



ACADEMIC BOARD

5 October 2016

MINUTES

PRESENT:

Provost (*Chair*)

Professor Joerg Albert; Ms Wendy Appleby; Professor David Attwell; Professor Kristin Bakke; Dr Simon Banks; Professor Gill Bates; Dr Yasminah Beebeejaun; Dr Rebecca Beeken; Ms Halima Begum; Professor Stephanie Bird; Dame Nicola Brewer; Ms Bonita Carboo; Dr Elisabete Cidre; Dr Ben Clifford; Dr Alun Coker; Dr William Coppola; Mr Mark Crawford; Professor Snezana Djordjevic; Dr Karen Edge; Dr Richard Freeman; Dr Martin Fry; Dr Andrew Gardner; Professor Francesco Gervasio; Dr Lesley Jane Gourlay; Dr Paul Groves; Professor Helen Hackett; Dr Peter Hansford; Dr Pia Hardeid; Professor Michael Heinrich; Dr Andrea Hodgetts; Ms Caroline Holden; Mrs Lori Houlihan; Professor Andrew Hudson-Smith; Dr John Hurst; Dr Ali Judd; Professor Nicoletta Kessar; Dr Sarabajaya Kumar; Dr Sandra Leaton Gray; Professor Paola Lettieri; Dr Kris Lockyear; Dr Ruth Lovering; Mr Murilo Lubambo de Melo; Professor Sandy MacRobert; Professor Charles Marson; Dr Colin Marx; Dr Saladin D Meckled-Garcia; Professor Kevin Middlebrook; Dr Jenny Mindell; Professor John Mullan; Dr Charlene Murphy; Dr David Newsome; Mr David Newton; Professor Ryan Nichol; Professor Martin Oliver; Professor Norbert Pachler; Professor Enrico Palandri; Professor Ivan Parkin; Dr Andy Pearce; Dr Anne Peasey; Dr James Phillips; Mr Liam Richardson; Mr Ivan Royle; Dr Benet Salway; Dr Rebecca Schendel; Professor Sonu Shamdasani; Professor David Shanks; Dr Michael Short; Dr Bill Sillar; Professor Lucia Sivilotti; Professor Anthony Smith; Professor Sarah Spurgeon; Professor Andrew Stahl; Dr Sherrill Stroschein; Professor Alan Thompson; Professor Nigel Titchener-Hooker; Mr Simon To; Professor Derek Tocher; Dr Simon Turner; Dr Rosie Peppin Vaughan; Dr Vessela Vassileva; Professor David Voas; Dr Michael Walls; Mr Martin Walsh; Ms Breege Whiten; Ms Gemma Wickert; Dr Norman Williams; Dr Chris Willott; Dr Andrew Wills; Dr Stan Zochowski

In attendance: Mr Peter McLennan; Mr Derfel Owen (Secretary to Academic Board); Ms Chandan Shah (Academic Services).

Apologies for absence were received from: Dr Paul Ayriss; Professor Nadia Berthouze; Professor Sarah-Jane Blakemore; Professor David Bogle; Professor Frances Brodsky; Professor Andrew Brown; Professor Marc-Olivier Coppens; Dr Ayshea Craig; Dr Rachele De Felice; Professor Annette Dolphin; Professor Peter Earley; Professor Andrew Eder; Dr Melanie Ehren; Professor Mark Emberton; Professor Becky Francis; Professor Nicholas Freemantle; Professor Mary Fulbrook; Professor Dame Hazel Genn; Ms Emer Girling; Dr Andrew Harris; Professor Kenneth Harris; Professor Sarah Hawkes; Dr Arne Hofmann; Mr Tom Knight; Dr Efrosyni Konstantinou; Professor David Lomas; Professor Robert Lowe; Professor Alejandro

