



KING'S STRATEGIC VISION 2029

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CHAIRMAN'S FOREWORD

King's College London is fortunate to enjoy a reputation of high distinction in education and research.

Situated in the heart of what, by any measure, is one of the world's most dynamic and international cities, King's benefits from being shoulder-to-shoulder with London's great institutions. This concentration of expertise and connections to national and global networks in turn informs so much of what King's is about, what this Strategic Vision describes as 'of London, for the world'.

While King's has a proud history, which has served the King's family well for generations and made a profound contribution to modern life and society, King's is neither captured nor defined only by its past. Indeed, King's aspires to tackle global challenges and serve society in a way that is contemporary, forward-looking and unrestrained. Of the priorities cited to deliver the Strategic Vision, it is perhaps that ethos of service before self which most

prominently stands out at King's: simply put, trying to make the world a better place above and beyond what is expected or required.

It is my very great privilege to have been appointed Chairman of King's College London, of which I was once a student and am now a Fellow. What I have learnt since recently renewing my association is the extent to which King's has no appetite whatever merely to rest on its laurels which, while richly deserved, are never enough. The university is absolutely committed to this ambitious Strategic Vision through to 2029 – the 200th anniversary of the founding of King's. Delivering it effectively will be a responsibility for us all, and not least for the Council; I firmly believe that this is as it should be. To assist us, we will need to be clear about how our approach will rely on foundations that include financial sustainability and social responsibility, and be guided by a set of principles that include creating an inclusive environment, being open-minded and being an exceptional institution in all that we do.

This publication of King's Strategic Vision 2029 has been a matter neither of guesswork nor of accident. The document that follows is instead the culmination of work that has been deliberate, critical and wide-ranging; it reflects a determination that, in defining itself for the years ahead, King's should secure its role as one of the world's finest universities, acting in the service of society.

'King's should secure its role as one of the world's finest universities, acting in the service of society.'



This Strategic Vision is an important statement about the ambitions of King's College London for its own future and, especially, for the society which it serves. I commend this work without reservation to all those who are invested in both.

Sincerely,

A handwritten signature in black ink, appearing to read 'Chris Geidt', written in a cursive style.

SIR CHRISTOPHER GEIDT
KCB KCVO OBE FRC
Chairman of Council

PRESIDENT & PRINCIPAL'S INTRODUCTION

There has never been a more important time in modern history for great universities to make a full contribution to society.

Problems, and opportunities to solve them, are immense. Whether this is overcoming the personal and societal costs of illnesses where treatment options are currently limited; whether it is the challenges of maintaining a healthy and viable planet, or providing a high quality of life for 10 billion people against a background of inequality and social unrest. The global vision of human progression which has prevailed for so long is increasingly being challenged.

In all of these issues, and many more, great universities have a moral imperative to bring the very best minds together – to achieve real progress and provide an education to others that equips them to participate in key societal debates. The capacity of individual institutions to contribute depends very much on their strengths, and King's – as one of the strongest academic institutions in the world – will play its full part. To do so, we need an ambitious and forward-looking vision for what King's can do in the next stage of our journey. Indeed, I would go further and say it is a vision for what we *must* do.

The university community is a complex one made up of academic and professional staff from many

disciplines, undergraduate and postgraduate students, alumni, and of a strong community of friends and supporters. The development of an ambitious and forward-looking vision requires the engagement of the whole university community and it must be embraced, contributed to and owned by that community as well. It takes time and involves a huge amount of consultation, feedback and reiterative thinking to develop such a vision and I am extremely grateful to the exemplary team who have led this work, as well as to everyone who has offered their insights and knowledge during this process. This is a Strategic Vision created and shared by many members of the King's community.

What then is the core of our vision? I can say with complete certainty that it remains rooted in the founding ethos of King's, that is simply to make the world a better place. We aspire to the very highest standards of education, research and service in a way that continues to respect knowledge as being at the core of all that we do, but is also focused on the needs of young people and of society at large in these challenging times. We state very explicitly that we are in the



service of society and support that with a range of tangible initiatives and investments that will give reality to this ambition in the years ahead. We will continue to expand the huge contribution King's makes to London and through that a national contribution within the UK, and beyond that to an international community that serves the world.

I am convinced that through achieving our vision we will continue our journey of academic excellence, providing an outstanding educational experience, generating insights and solutions to the world's greatest challenges and making a full contribution to the societies that we serve. We will remain proud of yesterday, responsive to today and passionate about tomorrow. Achieving our vision will enable us to say that we are a stronger university than we have ever been. This is not about league tables but about the real contributions we make to the world around us. It is, after all, our deeds that define us. I commend this vision to the King's community and to our friends everywhere.

Sincerely,

A handwritten signature in black ink, appearing to read 'E Byrne'.

PROFESSOR EDWARD BYRNE AC
Principal & President

Our vision is to make the world a better place.

Read more about our vision on [page 4](#)

The changing context for King's Strategic Vision:

As one of the world's greatest universities, we have strong foundations to build an ambitious vision for the future. These include:

**Proud heritage,
contemporary outlook**

**Of London,
for the world**

**Interdisciplinary
by nature**

**Academia
into action**

Read more about the context for our vision on [page 5](#)

Five priorities will deliver our Strategic Vision:

Read more about
our strategic
priorities on [page 7](#)



The priorities will be supported through a set of transformative initiatives:

**Broaden the base
of King's**

**Extend reach, expand
access and deliver
an extraordinary
student experience**

**Strengthen how we
work well together**

Read more about our transformative initiatives on [page 18](#)

Our enabling foundations:

King's Strategic Vision will be enabled by:

People	Space and facilities
Processes	Sustainability
Systems	

Read more about making our Strategic Vision possible on [page 26](#)

Our guiding principles:

Exceptional institution	Meaningful connections
Inclusive environment	Holistic approach
Effective stewardship	Open mindedness
Best evidence	Unrelenting ambition

Read more about how we will implement our Strategic Vision on [page 32](#)

Our vision is to make the world a better place.

