Academic Board

Meeting date	Wednesday 11 December 2024
Paper reference	AB-24-12-11-03.1
Status	Unconfirmed

Minutes

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

Date	30 October 2024, 14.00
Location	Great Hall, Strand Campus and MS Teams

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

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

v= vacant post

In attendance:
Darren Wallis, Executive Director, Students & Education Directorate (SED)
Phil Berry, Director of Academic Quality, (SED)
Anette Schroeder-Rossell, Chair - King's College Academic Standards Sub-Committee (ASSC)
Gavin Beattie, Associate Director, Research & Impact
Kathy Barrett, Associate Director, Research Staff Development

Liviu Matei, Head of School of Education, Communication and Society
Peter Heather, Professor of Medieval History

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

Secretariat:
Dr Sinéad Critchley (University Secretary & Director of Assurance)
Joanna Brown (Senior Governance Manager)
Rajvir Thakore (Governance & Operations Assistant)

1   **Welcome, apologies and notices.**

Members and guests were welcomed to the meeting, and introduced to Council Member, Sir Jon Coles, attending as an 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.

The Chair particularly welcomed newly elected staff and student members to the meeting, and announced the launch of the nominations and elections process for the two staff and one student vacancies on the Academic Board Operations Committee.

2   **Approval of agenda**

Approved.

3   **Unanimous Consent Agenda (including Minutes of the Previous Meeting)** [AB-24-10-30-03]

Three items from the College Research Committee report [AB-24-10-30-08.2] were requested to be removed from the Unanimous Consent Agenda (UCA) for discussion:
- Research Publications Policy (for approval)
- Annual progress report on research concordat (for approval)
- Research Integrity Annual Statement (to note)

Decision:

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

4   **Matters Arising from the Minutes**

None.

STRATEGIC DISCUSSION ITEMS

5.1 **Board Assurance Framework & link to Academic Board Functioning** [AB-24-10-30-05.1]

The purpose of the strategic discussion items scheduled for each Academic Board meeting was to allow the Academic Board to provide Council with strategic advice on matters relating to academic quality and standards.

Academic Board Members were provided with an update on the development of a Board Assurance Framework (BAF) and its implications for the functioning of Academic Board, with the focus on providing Council with strategic advice on matters relating to academic quality and standards. The University Secretary and Director of Assurance presented the draft Board Assurance Framework and the twelve thematic areas that had been identified through Council workshops as a focus for responsible committees, and which mapped to King's strategic goals and enablers. Five of the twelve areas related to the academic mission and Academic Board had therefore been identified as the assurance committee required to give scrutiny to those areas in an intentional way. The BAF was still in draft, and the responsible committees would need to be comfortable with the wording and their understanding of it. Regarding each row in the BAF allocated to Academic Board, Academic Board should be clear which report would contain that information, and be content that it was presented in a timely fashion to influence discussion and decision, and to enable the Academic Board to provide considered, constructive and challenging reports to Council. Feedback was sought.

During discussion, feedback was provided:
- The framework demonstrated accountability clearly.
- How would Academic Board be assured that risks had been considered and the right questions asked? How much extra groundwork would be expected from the committees that fed into Academic Board to provide this assurance?
- Further to concerns raised about workload increase, the Board was advised that the idea was about the principle of subsidiarity, with work being done where it was most appropriate.

- It was noted that Academic Board discussions covered the areas within the BAF framework already, but that planning and timing would be key. Going forwards, the annual agenda plan should align with the BAF table as well as with decisions that had to be made.
- Sustainable research and innovation excellence related to regulatory and legal obligations and strategic discussion of those two items were scheduled for Board discussion at its March meeting.
- It was noted that the Staff and Culture Strategy Committee had been born from discussions at Academic Board.
- Other subcommittees of Council also addressed issues that impact on academic outcomes, and Council received this as it holds the ultimate obligation to ensure that regulators' conditions were being met.
- Further reflection needed on the five BAF items against Academic Board and the language used before a further paper be presented to a future meeting of the Board for further improvement.
- The Vice-Chancellor summarised the discussion as support and endorsement for further aligning the work of the Academic Board to that of the Council. Perhaps the five separate areas could be rationalised into three domains so that they could be succinctly addressed. As for next steps the Vice-Chancellor requested the University Secretary and Director of Assurance and the Senior Vice President (Academic), on behalf of the Academic Board Operations Committee, to rationalise the Council requests into three major domains, agree the precise metrics/indicators/paper that will be brought to Academic Board, and during which meeting, and align this with when these matters are discussed at Council. [ACTION]