Madrigal; Professor Gesine Manuwald; Dr Margaret Mayston; Dr Jenny Marie; Professor Usha Menon; Professor Henrietta Moore; Professor Tadj Oreszczyn; Professor Alan Penn; Dr Hynek Pikhart; Professor David Price; Professor Stephen Quirke; Professor Geraint Rees; Mr Mike Rowson; Professor Mala Shah; Dr Lion Shahab; Professor Elizabeth Shepherd; Dr David Sim; Dr Rhiannon Stevens; Dr Emanuela Tilley; Ms Olga Thomas; Dr Ahmed Toosy; Professor Rosemary Varley; Professor Thomas Voit; Professor Sarah Walker; Professor David Waters; Mr Nigel Waugh; Professor Bryan Williams; Professor Alison Wright; Professor Dominic Wyse; Professor Tarek Yousry

Key to abbreviations

AB	Academic Board
AC	Academic Committee
ASER	Annual Student Experience Review
CC	Connected Curriculum
EU	European Union
HE	Higher Education
HEFCE	Higher Education Funding Council for England
HER	Higher Education Review
HR	Human Resources
NSS	National Student Survey
QAA	Quality Assurance Agency
RCUK	Research Councils UK
TEF	Teaching Excellence Framework
ULCU	University College London Union
VP	Vice-Provost

Preliminary business

1 TERMS OF REFERENCE, CONSTITUTION AND MEMBERSHIP 2016-17

[PAPERS 1-01 – 1-03, 2016-17]

- 1.1 **Received** – AB's terms of reference, constitution and membership for the session 2016-17 and a note by the Secretary on AB Standing Orders.

2 ACADEMIC COMMITTEE TERMS OF REFERENCE AND CONSTITUTION

[PAPER 1-04, 2016-17]

- 2.1 **Received** – AC's terms of reference and constitution for the session 2016-17.

3 MINUTES OF 27 APRIL 2016 MEETING

- 3.1 **Approved** – the Minutes of the Academic Board meeting held on 27 April 2016 *[AB Minutes 34-46, 2015-16]*.

4 MATTERS ARISING FROM THE MINUTES

- 4.1 None

5 MINUTES OF SPECIAL MEETING OF ACADEMIC BOARD 9 JUNE 2016

[PAPER 1-05, 2016-17]

5.1 **Approved** – the Minutes of the Special Meeting of Academic Board held on 9 June 2016

6 MATTERS ARISING FROM THE MINUTES OF SPECIAL MEETING OF ACADEMIC BOARD 9 JUNE 2016

[PAPER 1-06, 2016-17]

6A DISCRETIONARY ACCOUNTS POLICY

6A.1 A member of the working group reported that the all faculties are represented on the group and that the group had had an initial meeting to agree a plan of work that would enable it to report to the January meeting of AB.

7 MINUTES OF SPECIAL MEETING OF ACADEMIC BOARD 14 JUNE 2016

[PAPER 1-07, 2016-17]

7.1 **Approved** – the Minutes of the Special Meeting of Academic Board held on 14 June 2016

8 MATTERS ARISING FROM THE MINUTES OF SPECIAL MEETING OF ACADEMIC BOARD 9 JUNE 2016

[See Item 10 below]

Matters for discussion

9 PROVOST'S BUSINESS

9A Athena Swan Award

9A.1 The Medical Research Council Laboratory for Molecular Cell Biology at UCL has achieved the university's first departmental Athena SWAN Gold award. On behalf of AB, the Provost congratulated the division. 5 Bronze awards have also been awarded to new Departments who had not previously received an award.

9B UCL Museums and Galleries

9B.1 The Provost reported that HEFCE had confirmed a 20% uplift in funding for Museums and Galleries, representing a significant increase for UCL against strong competition in a tight funding environment.

9C Brexit

- 9C.1 The Provost reported that a key cause of concern around Brexit related to the personal position of EU members of staff. A series of clinics have been organised by the Human Resources Directorate to provide advice and support to staff, further clinics will be organised as the policy landscape is still evolving and causing concern to staff.
- 9C.2 The Provost reported that colleagues should continue submitting research applications before Brexit as these are still valid and should not be subject to any bias when awarding decisions are made.

