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| **Academic Board** |  |
| 11 December 2019 |  |
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| **Actions** | |

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| **Ref** | **Action** | **Lead** | **Due Date** |
| 19/167 | Correct the minutes of the meeting of the Board on 23 October 2019 as noted. | RH | Complete |
| 19/170 | Refer this matter [the length of papers for Academic Board and the timing of the circulation of these] to the Academic Board Executive meeting in February for further discussion. | RH | Complete |
| 19/175 | The Secretary and VP Education to review the election of academic representatives and present a report to Academic Board in March 2020. | RH/ KR | Postponed to June |
| 19/179 | Circulate the PowerPoint presentation on KEF to Schools. | RH/ KN | Complete |
| 19/182 | Reword Section 2 (a) (iii) on page 7 of the Access and Participation Plan to clarify what is being measured: *Brilliant Club: support 590 pupils to improve their written communication, subject knowledge and critical thinking skills by 5% or more.* | DA | Complete |
| 19/183 | Academic Board to receive a regular update on progress in meeting the Access and Participation Plan targets. | PJL/ RH | Ongoing |
| 19/185 | Present a draft Degree Outcomes statement to the March meeting of AcademicBoard. | DG | Postponed to June |
| 19/195 | DDS to review the guidance and report to the Executive Committee for Assessment in the Spring term. | RH | Complete |
| 19/196 | Review the wording of Proposal 3 on regulatory changes with colleagues. | RH/ MB | Complete |
| ~~19/119~~ | ~~Put a note on the Academic Board website about the decision made to amend the terms of office of elected members to one year.~~ | ~~RH~~ | ~~ASAP~~ |
| ~~19/121~~ | ~~Correct the minutes of the meeting of Academic Board on 5 June.~~ | ~~RH~~ | ~~Completed~~ |
| ~~19/129~~ | ~~Take forward the provision of support for students studying in London in the Academic Development and Resources Committee.~~ | ~~KB~~ | ~~ASAP~~ |
| ~~19/131~~ | ~~Check with the interim Director of Human Resources whether recommendations from UCU were considered as part of the review of the Gender Pay Gap.~~ | ~~RH~~ | ~~ASAP~~ |
| 19/137 | Present a ‘lessons learned’ paper on lecture recording to Academic Board in December. | KB | 11 Dec meeting  (moved to March meeting) |
| 19/143 | Provide an update to Academic Board later in the year on work undertaken to close the attainment gap. | JK | March/ June 2020 |
| ~~19/147~~ | ~~Link the Committees Handbook page to the Terms of Reference for new School and College committees, currently published on the academic restructuring pages.~~ | ~~RH~~ | ~~ASAP~~ |
| ~~19/148~~ | ~~Add the casualization of staff to topics to be considered as part of the redevelopment of the College strategy given the number of staff in the College on causal contracts.~~ | ~~KB~~ | ~~ASAP~~ |

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| **Action from current meeting**  **~~Action completed since last meeting~~** |  |

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| **Academic Board** |  |
| 11 December 2019 |  |
| *Min. 165 - 204* |  |
| **Minutes** | |

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| Present: | Prof P Layzell (Chair); Prof K Normington, Prof G Agyemang, Prof S Boogert, Prof J Parker-Starbuck, Prof J John, Prof B Rankov, Prof S Wright, Dr R Jago, Dr V Greenaway, Dr A Whitelock, Dr B Lease, Prof A Chevalier, Prof A Bradshaw, Dr S Wagner, Prof V Jansen, Prof P Crang, Prof G Gutin (for Dr C Matos), Prof R Mackay | (for Prof P Dalton), Prof R Schack, Dr S West, Prof E Schafer, Prof S Ansari, Prof C Bradley, Prof M Gold, Dr D Brown, , Prof S Murphy, Prof V Boisvert, Dr R Cruickshank, Prof S Gerke, Dr R Hemus, Mr S Kendrick, Prof D Gilbert, Prof H Nicholson, Mr J O’Neill, Ms K Roberts, Ms L Simpson and Ms S Bolton |
| Secretary: | Mr R Hall |  |
| In attendance: | Dr D Ashton, Ms M Ennis, Mr D Brown, | Dr M Beck ( Assistant Secretary) |
| Observer | Mr A Alway | Ms N Naughton |

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|  | | **Welcome and Apologies** |  |
|  | | The Chair WELCOMED members to the Board. Apologies were received from the following members: Prof J Adam, Prof K Badcock, Prof P Dalton, Prof R Deem, Mr A Ganz, Prof O Heath, Prof D Howard, Prof M Humphreys, Prof A Jashapara, Prof J Knowles, Dr C Matos, Prof J Nuri, Prof J Powell, and Mrs A Wallis.  The Chair NOTED that Prof Powell was retiring from the College at the end of year and THANKED him, in absentia, for the significant contribution he had made to the Department of Media Arts during his two terms of office as Head of Department. | 19/65  19/166 |
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|  | | **Minutes of the previous meeting** |  |