We have been making the world a better place for almost 200 years. Since our foundation in 1829, King's students and staff have dedicated themselves in the service of society.

King's will continue to focus on world-leading education, research and service, and will have an increasingly proactive role to play in a more interconnected, complex world. Students will be educated to become rounded critical thinkers, with the character and wisdom to make a difference in the world around them. Through the highest quality disciplinary research and interdisciplinary collaborations, our students and staff will develop insights and solutions for the many and diverse challenges faced around the globe. King's will be the university that makes a significant and innovative contribution by serving the needs and aspirations of society and the wider world.

THE CHANGING CONTEXT

Higher education is entering a time of great change.

Fundamental changes in ethos, education, research practices and student expectations are on the horizon. At the same time, the world around us faces many challenges – economic uncertainty, international insecurity, disruptive new technologies and scarce resources. World-class academics will be expected to be both experts and change makers in facing those challenges.

Across the globe, people in local and central government, the media, business and social enterprises are hungry for fresh ideas, more data and better technologies. They need talented and insightful graduates, with strong analytical and critical thinking skills combined with wisdom, character and responsible mind-sets. King's will engage with this challenge.

As one of the world's greatest universities, we have strong foundations to build an ambitious vision for the future. These include:

PROUD HERITAGE, CONTEMPORARY OUTLOOK

King's was founded in 1829 by King George IV in response to petitions from politicians including the Duke of Wellington, eminent bishops and churchmen, poets, surgeons

and scholars. For nearly two centuries, King's has made a defining contribution to modern life in science, healthcare, education, social science, law and the humanities. Our graduates, academics and Nobel Laureates range from The Most Reverend Desmond Tutu, Archbishop Emeritus of Cape Town and South African anti-apartheid activist, to Professor Maurice Wilkins and Dr Rosalind Franklin who played a major part in the discovery of the structure of DNA. Contemporary heroes include Michael Morpurgo, author of the internationally acclaimed *War Horse*, and King's Olympians who shone in Rio 2016. Today King's is a modern, vibrant and international university with bold plans for the future.

OF LONDON, FOR THE WORLD

Situated in central London, one of the world's most dynamic and connected cities, King's is at the heart of national and global networks while actively engaging with the communities in which it is based. As an international centre for academic excellence, we are part of the global conversation with policy and lawmakers, cultural influencers, business and entrepreneurs, medical professionals and religious leaders. This London advantage brings together people and resources across many spheres, enabling locally-led and internationally informed research that can impact across London, the country and the world. King's is inextricably linked to London. ►

For nearly two centuries, King's has made a defining contribution to modern life in science, healthcare, education, social science, law and the humanities.





We will not be held back by conventional views of what universities do.

We will set the agenda and remake the rules by which great universities live.

This means that the people who make up our university are cosmopolitan and diverse: something of London is reflected in them, and that attitude radiates beyond London to the benefit of a national and global society.

INTERDISCIPLINARY BY NATURE

The roots of most global challenges are complex and span academic disciplines. King's cultivates an interdisciplinary approach and our academics not only bring expertise in their given fields but also share their expertise to help bring about change. For example, the original award of King's, the Associateship of King's College (the AKC, which is being followed by 2,000 students across all faculties and campuses) has challenged students to think more widely about their beliefs and values, looking at theology, philosophy and ethics in a contemporary context. Graduates of King's have a deep knowledge in their chosen discipline but can also make connections across different subject boundaries, and take this approach into their chosen careers.

ACADEMIA INTO ACTION

The essence of King's is to serve society. We also have a duty to demonstrate the value of our education and research to a wider audience. We put ideas into action not only by educating future generations, but also by developing innovative local, national and international partnerships, for