9D HE Bill & Teaching Excellence Framework

- 9D.1 The Provost reported that the HE Bill was likely to be passed through Parliament and the Government are pressing ahead with plans to introduce the Teaching Excellence Framework. Some concessions had been made in the Government's response to the TEF technical consultation, in particular the sector had welcomed the extension of one year before full implementation of the differential fees.
- 9D.2 The Provost highlighted that the TEF would award Gold, Silver or Bronze status to universities based on three key measures; retention of students, employment status of graduates and the NSS scores on Teaching, Assessment and Academic Support. The outcome would have an impact on the fees that UCL is able to charge undergraduate students. Initially this would be judged at the Institutional level; however, a pilot would be in place for discipline level awards.

10 COUNCIL EFFECTIVENESS REVIEW 2016 - UPDATE

[PAPER 1-08, 2016-17]

- 10.1 **Received** – an oral introduction to the paper from Ms Wendy Appleby, Secretary to Council.
- 10.2 The Secretary to Council reported that updated versions of the Regulations of Management, the Delegation framework and a draft Organogram were provided to members of AB for comment and feedback. These papers would be presented to Council for approval at its meeting on 19 October.
- 10.3 A paper on election of AB members to Council and a report from AC on actions taken from powers delegated by AB would be presented to AB at its meeting in the Spring term.

11 UCL EAST – UPDATE

- 11.1 **Received** – a presentation from Professor Paola Lettieri, Academic Director for UCL East and Professor Andy Hudson-Smith, Deputy Academic Director
- 11.2 The Academic Director reported that the UCL East development was academically led and supported progress towards the aims of UCL 2034. All Faculties are involved with the development in different ways focussing on high-impact research, education and community engagement.

- 11.3 It was noted that the Phase 1 development of UCL East would include 50,000 sq. m that could accommodate 3000 students and over 600 staff. It was proposed that this phase would be completed to be open for academic year 2019-20.
- 11.4 It was reported that the UCL East governance structure included various opportunities for creative input from the academic community including consideration of new research and education programmes and logistical matters with developing a large new campus outside central London.
- 11.5 In response to members' comments, the Academic Director reported that UCL East would be an expansion of activities that currently exist at UCL. The Education Task group would address the management and execution of the teaching strategy to ensure an excellent student experience and to be in line with UCL policies and processes.

12 NATIONAL STUDENT SURVEY – UPDATE

- 12.1 **Received** – an oral update from Professor Anthony Smith, Vice-Provost (Education and Student Affairs)
- 12.2 The VP highlighted the significance of NSS for TEF and reported that some evidence indicated that improvements had been made in low performing areas, resulting as a consequence of the Annual Student Experience Review process introduced last year. The VP thanked colleagues, particularly the NSS liaison officers, for their active engagement with the NSS.
- 12.3 The VP highlighted the significant weighting that the TEF would give to NSS scores on teaching, assessment and academic support. The VP highlighted UCL's position within the sector and indicated that while UCL has improved its scores on assessment, improvement is still required to correct UCL's position.
- 12.4 The VP thanked colleagues for their engagement with the ASER process, which had been developed with the TEF in mind to address various data sets, such as that from the NSS. The UG ASER process for 2016/17 had already been initiated with the following mandated actions for departments to confirm, explicitly:
- Academic Support: (1) where a student should go to obtain advice and support with their studies (eg: details of the Personal Tutoring scheme in the Department etc), (2) how to contact key staff when they need to and (3) where to obtain advice about study choices.
 - their personal tutor provision, giving links to the information provided to students, and outline how they are planning to evaluate that provision during the year.
 - that every module or seminar series has at least one session in which the marking criteria for that module are explained in detail to students in a forum where they have an opportunity to ask questions and seek clarification if required.
 - a consistent student feedback template for any given assignment which makes appropriate reference to the marking criteria and explains to students how they can improve their work in future.