The Vice-Chancellor stated that the next item of strategic discussion reflected the Academic Board BAF area of a high-quality student experience.

5.2 NSS and PTES and Student Experience [AB-24-10-30-05.2]

Professor Adam Fagan led the discussion on NSS and PTES and Student Experience. The National Student Survey (NSS) achieved its highest-ever response rate of 78% (5,301 students), outperforming the national average. Despite this, King's College London's average score remained at 75.5%, consistent with last year.

The Vice President (Education & Student Success) provided Academic Board members with an update on the National Student Survey (NSS), and the work being done within the University to address areas of weakness and improve average positivity scores for King's by 2%, including the immediate steps needed to address concerns from the 2024 survey. King's had already shown that increased engagement with survey could bring about score improvements within two years. However, for some faculties this would require a significant improvement in their individual scores. All had submitted detailed action plans which addressed the priority areas of (i) Assessment and Feedback, (ii) Academic Support, and (iii) Clinical Placements, as well as any other specific issues where satisfaction was low. More in-depth analysis of qualitative data (open comments) was undertaken during the summer, and this had informed both the action plans and the discussions with Executive Deans and faculty leaders. The Vice President (Education & Student Success) reported that there was a real determination from faculties to bring about change.

During discussion, feedback was provided:
- Better communication needed about coursework and placement providers
- Better timetabling needed.

Student feedback:
- Assessment and Feedback: the issue, for all students, but particularly for international students, was a lack of support in understanding the grading system, as they were used to very different marking systems. What could be perceived as a low score elsewhere could be one of the best grades obtainable in the UK (e.g. of 80% provided). A student could very possibly work hard, achieve a good grade, but a lack of understanding of the grading systems brought a sense of demoralisation.
- The importance of consistency between those giving advice on assignments, and grading frameworks.

- Personal tutor group sessions: suggestion to consider standardising the experience. IoPPN staff feedback included that shifting some group sessions to GTAs aimed to standardise delivery and improve consistency.
- Blended learning and video content should meet high quality standards; recorded materials should be clearly marked as supplemental.
- The Vice President (Education & Student Success) agreed that more resource for these areas was needed.

Staff feedback:
- How things would evolve with AI.
- NSS is a tool that could be used to inform strategic thinking.
- Providing feedback to students was an essential part of university education.
- TASK (Transformation of Assessment of Students at King's) aimed to build on good practice to achieve sustainable and effective assessment, as the volume of assessment feedback required was a main challenge.
- Timetabling and room challenges: the percentage of issues was small but the impact significant, making the University seem disorganised where it was not (the timetabling team were commended).
- Academics spend a lot of time dealing with significant problems throughout the year, problems often created by operational matters, for example exam marking, and this had not been recognised in the report. The Executive Director, Students & Education Directorate, stated there was a task force trying to address these operational issues.
- Management of staff workload to allow time for responding to student feedback, with agile support systems needed noting that students may perceive staff as too busy or burnt out to approach.
- Pilot projects embedding feedback within KEATS showed improved staff responsiveness and student satisfaction, with further exploration underway across the University.
- Optimism at Executive Dean level that faculty and department alignment on assessment and feedback was attainable. It would require strong support of managerial staff.

