council)

#### Secretariat:

Dr Sinéad Critchley (University Secretary & Director of Assurance)

Christine Cartwright (Governance Manager)

Rajvir Thakore (Governance & Operations Assistant)

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## 1 Welcome, apologies and notices.

Members and guests were welcomed to the meeting, and introduced to Council Member, Sir Jon Coles, as a meeting observer. Currently, three Academic Board members were elected to Council. Council was keen to understand the business of the Academic Board more fully, and Sir Jon was observing in this capacity.

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## 2 Approval of agenda

Approved.

The Chair noted a request had been made to present Academic Board with a proposal to re-establish an academic unit at this meeting but explained that such an action required management consideration of the implications before it could be brought to Academic Board for review.

The Chair responded to a question which had been raised in advance of the meeting regarding the membership of Council, and the addition of a further two members from Academic Board to the membership of Council. The Chair noted that management had presented the proposal to Council, and it had been considered as part of the governance effectiveness review.

The Chair noted that the Governance and Nominations Committee had not been quorate at its meeting held in advance of the Council meeting in November, and as such had not been able to make a recommendation to Council about changes to the membership.

The Chair advised that Council would consider this matter at its meeting in January 2025 and the outcome would be communicated to the Academic Board.

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## 3 Unanimous Consent Agenda (including Minutes of the Previous Meeting) [AB-24-12-11-03]

The Chair noted a request had been made to amend the minutes of 8.2.

### Decision:

**That the minutes of the meeting on 30 October 2024 were approved subject to the changes presented.**

**That the remaining items presented in the Unanimous Consent Agenda were approved or accepted for information.**

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## 4 Matters Arising from the Minutes

The Curriculum Commission presented a case to reverse a decision made to withdraw a dissertation module from the Department of Languages, Literatures and Culture. While Chair's Action had been taken already, the matter was brought to the Academic Board for transparency and approval.

### Decision:

**That the module 6ASD001 is retained.**

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### *STRATEGIC DISCUSSION ITEMS*

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### 5.1 Student Futures II [AB-24-12-11-05.1]

Academic Board members were provided with an update on the progress of the Student Futures II project, which focused on the key issues raised by staff and students as immediate pain points. The project team highlighted some of the targets; to make mark entry and progression decisions require less manual intervention, to centralise course information, to improve assessment feedback and to create a personal tutor dashboard.

During discussion, feedback was provided:

- Timetabling - changes to the timetable could result in a reduction of module choice, and more information was requested on how timetabling decisions could proactively support students' religious observances.

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- The importance of the point of first contact with students and the effect it could have on conversion.
  - The lack of connection between KEATS and the student records system impacts on mark entry and decisions on progression.

The Vice President (Education & Student Success) agreed that the breadth of module choice was key to King's education but that the current timetabling process meant that students were presented with a false choice because of the volume of module clashes. The Senior Vice President (Academic) noted that the recruitment and admissions work was connected to Student Futures II to ensure a joined-up approach to all activities.

The Chair expressed his thanks to the team for their work on the project to date. The Chair advised the Academic Board that work to develop the next strategic plan would begin in January which would see King's through the next five years, and key to this was the consideration of what makes the education on offer at King's distinctive in comparison to that of other highly ranked universities.

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## **5.2 Online and Hybrid Education Delivery**

The Vice President (Education & Student Success) introduced the discussion on the provision of King's Digital following recent changes to the delivery of online distance learning. The Executive Director of King's Digital outlined the current position and the recent launch of a new model of courses and entry points, and the Associate Director, Academic Affairs, presented recent research into the target markets for King's online education, the areas of education these markets sought and the ways in which King's could deliver that education.

During discussion, the following points were raised:

- A definition of what hybrid delivery meant for King's was required.
- It was important for online students to feel part of the King's community, and this should be carefully considered as student numbers grew.
- Whether consideration had been given to partnering with Big EdTech.
- How King's provision compares with that elsewhere in the sector, in the context of the recent publication of the Times Higher Online Learning ranking.
- Enthusiasm for modern languages was welcome, and more detail was requested on this.