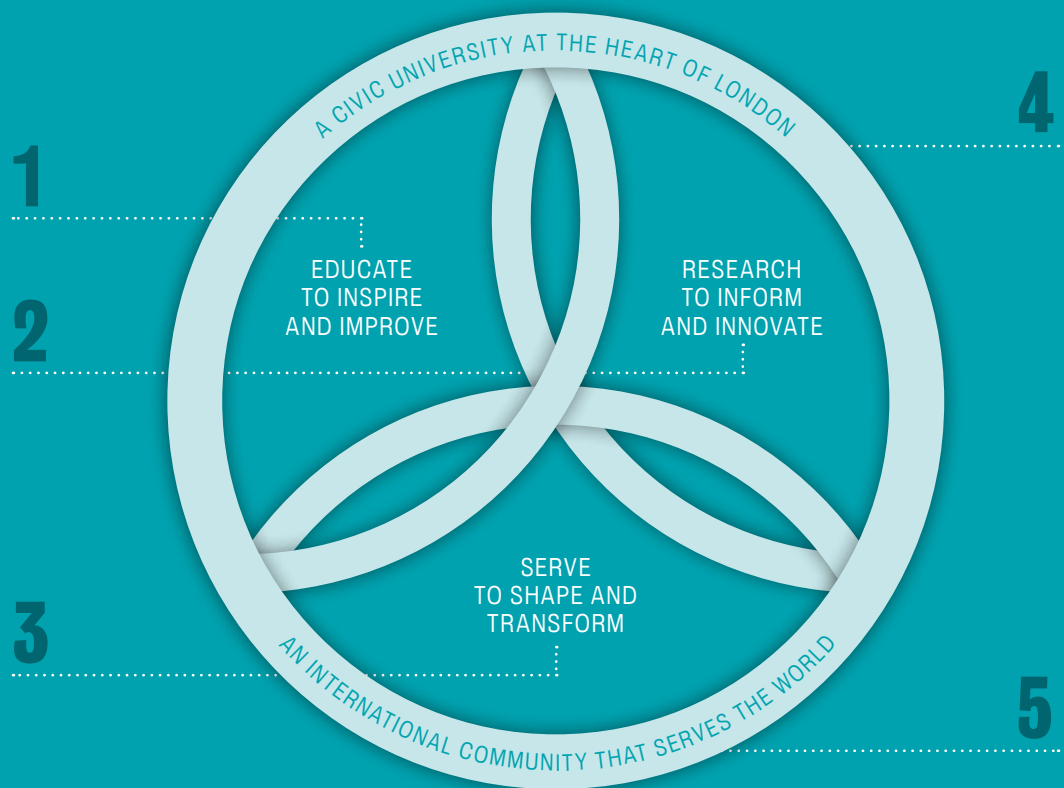
example, the support we offered in Sierra Leone during the Ebola crisis, our partnership with the Brilliant Club in supporting PhD students to teach about research in schools across the country, and our new Maths School for talented young Londoners. Through these partnerships we benefit from, and contribute to, symbiotic relationships with local and national communities, not just as a neighbour but as a vital component of a vibrant neighbourhood. There is immense scope at King's for academic expertise and understanding to be used to make the world a better place.

As King's enters its third century we want to build on these characteristics. King's will continue to focus on education and research, but we will foster an entrepreneurial, innovative spirit in our students and our staff. We will not be held back by conventional views of what universities do. We will set the agenda and remake the rules by which great universities live.

All this demands more flexibility in how King's designs, supports and delivers its key activities. Our role as stewards of this great institution is to ensure we are better placed than ever as we enter our next 200 years, to answer the challenges and changes that they will bring.

FIVE PRIORITIES TO DELIVER OUR STRATEGIC VISION

To deliver the ambition we have set ourselves for the next 12 years, we have identified five interlinked strategic priorities, as summarised in this figure and explained in detail on the following pages.



EDUCATE TO INSPIRE AND IMPROVE



FIVE STEPS TO TRANSFORMATIVE EDUCATION

1

Build a community of learners.

2

Become the leading UK Russell Group university for research-enhanced learning.

3

Empower our learners to take responsibility for making their own choices about what, where and how they learn.

4

Provide a learning environment that stimulates curiosity, supports intellectual endeavour and encourages independence over time.

5

Care about our learners on an individual basis and design mainstream interventions that remove all forms of inequality in learner engagement, retention and success.

We will make the world a better place by providing transformative education for our students; our teaching excellence will enable them to turn their curiosity and aspiration into a lasting basis for success, social impact and continuous learning.

We will continue to reach out and recruit students with great potential, from diverse social and national backgrounds, and ensure, through academic and financial support, that they are all equally able to flourish.

RESEARCH-ENHANCED LEARNING

A King's education is based on research-enhanced learning. We achieve this in two ways. First, our teachers are also our researchers, bringing the latest knowledge into the curriculum. Secondly, our students carry out independent research throughout their studies. Our research is connected with real-world issues and this is made explicit to learners through what and how we educate. Our researchers, educators and learners collaborate in the creation of new knowledge that inspires individuals to transform themselves and the societies in which they live.

A university education is about freedom, respect and responsibility: freedom to explore and express ideas; respect for the views of others; responsibility to use knowledge for the wider benefit of society. King's is a space in which to learn through questioning views, exploring beliefs and values and learning from failure as well as from success. A King's education develops social responsibility and enables us to make positive change.

TEACHING EXCELLENCE

Learning takes place everywhere, supported through excellent teaching. King's students engage in a very wide range of co-curricular and extra-curricular activities that



broaden and deepen their knowledge and skills. King's is perfectly placed to enable learners to develop lifelong connections and networks in London, across the UK and the world to support them throughout their careers. Our global network of partners and the diversity of our student population create a truly international experience.

King's graduates are distinguished not just by the content of the curriculum but by their character and service ethic. Our alumni are our best ambassadors and demonstrate the influence and impact of a King's education. Our alumni are actively engaged with our current learners as mentors and supporters.

Our researchers, educators and learners collaborate in the creation of new knowledge that inspires individuals to transform themselves and the societies in which they live.

BY 2029...

King's will be a world-leading community of learners in which students and staff across disciplines collaborate and connect to change the world.

We will be a world leader in promoting the wellbeing of our students, drawing upon our clinical and research strengths in mental health. We will provide equal access and a supportive environment for students with the highest potential, from across the UK and globally, to study at King's. King's graduates will be recognised for their ability to think laterally across disciplines and their analysis of knowledge and evidence. They will embrace creativity, take risks and become adaptive, agile and resilient.

RESEARCH TO INFORM AND INNOVATE



FIVE STEPS TO INNOVATIVE RESEARCH

1

Enable the highest quality enquiry-driven disciplinary research, interdisciplinary working and external partnerships to help address global challenges.

