Academic Board	
Meeting date	19 June 2019
Paper reference	AB-19-10.09-03.2
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	19 June 2019, 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 **'A'**
	Vice Presidents & Vice-Principals	Education	Professor Nicola Phillips (in the Chair)
		International	Dr 'Funmi Olonisakin
		Research	Professor Reza Razavi **'A'**
		Service	Professor Jonathan Grant
		London	Baroness Bull
	Assistant Principal	Academic Performance	Professor Ian Norman **'A'**
	The Reverend the Dean		Mr Keith Riglin (substituting for The Dean)
	Deans of Faculty	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care	Professor Louise Barriball (nominee of Prof Ian Norman)
		Social Science and Public Policy	Professor Frans Berkhout
		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
		Natural and Mathematical Sciences	Professor Michael Luck
		Life Sciences & Medicine	Professor Richard Trembath
		Dentistry, Oral & Craniofacial Sciences	Professor Mike Curtis **'A'**
	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 **'A'**
	Operations Director (Research and Researchers)		Dr Martin Kirk
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 **'A'**
	Dickson Poon School of Law	elected senior	Professor John Tasioulas **'A'**
		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
	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 **'A'**
		appointed	Professor David Burns**'A'**
	Florence Nightingale Faculty of Nursing, Midwifery & Palliative Care	elected senior	Dr Janet Anderson **'A'**
		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 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 5.1, Retirement Policy Workshop*)
Mr Robin McIver, Deputy Vice Principal (Strategy, Planning & Analytics) (*for Item 5.1, Retirement Policy Workshop*)
Mr Nigel Brailsford, Director of HR Remuneration and Policy (*for Item 5.1, Retirement Policy Workshop*)
Ms Jen Angel, Director of International Strategy & Planning (*for Item 5.2, International Strategy*)
Ms Barbara Dahill, Director of Administration, Nursing Faculty (for Item 9, Quinquennial Review: Florence Nightingale Faculty of Nursing, Midwifery and Palliative Care)
Ms Victoria Korzeniowska, Director of Curriculum Quality and Employability Services

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

1 Welcome, apologies and notices

Apologies had been received from the Chair and so the Vice-Chair, Professor Nicola Phillips, took the chair for the meeting.

The Vice-Chair welcomed Professor David Cohen, President of the Academic Board at University of New South Wales (UNSW), Australia, as a guest to the meeting. Also welcomed to the meeting were:

- Mr Ian Barrett, Director of Strategy (Arts & Sciences) (for Item 5.1, Retirement Policy Workshop)
- Ms Jen Angel, Director of International Strategy & Planning (for Item 5.2, International Strategy)
- Ms Barbara Dahill, Director of Administration, Nursing Faculty (for Item 9, Quinquennial Review: Florence Nightingale Faculty of Nursing, Midwifery and Palliative Care)
- Ms Victoria Korzeniowska, Director of Curriculum Quality and Employability Services

This meeting marked the end of term of membership for Professor Rivkah Zim, appointed member from the Faculty of Arts & Humanities; and for student members: Ms Emma Rouviere, Mr Asad Tanveer, Ms Emma Bohea, and Ms Pavan Pankania. It was also the last meeting for some of the current ex-officio members, who would no longer be members under the new membership and terms of reference for the Academic Board, though it was expected that they would continue to attend Academic Board meetings to present items of business.

The Vice Chair thanked all departing members for their contributions and their time.

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

Notice had been received that the number of students on the AKC course is 2000, not 200 as stated in the minutes at item 6.1 (Proposed changes to the AKC programme).

A member requested that the minutes be rephrased at Item 7.2 to clearly reflect that the Board had not been presented with any data as evidence that the Academic Education Pathway and teaching and research contracts were not being used to create a two-tier workforce. However the Board did receive assurance from the Vice-Principal & Vice President (Education) that there was no evidence of this.

The final version of the minutes would be amended and published to the web.

5   Strategic Discussions
Items for Consideration

5.1   Retirement Policy Workshop

The Academic Board was asked to provide advice to the executive team concerning the progression of discussions around the potential introduction of new retirement policy. The Director of Strategy (Art & Sciences) introduced and led this part of the agenda in the form of a workshop. This type of workshop was a new format for the Academic Board, following the recent governance review and the commitment made that the Academic Board would have input at a very early stage on key issues. Members were encouraged to participate and to take the content of the discussion back to colleagues, and to keep the Director of Strategy, and the Deputy Vice Principal (Strategy, Planning & Analytics) informed of any views emerging from consequent discussions.