Urgent steps needed to address concerns from the 2024 NSS survey included:
- Enhanced support for health faculty students on placement – health faculties had expressed determination to work with the Executive team on this.
- Consistency in staff availability and responsiveness, including availability at key points, and focussing on "available" rather than "busy".
- More consistency in practice of assessment and feedback.
- Increased compliance with guidelines around office hours and feedback deadlines.
- Increased and consistent effective communication with students.

The next meeting would receive a report on Student Futures 2, the aim of which was to address marking, timetabling and assessment and progression, and would provide greater assurance to Academic Board. [ACTION]

6.1 Report of the Vice-Chancellor & President [KCC-24-10-30-06.1]

The Vice-Chancellor presented his report highlighting current issues, events and developments since the previous Academic Board meeting including admissions, Israel/Gaza, King's/Portsmouth Medical School, SUSTech – King's School of Medicine. Updates included:

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- Israel-Gaza events: An October 7 vigil was held for peace. Another event was scheduled for November 5 to bring together all those with a strong interest in the situation. Academic Board members were invited to attend, with a message of hope and optimism for the future.
- New initiatives: The establishment of a Portsmouth medical branch and a new biomedical engineering partnership with SuSTECH in China were both confirmed and celebrated.
- Research funding concerns: The Vice-Chancellor raised concerns about the potential impact on funding, specifically the risk of the Horizon budget drawing on the QR (Quality Related Research Funding) or UKRI (UK Research and Innovation) budget. Efforts by the Russell Group (RG) and Universities UK (UUK) to address this issue were ongoing, with the hope of providing further reassurance at the next meeting.

6.2 Chair's Action [AB-24-10-30-06.2]

Members were asked to confirm the following Chair's Actions which were taken during the summer and autumn of 2024:

(i)   Revised Student Terms and Conditions 25/26
(ii)   Mitigating Circumstances Policy Amendment
(iii)   Academic Regulations 2024-2025 amendments
(iv)   Postgraduate Taught Dissertation Framework
(v)   Singhasari Terms and Conditions 25/26

Decision:
That the Chair's Actions taken during the summer/autumn 2024 be confirmed.

7   Report of the KCLSU [AB-24-10-30-07]

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

The report emphasised alignment with King's objectives, identifying similar issues and highlighting KCLSU's role in advocating for a better student experience. Efforts were being made to be more student-facing, empowering students to advocate for themselves by asking questions and seeking answers. Key priorities included ensuring timetabling compliance with the Equality Act, particularly for religious observances such as Friday prayer times. Consistency in timetabling was underscored as a continued area of focus. Additional priorities were noted, including support for international and postgraduate students in areas such as marking and visa processes.

Discussion:
- The Vice-Chancellor highlighted the confidence international students placed in King's as a point of pride, noting that their varied educational backgrounds offered valuable learning opportunities for the institution. He also acknowledged the distinct challenges international students faced after graduation, including visa-related stress, which contrasted with the experiences of domestic students.
- In response to a question about supporting international students seeking post-study work visas, it was explained that King's Careers and Employability strategy included targeted support for international students aiming to work in the UK, as well as efforts to assist domestic students with their own employment challenges.
- It was also noted that progress has been made over the past few years to adapt careers fairs, incorporating diverse student experiences to better meet the needs of students from different backgrounds.
- The Vice Chancellor noted that in addition to supporting international students in the UK, King's supported students in China seeking local job opportunities there.

8.1 Report of the College Education Committee

The Chair of the Academic Board Operations Committee (ABOC) presented the report.

(i)   **Annual Report: Ongoing Conditions of Registration for the Office of Students** [AB-24-10-30-08.1]

The Office for Students (OfS) monitors higher education providers using "lead indicators, reportable events and other intelligence such as complaints"[1]. As part of this monitoring the OfS expects higher education providers to continue to meet ongoing conditions of registration, including any new conditions introduced since the initial registration process. Assurance could be provided that the University continued to meet these conditions of registration. The Academic Board recommended the report to Council approval and submission to OfS.

Decision:
That the annual report to the College Council on how King's continues to meet the Office for Students Ongoing Conditions of Registration is approved for submission to the Office for Students.