2

Change the way research and development is delivered by showcasing our research to and working with a global audience of academics, commerce, social enterprise and government.

3

Strengthen our research base by investing in areas such as engineering, natural sciences, business and management.

4

Lead the UK Russell Group universities in research impact.

5

Develop and attract the world's best early career and established researchers and be unequivocally positioned among the top ten global universities in terms of research quality.

We will make the world a better place through enquiry-driven, disciplinary research that not only is high-quality and high-impact but increasingly enables multi and interdisciplinary collaborations which can be readily turned into insights and new solutions for the many and diverse challenges faced around the country and across the globe.

RESEARCH IS CORE TO KING'S

Research is core to King's: what we do, what we care about and how we educate. It is how we channel our creativity to further knowledge, challenge convention and create impact. Across a broad range of disciplines King's is delivering a distinctive and thriving research portfolio and, in a number of key areas, is recognised as the world-leader.

For example, in a 2014 assessment of research quality across the United Kingdom, our law faculty was the best, our education research was ranked second and clinical medicine third. Overall, King's improved from 22nd in 2008 to 7th in 2014. Internationally, King's will strengthen its top 30 Times Higher Education ranking

(which allocates over 60% of the ranking to research and innovation) as well as our positions in clinical, pre-clinical and health (top 10), in arts and humanities, and in social sciences (top 20).

IMPACT AND INNOVATION

Our academics connect and collaborate with other universities, businesses, cultural institutions, healthcare providers, practitioners and policy makers, to ensure that our research is having global impact – changing practice and influencing understanding, behaviours, policy and culture.

For example, our research in digital humanities has catalysed an important change in the policy of museums, galleries and archives who are now embracing unmediated, open access to digitised assets. Our interdisciplinary engineering research has led to a change in how cardiovascular keyhole treatments are carried out with new innovative medical devices.

King's is delivering a distinctive and thriving research portfolio and, in a number of key areas, is recognised as the world-leader.



BY 2029...

King's will be home to the most able and innovative researchers delivering valuable insight and ground-breaking discoveries in state-of-the-art infrastructure.

Our experts will continue to create insights, advance science, inform policy, shape industry, pursue cultural enquiry and engage communities in London, the UK and overseas.

Our research will be underpinned by a distinctive 'line of sight' from understanding to application. Collaborating nationally and internationally, researchers at King's will be renowned for pioneering research that crosses disciplines and changes paradigms.

SERVE TO SHAPE AND TRANSFORM



FIVE STEPS TO SERVE A GLOBAL SOCIETY

1

Foster a service ethic that is seen by external stakeholders as unique to King's.

2

Formulate a civic engagement programme that will deliver a coordinated approach to student volunteering, credit-bearing modules in partnership with local community organisations, and an annual Civic Challenge.

3

Make a tangible difference to the wellbeing, health, culture, security and prosperity of the local and international communities with which we engage.

4

Lead the UK Russell Group universities in terms of social mobility and widening participation.

5

Become the partner of choice locally, nationally and internationally, for business, government, health and other sectors.



We will make the world a better place by serving the needs and aspirations of society, both in our individual capacities and together as the community of King's.

CHARACTER AND WISDOM

King's was established to be distinctive by not simply serving our own concerns or those of our students, but by being committed to benefitting others in the wider world. Service is fiercely embraced and deeply embedded in the ethos of King's. We ensure our students develop not just intellectually, but also personally, ethically and spiritually to foster the character and wisdom needed to achieve the most with our collective talents. Institutionally we have opened up King's so that it is porous to new ideas, innovations and individuals. This is a key part of the social contract that King's holds.

THE ETHOS OF KING'S

We recognise that the idea of 'service' means different things to different people: our medical, dental, nursing and midwifery students and staff will be serving within the National Health Service, whilst our School for Security

Studies has always had close links with the armed services. Many King's alumni go on to serve in the various professions and contribute in public service, business, commerce, arts and the media. In all these examples, the ethos of King's is to try to make a better world, putting the needs of others first beyond what might be expected or contracted.

By engaging in activities such as the King's Smile Society working with the local community to improve dental health, or by providing pro bono advice from The Dickson Poon School of Law, King's students and staff make a tangible contribution to the communities with which we engage, as well as being shaped and enriched by such interactions.

The ethos of King's is to try to make a better world, putting the needs of others first beyond what might be expected or contracted.

BY 2029...

King's will be known as the university that makes a significant and innovative contribution to society and to business, beyond education and research.

King's will be the university of choice for students and staff because of this contribution. Employers will actively seek King's graduates, not only because they are subject experts, but also because they demonstrate a strong character and the wisdom to use their knowledge and research for the benefit of others.

King's research portfolio will have a demonstrable global impact on society beyond the university. Our comprehensive approach to education, research and service will mean King's is the 'go to' institution for donors and philanthropists who are looking to address major global challenges.

A CIVIC UNIVERSITY AT THE HEART OF LONDON



FIVE STEPS TO CIVIC SUCCESS

1

Establish a portfolio of strategic partnerships with London's businesses, organisations and agencies to develop research collaborations that respond to London's challenges and leverage King's potential to work across disciplines.

2

Create formal and informal learning opportunities that integrate London into our students' experience, helping them to develop the skills and networks that will support them in their future careers.

3

Develop and maintain mutually beneficial relationships in King's home boroughs through a coordinated programme of civic engagement.

4

Maintain strong relationships with national and global entities headquartered in London, ensuring our connections deliver benefits to local communities.