The Executive Director noted that King's had chosen not to participate in the Online Learning ranking, alongside several other peer institutions.

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## **6.1 Report of the Vice-Chancellor & President [AB-24-12-11-06.1]**

The Vice-Chancellor presented his report highlighting current issues, events and developments since the previous Academic Board meeting including admissions, Welcome to King's, Government budget, International School for Government, NSS actions and Student Futures II. Updates included:

[REDACTED]

Government budget: The impact of the higher national insurance contribution rates would add £13m to annual costs in a full financial year, which would only be offset by £4m from the increased student fees.

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International School for Government: The name has been changed to School for Government as part of a broad programme of repositioning and a potential tendering process early in 2025 for a National School for Government.

NSS actions: King's is committed to seeing an improvement in NSS scores by 2% and has identified three key areas of priority to achieve this.

The Senior Vice President (Academic) noted that King's had claimed 14<sup>th</sup> place on the QS World University Rankings: Sustainability 2025 which was an important factor in enhancing the University's reputation and key for recruitment.

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## **6.2 EDI Update on current activity and plans [AB-24-12-11-06.2]**

The Academic Board received an update of the activity within the Equality, Diversity and Inclusion (EDI) team and highlights of the previous year.

The Chair congratulated the Organisational Development team for their recent success at the Personnel Today Awards 2024.

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## **7 Report of the KCLSU [AB-24-12-11-07]**

The KCLSU Vice Presidents for postgraduate and Education presented a KCLSU report covering developments to the officer team, priorities and wider strategic objectives.

Academic Board was advised that the Vice President for Education (Arts & Sciences) had chosen to step away from her role and that there will not be an election to replace her.

The report highlighted the launch of The Union Agenda.

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## **8.1 Report of the Academic Board Operations Committee [AB-24-12-11-08.1]**

*No discussion – all approved or noted under the Unanimous Consent Agenda.*

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## **8.2 Report of the College Education Committee [AB-24-12-11-08.2]**

The Chair of the Committee and the Executive Director, Students & Education Directorate presented a motion for the Academic Board to establish a working group to take forward the third option presented in relation to mid-module surveys.

During discussion, feedback was provided:

- Whether Evasys was sufficiently agile in comparison with using MSForms, noting that for consistency the questions needed to be centralised and managed by the central analytics team, but that the use of the system would be considered by the group.
- The loss of the feedback about lecturers' teaching through the removal of the end of module surveys had not yet been considered or replaced by another mechanism, and the data was required for meeting probation and promotion conditions, as well as for quality assurance and monitoring.
- The removal of the end of module survey may be inconsistent with practice across the sector.
- The working group may wish to consult with External Examiners who also use the data from module surveys.

### **Decision:**

**That the working group could proceed with exploring option 3 as outlined in the paper but that serious consideration must be given to the implications of the loss of data about lecturers' performance, and the Senior Vice President (Academic) and Vice President (Education & Student Success) to work together on this.**

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[ACTION AB-03-24/25]: Academic Board to receive an update on the working group's activities at the next meeting.

The remaining items on the College Education Committee report were noted on the Unanimous Consent Agenda and no further discussion was held.

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**8.3 Report of the College Research Committee [AB-24-12-11-08.3]**

*No discussion – all approved or noted under the Unanimous Consent Agenda.*

The Vice President Research & Innovation noted that it had been announced today that King's had been selected to lead a £50m Centre of Research Excellence to develop transformative new advanced therapeutics for heart disease.

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**9.1 Report of the Dean [AB-24-12-11-09.1]**

Noted.

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**9.2 Election of Associates of King's College (AKC) [AB-24-12-11-09.2]**

*No discussion – all approved under the Unanimous Consent Agenda.*

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**10 Report from Council**

Noted.

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**11 Any Other Business**

There being no further business, the meeting adjourned at 16:30.

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Christine Cartwright  
Governance Manager  
December 2024