|  | | Minutes of the meeting held on 23 October 2019 were AGREED as a correct record, subject to the amendment of *min. 19/129* which should read as indicated in bold: There has been a significant increase in research income, with the total for last year reaching £27**m**. | 19/167 |
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|  | | **Matters arising** |  |
|  | | The Chair REPORTED that the actions in *min. 19/119, 121* and *129* had been completed. In response to queries on the recording of the amendment to the Standing Orders with respect to the term of office of elected members the Chair re-iterated the point that this had been discussed and also that changes to the composition and membership would be discussed at a future meeting of Academic Board. The status of members who had been elected for one year in terms of re-election would be addressed at that point.  The Chair NOTED that the UCU recommendations (*min. 19/131*) had been passed on for consideration and this had resulted in a slight delay in the release of the report on the Gender Pay Gap. Its release is imminent. The ‘lessons’ learned paper on lecture recording would be presented by the Senior Vice Principal (Academic Strategy, Resources and Partnerships) at the March meeting of the Board (*min. 19/137*) as would an update on the work undertaken to close the attainment gap (*min. 19/143*). The action listed in *min. 19/147* had been completed and work on reviewing the casualization of staff had commenced (*min. 19/148*). | 19/168  19/169 |
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|  | | Unstaring of items |  |
|  | | The Chair NOTED that there had been a request to unstar papers AB/19/95 and AB/19/101. He also NOTED a request to reconsider the length of papers for Academic Board and the timing of the circulation of these. This matter would be referred to the Academic Board Executive meeting in February for further discussion. | 19/170 |
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|  | | **Principal's Report** |  |
|  | | Paper AB/19/83 was RECEIVED. | 19/171 |
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|  | | **Reports from the Senior Management Team** |  |
|  | | The Deputy Principal (Academic) REPORTED ON the following:   * The College is in the process of collating REF Unit of Assessment outputs for submission to an external reviewer. * It is likely that subject TEF will be introduced and the College will therefore need to re-focus on preparations for this in 2020. | 19/172 |
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|  | | **Reports from the Student’s Union President and Vice-President (Education)** |  |
| 7.1 | | The President REPORTED that the SU would, in the New Year, be publishing the results of three projects they had been working on, viz. the BAME attainment gap, the PGR student experience and careers support for students. During the Autumn term the SU had been involved in a campaign against hate speech on campus, gathering student views on the industrial action via a ‘preferendum’ and had also been encouraging students to vote in the general election, an activity which they would continue with on polling day. | 19/173 |
| 7.2 | | The VP Education presented a REPORT reviewing the election of academic representatives with the Academic Representation Review of 2017 appended for reference (AB/19/84). Sections 3 and 4 of the paper outlined the results of the elections and co-option of academic representatives in departments. To date 83% of these representatives had been trained. She also NOTED the establishment of PGT and PGR collectives this year (Section 5). The School restructuring had represented the SU with some challenges as the new representation system was only in its second year and not fully embedded. Establishing points of contact in the new schools had not always been easy. The SU was intending to review communication with schools early in the New Year and to this end would be conducting a feedback session to identify areas for improvement. There was a discussion on the impact of the academic representation system on academic and administrative staff resourcing within the new school structures. It was NOTED that while the SU now had fewer ‘contact points’, 6 vs 21, the number of academic representatives had increased.  The Secretary and VP Education have been asked by Academic Board Executive to review the election of academic representatives and present a report to Academic Board in March 2020. | 19/174  19/175 |
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|  | | **Report from the Council** |  |
| 8.1 | | Prof Schafer PROVIDED a brief oral report on discussions at the recent Council meeting on the (cross-cutting) themes that might inform the development of the College Strategy. These will be further debated at extended Council meetings next year. | 19/176 |