- Departments are also asked to make a preliminary assessment of all taught programmes of study (i.e. benchmark them) against the Connected Curriculum Enhancement Guide.
- 12.5 The VP reported that the questions in the NSS were subject to a review with a new area focusing on student engagement. The Director of Academic Services explained that new questions would relate to the student voice and how well universities respond to student's feedback. Questions on a sense of community would be asked to ascertain opportunities available to work with staff and other students. Questions around academic support and assessment and feedback would broadly remain the same.
- 12.6 In response to members' comments on NSS scores and TEF assessment, the VP commented that a key issue for UCL to address is the volatility of scores in departments between years so that UCL can make steady and continued progress across all departments.
- 12.10 In response to members' comments on staff awareness and rewards, the Provost emphasised the need to work smarter with better alignment of research and education and for colleagues to collectively reinforce the importance of the NSS and TEF. It was also important that this work should be included in the rewards structure. The VP stated that the promotions criterion was being reviewed and the process should be made clearer to all staff.

13 QAA HIGHER EDUCATION REVIEW –UPDATE

- 13.1 **Received** – an oral update from Professor Anthony Smith, Chair of the Higher Education Review Strategy Group.
- 13.2 The Chair of the HER Strategy Group reported UCL had received a good outcome with three areas highlighted as good practice; support for Doctoral students through the Doctoral School, engagement with students through initiatives like the ChangeMakers programme and connecting students with research through the CC framework.
- 13.3 Two recommendations were made:
- making the Student Complaints process clearer to students, and,
 - greater consistency on the operation of Staff Student Consultative Committee meetings, which could be managed by Departments further supporting and encouraging students in the Student Academic Representatives process.
- 13.4 The QAA HER team provided UCL with four affirmations in areas that UCL were already working on. These included, assessment and feedback through the ASER process, challenges around Estates, Interim awards relating to qualifications for Masters students and the personal tutoring role.
- 13.5 The Chair of the HER Strategy Group thanked all colleagues, students and staff, who attended interviews with the review team and the positive contribution of UCLU to the process.
- 13.6 The Provost emphasised that this was a significant outcome as it had secured entry into the TEF. The Provost thanked the Vice-Provost (Education and

Student Affairs) as Chair of the HER Steering Group, the Registrar, Director of CALT and Director of Academic Services for the work involved in preparations the QAA HER.

Other matters for approval or information
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14 Lead Officer Report 2015-16: Careers and Employability

[PAPER 1-09, 2016-17]

14.1 **Received** – the annual lead officer report for 2015-16.

15 UCL's Global Engagement Strategy: Progress in Developing UCL-PKU Anchor Partnership

[PAPER 1-10, 2016-17]

15.1 **Received** – a note on the progress of the UCL-PKU Anchor Partnership.

16 Staff elections to serve on Academic Committee, Education Committee, Research Degrees Committee and Council

[PAPER 1-11, 2016-17]

16.1 **Received** – a note on the outcome of elections of AB members to serve on UCL committees for academic years 2016-17 and 2017-18.

17 MINUTES OF COUNCIL

[PAPER 1-12, 2016-17]

17.1 **Received** – the confirmed set of minutes of Council for 17 March 2016.

18 MINUTES OF ACADEMIC COMMITTEE

[PAPER 1-13, 2016-17]

18.1 **Received** – the unconfirmed set of minutes of AC for 16 June 2016.

19 AWARDS TO UCL STAFF

[PAPER 1-14, 2016-17]

19.1 **Received** – a note on the award of major prizes etc to members of the academic community of UCL since the previous meeting of AB.

20 APPOINTMENTS

[PAPER 1-15, 2016-17]

20.1 **Received** – a list of recent appointments (i) of Vice-Provosts; (ii) of Deans of Faculty; (iii) of Heads of Academic Departments, and (iv) to established Chairs tenable at UCL.

21 ACTION TAKEN BY THE CHAIR (including Academic Board Working Groups on Established Chairs and Readerships)

*[PAPER 1-16 – *1-17, 2016-17]*

21.1 **Received** – a note of action taken by the Chair on behalf of Academic Board since the last report.

22 DATE OF NEXT MEETING

22.1 The next Academic Board meeting would be held on Wednesday 25 January 2017 at 2.05pm.

DERFEL OWEN

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12 October 2016