5

Build partnerships with universities in London and the UK to consider shared challenges that will be most effectively addressed through coalition and collaboration.



We will make the world a better place by contributing wherever we can to the wellbeing of the city in which we create our home.

OF LONDON

The future of King's is interwoven with the future of London – as a place to live, work, learn and experience. King's aspires to be of and not just in this capital city, with London integral to King's and King's integral to London's success. Connecting the local to the global, we will help London address its challenges and opportunities while incorporating its many possibilities in education, research and service – creating the problem-solvers that will help to shape the future not just of London, but of the country and wider world.

DEEPENING RELATIONSHIPS

To achieve this, we will strengthen our connections with and porosity to London's businesses, policy makers, agencies and institutions, leveraging their potential in the student and academic experience so that our graduates take away the best possible life opportunities and our research creates social, cultural and economic value. We will deepen our relationships with our home boroughs, collaborating locally to support the communities around us, to learn from them, and to generate knowledge that benefits the city, the country and the world. And we will partner across the capital's broader higher education community to address London-wide issues that can be most effectively addressed through such partnership.

Through innovative alliances across the country, we will ensure that London's vibrancy adds value to communities beyond the capital and that London draws on and benefits from the rich and diverse pool of talent across the United Kingdom.

Connecting the local to the global, we will help London address its challenges and opportunities while incorporating its many possibilities in education, research and service.

BY 2029...

King's will be regarded throughout the world as London's leading civic university.

We will be making a valuable contribution to the capital's health and success through a wide range of collaborations that both draw London into King's and put King's expertise to work in productive ways that have meaning for London.

In each faculty, a portfolio of strategic, mutually beneficial partnerships will create diverse opportunities for the King's community and the communities around us. These partnerships will benefit society and the economy, reinforce our reputation and affirm King's position at the heart of London, helping to making the world a better place.

AN INTERNATIONAL COMMUNITY THAT SERVES THE WORLD



FIVE STEPS TO EXTEND KING'S INTERNATIONAL REACH AND INFLUENCE

1

Attract the best international minds.

2

Provide an internationalised curriculum and student experience that recognises diversity and offers geographic mobility.

3

Build and invest in strategic partnerships with world-class institutions to enrich our students' experiences, increase the global impact of our research and reach new international communities.

4

Raise King's profile as a thought-leader in the major issues of our time: global health, sustainable cities, defence and security, and culture and identity.

5

Govern all of King's international activities in an ethical and enabling environment.

We will make the world a better place by developing insights and finding solutions to the world's most pressing challenges and by developing its future leaders.

DIVERSE AND INCLUSIVE

Our central London campuses are home to more than 10,000 international students from over 130 countries. 40% of our academic staff are international. King's is proud to have created an influential network of more than 49,000 eminent international alumni spread across 174 countries that act as mentors and ambassadors for King's and its students and staff.

With more than 350 partnerships and innovative alliances, King's is a world-leading institution dedicated to being an essential partner in global networks addressing the world's most pressing challenges, and by shaping, from amongst our students, a family of global citizens committed to making a difference wherever they might be.

GLOBAL NETWORKS

To achieve this King's engages with places, ideas and people that shape the world. For example, our School for Global Affairs promotes understanding of rapidly changing parts of the globe, while King's Centre for Global Health works with local partners to address pressing international issues including cancer, palliative care, mental health and women's health.

At the heart of our university is a policy of 'languages for all' delivered by the Modern Language Centre. Every year the MLC welcomes over 7,000 students to modules in 30 different languages, which enables them to engage confidently with global challenges unhindered by linguistic barriers.



BY 2029...

King's will be making a significant difference on the world stage.

Underpinned by bringing together student experience, research partnerships and a strong service ethic, King's will be advancing knowledge, learning and understanding.

We will challenge the models of higher education by using technology and partnerships to reach non-traditional audiences and we will be recognised for our achievements in doing this.

Working with our NHS partners, we will increase our ability to solve significant health problems that help to improve people's lives. King's diverse international student body will be supported by innovative curricula, creating global citizens and ambassadors for our ethos and values. The golden thread from prospective students right through until they are valuable members of our alumni community will be enhanced by international engagement, helping them contribute to making the world a better place.

Our central London campuses are home to more than 10,000 international students from over 130 countries. 40% of our academic staff are international.

TRANSFORMATIVE INITIATIVES

To demonstrate our commitment to our Strategic Vision, we have identified a number of transformative initiatives which are currently being implemented, or are in the planning stages for delivery over the next few years.

BROADEN THE BASE OF KING'S

King's Business School

King's Engineering,
Science & Technology

International School
for Government

Academic-industry models
for healthcare

EXTEND REACH, EXPAND ACCESS AND DELIVER AN EXTRAORDINARY STUDENT EXPERIENCE

Breaking barriers
to accessing King's

Innovative online
education

King's Local
Partners

Sanctuary Programme:
a collective response to the
global refugee crisis

STRENGTHEN HOW WE WORK WELL TOGETHER

Supporting and developing
King's people

Exceptional and
sustainable estates

National and
global partnerships

Transforming our
systems

As illustrated opposite, the initiatives are grouped into three themes: we will develop a broad-based university by adding new disciplines; we will extend our reach and widen access to King's; and, we will strengthen King's to enable the delivery of our Strategic Vision.

Focusing on these transformative initiatives will enable us to deliver our Strategic Vision and set the crucial groundwork to ensure King's continues to be successful for the next 12 years. It also provides the right environment for us to identify some global game changers for King's.