(ii)   **Revised Emergency Regulations** [Annex 1]

Anette Schroeder-Russell (Chair of ASSC) presented this report. Following feedback from its meeting on 26 June 2024, Academic Board received revised emergency regulations for approval. The Board had noted some concerns regarding the initial proposal and the feedback had been taken away and reviewed over the summer. The Chair of ASSC emphasised that all questions and concerns had been taken very seriously and addressed comprehensively. She noted the working group's commitment to maintaining academic integrity with the revised emergency regulations. The changes, as set out in the report, enhanced transparency, delegation, and accountability, particularly regarding the marking scheme and the expertise of markers. It was noted there had been legal input, and that the revised regulations provided a balanced interest for future students, King's staff and the reputation of King's.

It was highlighted that the regulations now aligned with sector standards, incorporating insights from the pandemic and industrial action. The thorough responses were commended, with the Vice-Chancellor acknowledging significant improvements and expressing hope that these measures would not need to be invoked.

Decision:
That the revised emergency regulations, following the feedback received at the June 2024 meeting of the Academic Board, are approved.

(iii)   **Chief External Examiner Overview Report**

Academic Board approved the Chief External Examiner Overview Report 2023/2024. The new University Chief External Examiner role provides an external university oversight of King's assessment practices and standards, working with Faculty Chief External Examiners (another new role introduced in 2022/23), and being a member of the Assessment and Regulatory Oversight Sub-Committee. Academic Board received a summary of the Chief University External Examiners views from King's assessment practices during 2023/24, noting some reflections for the University to consider moving forward.

Decision:
That the overview summary report from the University's Chief External Examiner for the academic year 2023/24 is approved.

The remaining items were on the Unanimous Consent Agenda and were not discussed.
(i)   Proposal for a new type of King's award: PG Award (Approved)

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[1] Office for Students: Securing Secret Success: Regulatory framework for higher education in England

(ii)   Intercollegiate Policy (Approved)

(iii)   Academic Calendars - King's Digital New Model 2025-2026 (Approved)

(iv)   Academic Calendars - Proposed six-week cycle calendar for Online Programmes for 2025-26, for those Category B programmes (Approved)

(v)   Artificial Intelligence (AI) update

(vi)   Student Survey Management Group – Survey Cycle 2024-25

(vii)   Module Evaluation Summary of Activity 2023-24

(viii) HESA Graduate Outcome Survey (GOS) Results for 2021/22 Graduating Cohorts

(ix)   Higher Education Academy (HEA) Recognition Scheme: King's Professional Recognition of Teaching and Learning

(x)   Quality Assurance Handbook 2024-25

(xi)   Professional, Statutory and Regulatory Body:BPS and BABCP

(xii)   Periodic Programme Review reports

(xiii) Admissions and Recruitment update

(xiv)   Academic Quality Assurance Refresh

8.2 Report of the College Research Committee (CRC) [AB-24-10-30-08.2]

(i)   **Research Publications Policy – *removed from the UCA for discussion***

The Chair of the College Research Committee (CRC) and Vice President (Research & Innovation) presented the revised publications policy. The Research Publications Policy had been revised and updated following the discussion at the College Research Committee in May 2024. The new policy extended the provision of 'rights retention' to book chapters which will aid funder compliance in light of new open access requirements. The Associate Director (Research & Impact), Libraries and Collections presented a revised version of the Research Publications Policy to the College Research Committee at the meeting on 25 September. The Committee approved the revised policy, though it was noted that books and book chapters would now not need to be made open access until after the next REF submission, and that a note should be added to clarify this.

Board Members sought assurance that the practicalities had been taken into account and that the policy would not reduce academic freedom. The Vice President (Research & Innovation) clarified that the University recognises that there may be situations where it is difficult to follow this policy exactly, and that there is an opt out clause if this were deemed to limit the choice or damage the career of early career academics. The University would monitor and take a pragmatic approach.