Academic Board had first considered the proposal to investigate the implications of current retirement policy for intergenerational fairness in December 2018 and had agreed at that time that this area of policy should be investigated. Material was provided showing the legal context and a review of actions taken by peer institutions and two key areas for discussion were outlined: (i) whether the current demographic trends create a potential problem of intergenerational fairness and diversity of representation in future; and (ii) whether Academic Board supported further work on the development of a potential Employer Justified Retirement Age (EJRA) modelled on the experience of Oxford and St. Andrew's, for discussion at a future meeting alongside further modelling of the potential effects.

It was made clear that no decision was being sought, just a view as to whether more analysis and equalities impact assessment was needed.

One question of clarification was addressed before the table discussions began, as to whether it was legal for such a policy to be restricted to academic staff, as opposed to all staff. The Director of HR Remuneration and Policy acknowledged that introducing an EJRA was not without risks, and that this question warranted further investigation if it were decided to proceed with the proposal. Other universities had taken different approaches to this. The following points were made:

- that if it were confirmed that the proposed route was legal, the predicament of junior colleagues who had been offrolled into teaching fellowships should be acknowledged.
- That examples of universities where such policies had been restricted to academic staff only, but where contracts were split among different employers, should be left out of calculations.

The Deputy Vice Principal (SPA) noted the current understanding that a proposal would be legal, but the College would certainly not proceed were it determined that it was not. For the purposes of this particular workshop discussion, members were urged to work on the assumption that the proposal was legal.

The Director of Strategy (Art & Sciences) introduced three questions for the ten minute workshop discussion:

1. What do you see as the advantages and risks of introducing an EJRA?
2. We point to two particular options in the report (EJRA and status quo). Are there any other options which should be considered?
3. (*Key Question*) Would you support the proposal to proceed and develop more detailed proposals for an EJRA?

Feedback was provided by table and the following key points were made:

- It would be interesting to know age category numbers across the university.
- More data would be useful. There was discussion about the policy being for the future, and that therefore looking principally at today's behaviours was probably shortsighted. The implications of the policy encompassing more than just academic staff had been discussed, and it would be important to think through the consequences of that.
- The general tenor at one table was that there was no support for further work, that this was not the right solution to address issues around performance, and the timing was not right. There was a concern about losing talent.
- There had been a diversity of views around another table. There was a lot of detail that would need to be considered in depth should further investigation be undertaken. Questions arising included the impact on Diversity & Inclusion and whether this particular policy would be an important tool for that. In short, more time was needed for consideration and input.
- There had been general agreement that the proposals needed a business case, and that more information should be provided on other initiatives and interventions.

In response to the feedback, it was clarified that the intention was examination of a retirement policy and not a conversation about performance managment.

In summary, Academic Board gave a range of views and no settled conclusion. However, there was a general sense that further work should be undertaken and a range of options outlined before any decision to proceed with the development of any new policy should be undertaken. The options should take account of the future workforce context. The Board was clear in stating that it was making no decision or expressing any view that the change in policy was a desirable proposition at this stage. It merely agreed that further work on potential options should be undertaken and that a further conversation should be held at Academic Board once the outcomes of that work were available.

Members were reminded to keep the Director of Strategy, the Deputy Vice Principal (Strategy, Planning & Analytics), and the Director of HR Remuneration and Policy, informed of any views emerging from consequent discussions with colleagues following the meeting.

Decision

Academic Board agreed that further work should be undertaken and a range of potential options should be outlined before any decision to proceed with the development of any new policy was undertaken and that a further conversation should be held at Academic Board once the outcomes of that work were available. The options should take account of the future workforce context.

5.2 International Strategy [AB-19-06-19-05.2]

The Vice President & Vice-Principal (International) introduced the item and invited the Director of International Strategy & Planning to present the new international strategy: Internationalisation 2029. The new strategy had been renamed Internationalisation 2029 to align it unmistakably with Vision 2029 and to reflect the next ten years' focus. It was based on three pillars: (1) the identity of King's People as culturally competent and having a global problem-solving mindset; (2) internationalisation at home – our infrastructure and processes; and (3) our global reach.

The strategy had been designed to adapt and respond to a rapidly changing external environment, and to opportunities provided by Vision 2029 and the strategic Size & Shape framework. It had been informed by two years of research and consultation, including over 20 focus groups with staff, students and alumni. Following approval at Academic Board and at Council, this strategy will be rolled out across the university.