| 8.2 | | The minutes of the Council meetings held on 9 October 2019 (AB/19/85) were RECEIVED and NOTED. | 19/177 |
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|  | | **College Strategy** |  |
| 9.1 | | In the absence of the Senior Vice Principal (Academic Strategy, Resources and Partnerships) the Chair PRESENTED a paper on the development of the College Strategy (AB/19/86). He drew members’ attention to Annex 2 which outlined the three key topics which Council considered particularly important, viz, the dual excellence of the institution, preparing the institution to respond to demographic changes in the student population and preparing them for the rapidly transforming job market, and raising the level of research funding and measuring its impact. He NOTED that Annex 1 sets out the timelines and steps in the development of the Strategy, starting with the setting up of a Staff Forum in January. Discussions with the College community would inform the Strategy Green Paper, which will be presented for discussion at a future Academic Board prior to Council approving the Strategy in July 2020. | 19/178 |
| 9.2 | | The Deputy Principal (Academic) PROVIDED a presentation on KEF in which she set out the aim and the nature of the KEF return, focussing first on the various Concordat principles, the types of metrics that will be used in the return and then the cluster of institutions within which the College falls. A Task and Finish group has been set up so that the College meet the various deadlines in 2020 for the KEF submission. She is currently working with School PGR Directors of Education to review strategic partnerships and ways in which current person-to-person partnerships can be developed into more strategic ones. The PowerPoint presentation on KEF will be circulated to Schools.  It was NOTED that the KEF focusses on public funding. The College also relies on commercial funding and needs to be able to respond to such initiatives more quickly than it has done in the past. There was also discussion on the relationship between REF and KEF and whether Industrial Boards which had in the past been set up to provide input to departments / schools on REF and the curriculum should have their remit broadened in the light of KEF. | 19/179 |
| 9.3 | | The Deputy Principal (Operations) NOTED that the Senior Vice Principal (Academic Strategy, Resources and Partnerships) had established a Steering Group for the environmental sustainability strand of the College Strategy. A plan is under development to collate information on the College’s current research and education in this area; students’ views on how environmental sustainability should feature in their education; and the sustainability of College operations. A specialist consultancy firm has been engaged to focus on the College’s operations and their work will inform the sustainability agenda and link to the strategy. A series of Framing the Future lectures and podcast are being planned for 22 – 29 January to link with these efforts. | 19/180 |
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|  | **Access and Participation Plan** | |  |
|  | Paper AB/19/88 was RECEIVED. The Deputy Principal (Operations) NOTED that the Office for Students (OfS) had approved the College’s *Access and Participation Plan* for a period of 5 years, which covers the duration of the plan. The College will therefore not be required to submit a new plan until 2024, unless notified to do so. The OfS has, however, placed the College in Enhanced Monitoring requiring a review of the contextual offer scheme, the evaluation scheme and addressing access, academic success and progression to employment for Black students. Council has approved the targets set out in the plan but may in future require more stretching targets.  It was AGREED that Section 2 (a) (iii) on page 7 needed to be reworded to clarify what was being measured: **Brilliant Club**: **support 590** pupils to improve their written communication, subject knowledge and critical thinking skills by **5% or more**.  It was AGREED that Academic Board should receive a regular update on progress in meeting the *Access and Participation Plan* targets. | | 19/181  19/182  19/183 |

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|  | **Degree Outcomes** |  |