During discussion points raised included:

- This applied to all research within King's. However, the policy had an opt-out: "The University recognises that there may be situations where it is difficult to follow this policy exactly. In this case it will be permissible for researchers to make alternative arrangements to ensure they meet funder and REF requirements for open access, e.g., by applying a more restrictive Creative Commons licence such as CC-BY-ND, with funder approval"
- The policy had been in place for journal articles for some time with no issues, though it was noted that book chapters were different.
- There was also a compliance risk with UKRI funding which required Open Access for book chapters, and with very limited funding. King's had been lucky in obtaining a small amount of UKRI funding. It would be unaffordable for all to be made available open access.
- Academics would be able to choose what they believed to be the right publisher for a project not funded by an external grant and would be able to opt not to submit the resulting output to REF.
- CRC had had a lengthy discussion about whether to include full books, and concluded not. With the REF announcement that books would not be required to be open access to be included in REF, it would be unlikely in future.
- It was noted that this was a matter of discussion within the Russell Group and that boundaries of open access would keep moving.

- It was noted that the challenge of reconciling the requirements of funders, and eventually REF, to publish books as open access, the cost of doing so, and that funding would be limited to achieve this remained for future consideration.

Decision:
That the revised publications policy be approved.

(ii) **Report on Researcher Concordat Action Plan** – *removed from the UCA for discussion*

The Chair of the College Research Committee (CRC) and Vice President (Research & Innovation) presented this report. King's is a signatory to the Concordat to Support the Career Development of Researchers. Signatories are required to submit an annual report on their approved action plan outlining the progress that has been made at their institution. This action plan is to be reported to Council for approval on an annual basis, and then onto Universities UK for external scrutiny. The College Research Committee welcomed the progress made in the past year and Academic Board approved the presentation of the report to Council.

Discussion points among Academic Board members included: requesting clarity on the process for the promotion of research staff, and for a clear policy regarding managing the transfer to open contracts following four years continuous service if certain criteria were met. The Vice President (Research & Innovation) pointed towards a recording of the Research staff Forum, which described such a policy, which is about to be launched. The question of research staff promotions was also due to be addressed at the Research staff Forum.

Decision:
That the progress made over the last year on the Researcher Concordat Action Plan be noted, and that the report be recommended for approval to Council.

(iii) **Research Integrity Annual Statement** – *removed from the UCA for discussion*

The Chair of the College Research Committee (CRC) and Vice President (Research & Innovation) presented this report. The Audit, Risk & Compliance Committee was due to consider the RI Annual Statement at its November meeting and recommend to Council for approval.

King's is a signatory to the Concordat to Support Research Integrity. Signatories are required to submit an annual statement summarising the work undertaken to support research integrity at their institution. In the past year the Research Integrity team have: created training modules; planned and hosted research integrity awareness days; produced guidance on use of generative AI in research; continued to contribute to the UK Reproducibility Network's open research programme. In the next year, the team intend to: launch online training modules; finalise the Code of Good Research Practice.

The meeting had a brief discussion on delays in process for misconduct cases and consequent impact on teams. A number of steps had been taken to address under-resourcing, and a review of available data on how long cases had taken had been requested.

The remaining items on the College Research Committee report were noted on the Unanimous Consent Agenda and no further discussion was held:
   (i) *CRC Subcommittee Updates*
   (ii) *King's Doctoral College*
   (iii) *Research Culture*
   (iv) *Environmental Sustainability Concordat*
   (v) *DSAIS Board - Report from Workshop*

9.1 Report of the Dean [AB-24-10-30-09.1]
Noted.

9.2 Election of Associates of King's College (AKC) [AB-24-10-30-09.2]

No discussion – all approved under the Unanimous Consent Agenda.

10 Report from Council

Council Member, Natasha Awais-Dean, presented the report from Council and provided a brief summary of the previous Council meeting, which received reports from its subcommitees, including the Academic Board.

11 Any Other Business

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

Joanna Brown
Senior Governance Manager
October 2024