In summary the powerpoint presentation set out that internationalisation and charity began at home and that they were mutually reinforcing. Importantly, Curriculum 2029 would use the university's structures to reflect its values. The new International Strategy included making alliances with impactful partners, and growing King's footprint in the world.

Academic Board discussed the operationalisation of the strategy and noted that the programme enhancement and portfolio simplification project currently underway were already providing clarification in

this area. The key actions required were to alter pedagogy in the classroom. Global enhancement could be achieved just by asking students to reflect. Other methods of global enhancement included bringing international role models to the classroom, analysis and comment on short films.

The approach was generally supported, but there was concern among some members about academic staff being able to find the extra time to focus on achieving the strategy's aims along with all of the other changes impacting on the classroom. The Vice-Principal (International) gave reassurance that the intention was to support changes in mindset and not to introduce undue pressure to change. The approach would not be for a "one size fits all" solution, but for individual staff to make their own changes with an opportunity to request support and guidance. Some change would happen at a slower pace and every year would be different simply due to the fact of the student make-up in the classroom being different every year. Curriculum 2029 was already providing the support and framework to support the operationalisation of the strategy.

Decision
That King's new international strategy: Internationalisation 2029, be recommended to Council for approval.

6 Board Operations
Items for Consideration
Academic Board received a report on Board Operations which reported on the process and results of the annual membership election and also proposed revised terms of reference for the Academic Board and a process to appoint the members of the newly established Academic Board Operations Committee. The results of the 2019 Academic Board elections had been tabled and were as follows:

Arts & Humanities	• Professor Abigail Woods (Head of Department) • Professor Anna Snaith • Dr Simon Sleight • Professor Mark Textor
Dentistry, Oral & Craniofacial Sciences	• Dr Barry Quinn • Dr Anitha Bartlett
Life Sciences & Medicine	• Dr Alison Snape (Head of Department) • Professor Maddy Parsons • Dr Baljinder Mankoo • Dr Susan Cox
Natural & Mathematical Sciences	• Professor Paula Booth (Head of Department)
Social Sciences & Public Policy	• Dr Clare Herrick • Dr Ye Liu • Dr Jane Catford
IoPPN	• Professor Guy Tear (Head of Department) • Dr Marija Petrinovic • Dr Yannis Paloyelis • Dr Eamonn Walsh • Professor Robert Hindges
Law	• Dr Federico Ortino
Nursing	• Dr Julia Philippou *(One vacancy remaining)*
King's Business School	• Dr Susan Trenholm
Postdoctoral researchers – Arts & Sciences	• Dr Hannah Murphy
Postdoctoral researchers – Health	• Dr Matthew Liston
Professional Services	• Ms Michelle Robinson • Mr James Gagen • Ms Kat Thorne

Voter turn-out for the Academic Board elections from across the staff of the university had been 17.2% which was higher than in any previous year. There had been considerable variation across faculties and the participation of professional services staff had been impressive as it was their first time taking part in the Academic Board. There had been two ties and the successful candidate in these cases had been determined by a coin toss, notified to the candidates concerned in advance and carried out by the Secretariat in the presence of an independent witness. The student members would be elected in the Autumn once the new student cohort had arrived.

The Academic Board Operations Committee would review the election process as one of its first items of business and the College Secretary invited questions and any thoughts on how to improve the elections process for next time to feed into that review. It was confirmed that there remained a vacancy within the Faculty of Nursing, Midwifery & Palliative Care and there would need to be another call for nominations issued for this position.

Members were encouraged to contact the Secretariat to register their interest in joining the Academic Board Operations Committee. The Operations Committee would be an important Committee over the next couple of years as the Board settled into its new structure.

One of the first jobs of the Academic Board Operations Committee would be to establish and oversee the process by which the Board would elect three of its elected staff members to join Council. It was proposed that this process should be completed over the summer. Council had agreed that the three Academic Board members of Council would be split across senior racademic staff member, junior academic staff member and professional services member. There would be an email election for these positions. It was noted that personal statements of all Academic Board members would be useful in order for Academic Board members to nominate to Council membership.

The Academic Board endorsed the revised terms of reference which would be considered by Governance and Nominations Committee for recommendation to Council for approval.

Decisions
(i)   That the revised terms of reference of the Academic Board be recommended to Council for approval.
(ii)   That the process set out in the report to fill the membership of the Academic Board Operations Committee be approved; and that that Committee be asked to:
- Review the election process and report back with suggestions for amendment for the 2020 elections; and
- Propose a process for the selection of the three Academic Board members of Council.