|  | The Vice-Principal (Quality and Standards) provided an oral report on the development of a Degree Outcomes Statement for the College. Following intense media interest into perceived grade inflation, the UK Standing Committee on Quality Assessment had issued a statement of intent on behalf of the HE sector, which suggested that all HE providers develop and publish a Degree Outcomes Statement setting out their UG degree outcomes over the last five years, the degree algorithm(s) used and providing a narrative on the improvements that had led to any increase in the award of ‘good degrees’ (Firsts and 2:1s). It was hoped that such statements would address the current concerns and prevent wider interference in the autonomy of HE providers in terms of their awarding of degrees. The number of ‘good degrees’ awarded by the College has not risen significantly in the last 5 years, compared to some of its main competitors. The College has taken a number of steps to keep this area under review. Examination boards are being provided with data on the award of Firsts and 2:1s, benchmarked against main competitors with similar entry tariffs. Departments with increases are being asked to reflect on the reason for this and report to the Quality Assurance and Standards Committee. As part of the School restructure the College is appointing Chief External Examiners in each School, who will have to report on degree outcomes and their comparability to others in the sector as part of their remit. The College will also appoint a Principal External Examiner to provide oversight on the outcomes of the College as a whole.  The Vice-Principal (Quality and Standards) NOTED that the College will probably have to revisit its current UG degree algorithm at some point as the sector may be obliged to move towards a set of algorithms from which to choose. It was NOTED that the College’s zone of consideration of 2% is generous when compared with that of other HE providers. Stepped marking, which was introduced last year, had led to a slight increase in the number of Firsts awarded but did not appear to have impacted significantly on the number of ‘good degrees’ awarded. The Vice Principal (Quality and Standards) will present a draft Degree Outcomes statement to the March meeting of Academic Board for approval. The Council Academic Quality Assurance Committee would review it thereafter and make a recommendation to Council for its approval. | 19/184  19/185 |
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|  | **Policy on programme closure and suspension** |  |
|  | Paper AB/19/89 was RECEIVED and APPROVED. The Vice-Principal (Quality and Standards) explained that the policy sets out the protocols and procedures to be followed when departments decide to permanently close or temporarily suspend recruitment to a programme (course) of study. The policy is needed so that College can meet its commitment to protect the interests of students as set out in the Student Protection Plan, which is a requirement of registration with the Office for Students. The Chair CONFIRMED that any impact of a closure/ suspension on staffing in a department would be handled through relevant HR policies and procedures. | 19/186 |
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|  | **Annual Report on the College Board of Examiners’ Executive Committee (now the Executive Committee for Assessment)** |  |
|  | Paper AB/19/90 was RECEIVED. The Deputy Principal (Academic), who chaired the Committee last year, noted in particular the following two points.   * There had been a number of problems with Oncilla, the College’s Mark Management system, during the examination period last year. Updates have been done to address this. * The Committee had in the past received Equal Opportunities reports on the progression and attainment of different groups of students. A project Board has been established to join together all the work relating to progression and attainment of BAME students and will be reporting directly to Executive Board on actions and progress. | 19/187 |
|  | **Suspensions of regulations** |  |
| 14.1 | Paper AB/19/91 was RECEIVED. The Deputy Principal (Academic), who chaired the Committee last year, NOTED in particular the large number of suspensions that were processed to address issues in relation to students being misadvised on regulatory matters, being assessed incorrectly or taught in line with validated assessments and structures. She hoped that these types of suspensions would decrease in future. | 19/188 |
| 14.2 | Paper AB/19/92 was RECEIVED. The Deputy Principal (Academic) NOTED that suspensions for PGR students were being monitored and departments in which students had missed upgrade deadlines or not submitted on time had been contacted. | 19/189 |
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|  | **Student Recruitment** |  |