These game changers will be selected in areas where King's is a world-leader, unique in the field and has the expertise to develop insights and solutions for the many challenges faced around the globe. We will develop these with input from key academic leaders and philanthropists, and these game changers will form our next fundraising campaign.

BROADEN THE BASE OF KING'S

We will grow our knowledge and expertise and develop a broad-based university by establishing a number of new faculties, schools and departments.

King's Business School

The world needs a new kind of business school. The King's Business School will better serve a world where change is constant, globalisation is the norm and pursuit of profit alone is insufficient.

Making the most of our central London location, we will reimagine the standard business school curriculum and focus on new challenges faced by the private, public and third sectors.

Our students will be equipped with the skills, knowledge, and character that will allow them to follow a career spanning sectors, enhancing the ability of organisations to work together to succeed.

By drawing on King's strengths as a leading multi-faculty university and opening up to collaboration, the King's Business School will deliver real benefit to society, by supporting job creation and developing a more efficient public sector. And by increasing the scale and enhancing the quality of our studies we will be able to make a significant impact.

King's Engineering, Science & Technology

We will build a new engineering faculty with a 21st-century focus to meet the student demand for advanced technology education. This hub will maximise our interdisciplinary links to deliver distinctive taught programmes, and establish valuable new research themes and partnerships.

We plan to develop our existing world-class biomedical engineering hub, and build on our strengths in computer science, robotics and telecommunications. Our aim is to create highly-employable graduates, who are team players and practical problem-solvers.

To achieve this, King's will make a significant investment on the Strand Campus to provide bench-based labs, project-based classrooms and makerspaces, enabling students to work closely together in teams. Complementing this activity we are simultaneously working to strengthen our presence in physics, chemistry and maths. ►





International School for Government

In the context of globalisation and international conflict, the creation of an International School for Government will be a well-timed and innovative way to help address global problems.

Many of the world's most pressing challenges, such as climate change, migration flows, and corruption, can only be addressed by countries and organisations working together.

An International School for Government will bring together a coalition of institutions to train and develop people for effective and successful future government. We will provide them with the skills, values and international connections to do so.

To achieve this, we will bring together institutions and professionals to learn in regional hubs across the globe. This will help to develop international perspectives and to build the networks and trust needed for effective relationships.

Symbiotic academic-industry models to healthcare innovation

Our central London location offers exceptional opportunities to work alongside healthcare industry partners who complement our research base, enrich our education and training portfolio, accelerate our pathways from innovation to implementation, and enhance our societal impact.

Our vision is to create two academic-industry 'hubs' where our staff and students are co-located with industry research and development in a flexible, multidisciplinary system. Guy's will become a 'Biomedical Hub', where our world-leading activity in advanced therapies, chronic disease and clinical research capabilities will enable fertile on-site partnerships with the pharmaceutical industry.

A complementary 'MedTech Hub' at St Thomas' will see our expertise and facilities in medical imaging, medical engineering and devices, and cardiovascular experimental medicine paired with medical technology companies to develop innovative approaches to healthcare delivery. Driven by a shared ambition to transform patient care and population health, these academic-industry hubs will materially enrich our academic impact, student experience and societal contributions.

EXTEND REACH, EXPAND ACCESS AND DELIVER AN EXTRAORDINARY STUDENT EXPERIENCE

We will open up access to King's by supporting students in new and different ways, and help the outside world navigate, influence and use our work.

Breaking barriers to accessing King's

Our ambition is for King's to become the most accessible UK Russell Group university. We need to see accessibility in terms of physical access, but also the opportunity for students to be able to study here – regardless of background. We will build on the strengths of our successful widening participation programme in recent years and continue to support the trailblazing King's Maths School. We will ensure we provide the right physical, academic and social environment for our students, which will enable them to participate fully in their student experience and equip them for success in the global workplace.

By drawing on our clinical and research strengths in mental health we will deliver world-class support in wellbeing for our students. We will establish a dedicated team of clinical academics, clinical psychologists and support staff who will develop and deliver face-to-face and online interventions through an evidence-based service model that could transform mental health support across the university sector.

The student experience will become more connected through the use of behavioural insights to link students at the right time with the right services and opportunities to ensure they flourish at our university.

Innovative online education

Students in higher education are digital natives who have grown up online and on their mobiles. They are active on social media, they understand the principles of gamification and many know how to code. Digital is the new normal. Online education is also a means to reach otherwise under-represented groups, including mature students and others who cannot access full-time higher education.

To reflect this, we have created a new unit – King's Online – to make online and blended learning programmes a core part of the way we deliver education. We aim to be the UK leader in online and blended delivery by 2029.

This will start with the creation of 10 fully online postgraduate programmes. We have launched two programmes already, Psychology & Neuroscience of Mental Health MSc, and International Corporate & Commercial Law LLM.

Other programmes in the pipeline include Cybersecurity MSc, Finance MSc, and Public Health MSc. These courses will enhance our on-campus offering through online tools and materials enabling us to reach a wider audience. ►



TRANSFORMATIVE INITIATIVES *continued*

King's Local Partners

King's will develop its relationships within its home boroughs, supporting local communities and generating knowledge that benefits London, the country and the world. King's Local Partners will strengthen existing collaborations and create new opportunities in close partnership with the communities around us.

Through King's Local Partners, we will build structured and tailored relationships with local authorities, charities, voluntary organisations, community groups and schools, facilitating collaborations across research and education that create student and academic opportunities while delivering benefits to our neighbours in the boroughs around us.