7   Report of the President & Principal
Items for Consideration

7.1   Summary Report on Key Issues [AB-19-06-19-07.1]

The Chair shared the sad news that Professor Peter Hylands, former Head of Department of Pharmacy and Institute of Pharmaceutical Science, had passed away on Monday 10 June following a short illness, and let members know that a book of condolence was available to sign in Room 5.32 of the Franklin-Wilkins Building, Waterloo Campus.

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; Augar Review and King's Civic Challenge; with appendices providing further detail on other issues.

Updates arising from the report included:

- Sultan of Brunei – The Academic Board were updated that the university had not received a response from His Majesty during the consultation period, but had received a response following the withdrawal of the Honorary Degree acknowledging the withdrawal.

- Augar review – there was considerable detail within the Principal's report regarding the provisions of the review. In short, the review was as expected, and more positive than expected regarding the recommendatin that a reduction in cash terms should be offset by the Government. It was unclear what would happen next due to the current turbulence in the political world, but planning and modelling would continue.

- Admissions – an error was noted that at Annex 1 of the report. It should state that Mr Paul Teulon was leaving his current post to take up a role at TEDI. The chair reported that Mr Teulon was not leaving King's and so would still be available for advice in the management of the admissions and clearing process, thereby ensuring continuity.

7.2 Academic Fixed-Term Contracts [AB-19-06-19-07.2]

The Chair reported that the Senior Management Team (SMT) had approved significant steps for academic fixed term contracts, which addressed the issue of over-reliance on short fixed-term contracts, particularly at early career levels. The approved proposals would be taken forward in faculites, supported by HR, and the details would be circulated to the university community. It was noted that short fixed-term contracts would not be entirely eliminated, as there would remain occasions when they were useful, but focus would be on making sure that they were used appropriately, and that the university was doing right by its staff. The first step would be to identify all affected staff who had been on a rolling fixed-term contracts exceeding four years in total and to move them onto an open-ended contract unless there was an objective decision that this would be inappropriate. There would also be a set of provisions to govern future hiring arrangements. The headline proposition was that the norm for academic fixed-term contracts for non-externally-funded research staff and teaching staff should be a minimium of two years.

During discussion, it was noted that for externally-funded staff there may be very good reasons to have rolling fixed-term contracts. The aim was to move away from employing for a shorter duration than funding provided for.

The remaining items had been noted or agreed on the Unanimous Consent Agenda:
- *Update on Freedom of Expression at King's [AB-19-06-19-07.3] (Noted)*
- *PLuS Alliance Joint Venture Update [AB-19-06-19-07.4] (Noted)*
- *Diversity & Inclusion Governance Update [AB-19-06-19-07.5] (Approved)*

8 Reports of Committees

8.1 Report of College Education Committee (CEC) [AB-19-06-19-08.1]
The Vice President & Vice-Principal (Education) presented the report, which included two items for consideration.

(i) Programme Architecture
Since the programme architecture for Curriculum 2029 relating to the amount of flexibility in the UG curriculum had been approved by Academic board on 6 February 2019, a lot of work had been carried out to consider the link between minors, flexibility and existing pathways. It was stated that pathways were not a solution to low recruiting programmes, and use of pathways would be sparing, though there would be times when their use would be appropriate. It was acknowledged that consistency in the use of pathways was needed. There had been a number of objections received, and the Director of Curriculum Quality and Employability Services addressed these:
- There had been some discussion about undergraduate programmes and the manner in which students should choose a pathway. The wording of point 10 under undergraduate programmes in Annex 1 to the report was a compromise position of different preferences expressed at SMT. A minority of faculty students preferred not to have a pathway indicated on their degree certificates so it was decided prudent to leave it open for students to opt out. It was thought that only a very small number of students were opting out of this benefit.
- Pathways on PGT programmes would be made up of between 90 and 120 credits from taught modules that are designated as part of the pathway and should include the dissertation. The rationale for this was that too few credits on a pathway provided insufficient differentiation between the pathway and the main programme. Too many credits on the pathway meant that it was effectively a different programme. All faculties were content with this apart from the Dickson Poon School of Law. Currently students taking the LLM (Master of Laws) programme had a free choice of modules and benefited from being allowed a few weeks of trying out before deciding which modules to take. They had to take at least 120 credits, and there was no upper limit set with the LLM. Over the past five years there had been 1056 unique combinations of module. The Executive Dean of the Law School set out that she did not want to prohibit students from taking that amount of specialism, and that this current approach of the Dickson

Poon School of Law was the norm in the market, and a strong motivator for students in choosing the King's course. The university therefore could not afford to lose the opportunity for students to graduate with a designated specialism. An appropriately flexible programme for the Law School was crucial. The Executive Dean was, however, open to alternative ways of achieving this. The VP (Education) acknowledged that this could likely be an instance where pathways would be appropriate and that further work was needed with the Law School to find a solution.