|  | Paper AB/19/93 was RECEIVED. The Deputy Principal (Operations) NOTED that the December count figures were available and were broadly in line with those in the paper. The College had therefore almost achieved its income target. Some funds would be used from the contingency budget set aside for shortfalls due to targets not being met. The remainder of this budget could now be released for other purposes. The College had recruited above target with respect to Home/ EU UG students but had flat lined with respect to UG OS students. At PGT level Home/ EU recruitment was positive, but OS recruitment had fallen. The 2020-21 recruitment cycle was expected to be challenging due to Brexit, the suspension of the unconditional offer scheme and the fact the number of potential applicants was now at its all-time low. Current applications were down 500 on this time last year. Although applications are down across the sector the College has, for the last four years, outperformed the sector.  The recruitment of PGR students and the marketing of the PGR offer were discussed. The Executive Board has agreed to put in place support to attract more PGR students. The Director of Marketing and Communications is investigating the marketing of the PGR offer and where responsibility for this should lie.  Entry tariffs for UG students were discussed, in particular whether the College would drop these further in future recruitment cycles. The Deputy Principal (Operations) NOTED that Council has asked that the College reflect on this given that Russell group institutions are increasingly offering places to students who would traditionally have accepted places at the College. The Integrated Foundation Year offer has been one way of addressing tariffs, as tariffs of students on this programme are not part of the data on College entry tariffs.  It was CONFIRMED that School Academic Director of Student Recruitment & Communications are members of the College’s Student Recruitment Committee so should be cascading information, relevant activities and decisions to their Schools. The Director of Marketing and Communications CONFIRMED that minutes of the Committee were also sent to Heads of School and School managers to cascade. | 19/190  19/191  19/192  19/193 |
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|  | **Dates of term and graduation** |  |
|  | Paper AB/19/94 which set out term, study week and graduation dates until 2025-26, was RECEIVED and the dates APPROVED. | 19/194 |

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|  | **Proposed amendments to regulations for 2020-21** |  |
|  | Paper AB/19/72 was RECEIVED. It was NOTED that the Appendix included a document which set out standard guidance for Exam Access Arrangements. It was not clear why the guidance indicated that for physical or mobility impairments the adjustments would depend on the severity of the impairment but for mental health condition, which could vary considerably in terms of their impact on a student, there was a standard time adjustment. The Assistant Secretary confirmed that the guidance had not been recently reviewed and AGREED to ask Disability and Dyslexia Services to review the guidance and report to the Executive Committee for Assessment in the Spring term.  A query raised in relation to the proposed rewording of Proposal 3. The Assistant Secretary confirmed that the wording was correct within the context of the Undergraduate Regulations pertaining to progression but agreed to review the wording with colleagues. | 19/195  19/196 |
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|  | **Nominations for committees** |  |
|  | Paper AB/19/96 was RECEIVED. | 19/197 |
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|  | **PDR Report** |  |
|  | Paper AB/19/97, the updated Action Plan following the Department of Economics Periodic Departmental Review held in March 2019, was RECEIVED. | 19/198 |
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|  | **Academic Board Executive** |  |
|  | Paper AB/19/98 was RECEIVED. | 19/199 |
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|  | **Academic Portfolio and Partnerships Committee** |  |
|  | Paper AB/19/99 was RECEIVED. | 19/200 |
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|  | **Education Strategy and Quality Assurance and Standards Committee** |  |
|  | Paper AB/19/100 was RECEIVED. | 19/201 |
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|  | **Research and Impact Committee (now Research and Knowledge Exchange Committee)** |  |
|  | Paper AB/19/101 was RECEIVED. It was NOTED that the Equality and Diversity heading refers only to the 'Gender pay gap committee' work continuing but it was not clear what committee was being referred to here. It was also SUGGESTED that all College Committees should have  a standing item on their agenda to consider equality and diversity as it relates to the business of the committee and that such an item were not one of the last ones on the agenda. | 19/202 |
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|  | **Any other business** |  |
|  | The Chair thanked the Assistant Secretary for her contribution to Academic Board and to the College and wished her well with her retirement. | 19/203 |
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|  | **Date of next meeting** |  |
|  | Wednesday 18 March 2pm, Moore Annexe Lecture Theatre (MX 001). | 19/204 |