The year-round programme will culminate in an annual 'King's Civic Challenge', in which students and academics will work with local organisations to address local challenges and opportunities, pitching for seed funding to develop or implement ideas.

King's Local Partners will help equip students with the skills, values and experiences they will require to be the change makers of tomorrow. And it will support our academics in developing deep local knowledge that can be translated into practical action with impact locally, nationally and around the world.

Sanctuary Programme: a collective response to the global refugee crisis

The Sanctuary Programme is King's collective response to one of today's greatest global challenges: the 60 million refugees fleeing conflict. The programme will establish itself as a campaign to support the unique and

meaningful contributions we can make as students, staff and academics to alleviating aspects of this crisis. By recognising that we live in a divided and colliding world, one rife with mass inequalities, including no equity in terms of access to higher education, the Sanctuary Programme will increase understanding and provide opportunities for everyone at King's to develop, individually and as a community.

The Sanctuary Programme will involve major initiatives for online learning, delivering new ways for refugee communities to access higher education. The establishment of a research centre for migration at King's will provide insights to inform policy and interventions. Volunteer language exchanges, and legal and medical clinics will provide opportunities for King's students to develop additional skills and cultural competencies, while meeting their educational needs and sharing advice with those in need. Programmes to mentor and retrain displaced medics will contribute to the development of sustainable local healthcare systems. Fundraising, for example for a new school in Jordan for refugee children, and scholarships for the best and the brightest students from conflict countries to come to King's, will improve access to education and reduce inequalities.

Such an impactful and far-reaching mobilising cause as migration and the plight of refugees allows everyone at King's to be involved in different ways, making differences where they can. The programme will harness existing international partnerships and create new ones. These partnerships will address the impact of the refugee crisis in regions where King's, local partners and communities will benefit from productive long-term relationships.



STRENGTHEN HOW WE WORK WELL TOGETHER BY EMPOWERING FACULTIES, ENHANCING PERFORMANCE AND INVESTING IN ESTATE, SYSTEMS AND SERVICES

We will ensure that our staff development, our relationships, our processes and our spaces underpin the delivery of King's Strategic Vision.

Supporting and developing King's people

We will continue to build a high-performance culture across King's through fostering individual and team successes in the context of the institution's ambitions. We will invest in the future of our staff so that they can flourish professionally and feel respected, valued and challenged to be at their best.

King's will be known for its network of effective leaders and managers and we will invigorate our recruitment and retention to attract the best local and international talent from diverse backgrounds. We will concentrate on identifying potential and nurturing leadership at all levels of the university as well as building skills in agile and flexible thinking, student-centred work practices, driving and implementing change, and creating collaborative partnerships.

We will create new programmes to support leaders in fostering a high-performance culture, overhaul the staff development curriculum to enhance the staff experience, and strengthen the performance development review process.

Through investment in management, leadership and career development, King's staff will be able to build successful and fulfilling careers.

Exceptional and sustainable estates

King's is investing over £100m in Bush House, a series of five flagship buildings on our Strand Campus, cementing our place at the heart of London and transforming the student experience on the Strand. Purpose-built facilities will enable staff and student collaboration, welcome the outside world, and utilise modern technology to enhance our teaching and research excellence.

Ambitious and exciting masterplans are being created for our Denmark Hill, St Thomas' and Guy's campuses with our health partners, which provide the teaching and research space needed to achieve King's vision for research and education in health. We have developed a £20m Clinical Research Facility in Denmark Hill along with King's Health Partners and the Wellcome Trust. The facility is at the forefront of neuroscience research, uniquely positioned to accelerate the translation of research into clinical practice for the benefit of local and international communities. King's is also one of the academic partners in The Francis Crick Institute, an interdisciplinary biomedical discovery institute which aims to improve the lives of people across the world.

We have invested in our student spaces and these include £40m on new student residences at our Denmark Hill Campus; £1m on a Learning Centre at the Strand Campus for our Widening Participation programme and £2m on King's College London Students' Union (KCLSU) recreational facilities at our Guy's Campus. Continuous investments are being made across all campuses and our student residences and we strive to improve the quality, usability and management of our existing spaces. In addition to supporting our core activities of education, research and service, where possible the estate will leverage commercial activities through our property portfolio and operations.

Our approach to advancing the UN Sustainable Development Goals will be reflected in our estates. As we work to connect King's both locally and globally, we will engage with our communities and suppliers to continually improve our performance by working responsibly and ethically. As a signatory to the Paris Pledge for Action, we have committed to keeping global temperature rise under 2 degrees. We have successfully decoupled our growth from increasing carbon emissions and we will continue to decrease the carbon intensity of our business as part of our commitment to reduce our emissions and strengthen society's ability to deal with the impacts of climate change.

National and global partnerships

King's will continue to work in partnership with institutions locally, nationally and internationally. For example, the London Arts and Humanities Partnership (LAHP) brings together three leading ►





UK research organisations: King's College London, the School of Advanced Study, University of London (SAS), and University College London (UCL). Together the partnership has over 750 active research staff and more than 1,300 PhD students working on arts and humanities subjects. LAHP offers our students an outstanding postgraduate research environment with an emphasis on interdisciplinarity, training and financial opportunities for cultural entrepreneurship and collaboration opportunities with cultural partners in London. The vision is for our students to join an intellectual community that provides them with excellent academic and employability skills, strong links to national and international partners and a deep understanding of how their work can make a difference to global issues.