- Academic Board was requested to take a view on whether pathways should be constructed through module choices in such a way that students would not be able to take an identical portfolio of modules and graduate with different degrees, which was currently the situation faced with pathways. Regarding this provision, all faculties had been content apart from the Faculty of Natural and Mathematical Sciences (NMS).
- The position from the College Education Committee regarding PGT programmes without pathways, was that without that element of shared content across all of the pathways, a programme with pathways could not be a programme. The Academic Board was asked whether they agreed with the CEC view that there was a need to differentiate between programmes and pathways. One member noted that perhaps there did not need to be a unique definition of each. The Director of Curriculum Quality and Employability Services noted that Curriculum 2029 was complex and a number of rules and parameters were necessary in order to operationalise it.

The Chair asked Academic Board if it was prepared to endorse the recommendations from the College Education Committee, with further work to be done with the School of Law, to bring clarity and consistency to the way that programmes and pathways were used across the College. It was noted that both current and prospective students would benefit from such clarity.

Decision

That the proposals in Annex 1 (Curriculum 2029 – Programme Architecture -Pathways) be approved, noting that further work would be undertaken with the School of Law.

(ii) PGT External Examiners Overview Report

Decision

That the recommendations at point 10.1 of Annex 2 (PGT External Examiners Overview Report) be approved, namely:

1. That Faculty Assessment Board/Sub-Assessment Board chairs should continue to communicate to all markers the need to ensure consistency in marking annotation, use of the full range of marks, and that feedback should reflect the mark awarded.
2. That those faculties whose external examiners raised concerns on administrative processes for boards should ensure these administrative errors are resolved for next year.

The remaining items were all on the Consent agenda
(iii)   Academic Regulations 2019/20
(iv)   Library Regulations
(v)   King's First Year
(vi)   Student Engagement Service Action Plan
(vii)   Teaching Evaluations
(viii)   Programme Enhancement Process Report
(ix)   Programme Enhancement Process Review
(x)   Degree Algorithm - Update
(xi)   Student Handbooks
(xii)   King's Academy Update
(xiii)   Widening Participation Strategy

(xiv)	Report of the Academic Standards Sub-Committee
(xv)	Report of the Programme Development Sub-Committee
(xvi)	Reports of the Faculty Education Committees

8.2 Report of College Research Committee (CRC) [AB-19-06-19-08.2]
Items on Consent (all noted)

(i)	REF Code of Practice Update
(ii)	Impact Update
(iii)	Research Governance, Ethics and Integrity

8.3 Report of the College Service Committee (CSC) [AB-19-06-19-08.3]
Items on Consent (all noted)

(i)	Social Reform and Civic Leadership Academy Update
(ii)	Volunteering Review Update
(iii)	Environmental Sustainability Update

9 Quinquennial Review: Florence Nightingale Faculty of Nursing, Midwifery and Palliative Care [AB-19-06-19-09]
The Senior Vice President (Quality, Strategy & Innovation) introduced the report and commended it as an open and reflective exercise.

10 Report of the KCLSU President [AB-19-06-19-10]
The KCLSU President set out that since the previous meeting of the Board there had been no significant updates to projects. He reported that the scope of the lecture capture project with SMT had now expanded. The President thanked the Board on behalf of his KCLSU colleagues, this being their last meeting. The new sabbatical officers would be introduced at the first meeting of the Board in the new academic year. The Chair thanked the KCLSU officers for their attendance and contributions.

11 Report of The Acting Dean
Item for Consideration
a) Report of the Assistant Dean [AB-19-06-19-11]
   The report of the Assistant Dean was noted.

Items on Consent
a) Election of Associates of King's College [AB-19-06-19-11]

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

12 Any Other Business
The Chair noted that the NSS results were due on 3 July 2019 and that the pilot TEF outcomes were also expected on that day. The PTES results would be available by the end of this week.

Irene Birrell
College Secretary, June 2019