Another example is King's role as principal academic partner for the Royal Archives Georgian Papers Programme, working with the Omohundro Institute of Early American History & Culture and the Library of Congress on this major new digitisation programme that will transform academic and public understanding of the eighteenth century in subjects ranging from developments in science and medicine to cultural, naval and military history.

Globally, King's College London, Arizona State University and the University of New South Wales have come together to form the PLuS Alliance, a new partnership to find research-led solutions to global challenges and expand access to world-class learning. The PLuS Alliance will harness the collective research strengths of the three universities to address global issues under the broad theme of sustainable development. Combining the research capabilities and innovative educational approaches of three universities in different parts of the world, the PLuS Alliance will undertake cross-border research collaborations. These collaborations will tackle significant issues related to health, social justice, and sustainability in an innovative way. The research will be supported with related learning programmes, and the alliance will offer unique international study opportunities for students on campuses and online.

Transforming our systems

We have allocated an initial £30m to develop and transform some of our IT systems and services, so that they will focus on the user experience and support the effective flow of information across the university. These include a new customer relationship management solution to improve student recruitment; overhauling our website, student portal and staff intranet; implementing next generation human resources, payroll and finance systems and refreshing our student database. We recognise that further and continuing investment in IT will be required to sustain and enhance the effectiveness of the institution. Our future students and in due course our future staff are fully immersed in a digital life, and it will be incumbent on King's to provide education, research and administrative environments in tune with their culture.



MAKING OUR STRATEGIC VISION POSSIBLE

We have set out an ambitious vision for what the role and purpose of King's should be in making the world a better place.

However, articulating a vision and setting direction is not in itself sufficient; we must enable ourselves to deliver it. By enabling we mean making the very best use of the resources available to us. This is about creating a culture of delivery and empowering everyone within the King's community to contribute to the realisation of our Strategic Vision.



ENABLING FOUNDATIONS

Together our people, processes, systems, space and facilities and approach to sustainability will make our Strategic Vision possible:

People

The success of our university is built on attracting, developing and empowering a diverse and inclusive workforce, no matter where it is located. We must empower our staff to take responsibility, to work together with colleagues from across the university and to create a culture of high quality delivery. Parity of esteem between academic and professional staff is essential, our professional staff need to be true partners in the King's academic enterprise and its success. Our students are at the heart of everything we do and are strategic partners in developing and delivering our vision for the future. Students will partner with staff to deliver education and research and to drive the development of our service agenda.

Processes

King's disciplinary diversity will be strengthened by a commitment to simpler, more standardised processes to support education, research and service, as well as better information to support more transparent and confident decision making. We will provide the resources and mandate for staff to achieve continuous improvement in how we operate.

Systems

The investment in well implemented and effectively supported systems will enable continuous improvement of processes, facilitate step changes in education delivery for our students and research informatics, and ensure we have the data to underpin effective and transparent decision making.

Space and facilities

Universities are intensely social places where learners, teachers, researchers, academic and business partners, and the staff who support them come together. Increasingly our university is also a place for public discourse and interaction. We will ensure that the physical environments that we create are enhanced by digital technologies and facilitate creativity and engagement between students, staff and the wider King's community.

Sustainability

By effectively managing the university's finances we will marshal the resources to deliver our ambition. This will partly be about drawing in new sources of income, be they philanthropic, statutory, commercial or otherwise. We will prioritise activities that enable our financial sustainability so that we can invest in pursuits that may not generate revenue, but which will ensure the delivery of our Strategic Vision. We are also committed to working both responsibly and ethically, have decoupled our growth from increasing carbon emissions and will continue to decrease the carbon intensity of the university.



BUILDING ON OUR FOUNDATIONS

In order to strengthen our foundations we will focus on the following:

Employer of choice

King's will be a university employer of choice, attracting and developing diverse and talented people. Having brought together collaborative, multidisciplinary and high performing communities internally, we will work with our alumni, students, and partners to further build our capabilities and capacity. We will develop a genuinely flexible, diverse and mobile workforce – reflecting shifting attitudes to work – and provide an inclusive environment where we help all to flourish alongside each other.

Diversity and inclusivity

We are making progress in building and protecting our diverse and inclusive workforce for all our students and staff. We have achieved a university-wide bronze Athena SWAN award and Race Equality Charter Mark, 6 bronze and 12 silver Athena SWAN departmental awards and are seeking a university-wide Athena SWAN silver award. All senior staff will have benefitted from unconscious bias training by the end of 2017,

which will equip them to foster an inclusive and fair culture that promotes success for all students and staff. We will work across the university to embed inclusive practice into all of our activities.

Data and analytics

We anticipate that our need to make important choices and tough decisions about what we do and when, will only increase. We will enable these decisions and the resulting implications for delivery through providing actionable insight from internal and external data and further developing the university's approach to planning and resource allocation. New research management systems will provide analytical capacity to drive research strategy and to help us to move towards a data informed culture. We will introduce a new level of learning analytics that will help us to target interventions for individual students to help them to make ever greater progress and address inequalities in learning outcomes.

Flexible systems

Our system investments will drive better business intelligence, enabling evidence-based decision making at all levels of the university. Cloud-based solutions mean anyone can reach their data anytime, anywhere. They will help us make a step change in how we support our business – working at King's will be an empowering and collaborative experience.





Web, mobile and online

Our website will be flexible, scalable and a destination for staff, students, alumni and partners; it will provide a platform for distance learners across the globe. Our student portal and intranet will be exemplary. Virtual reality will play an important role in teaching, learning and in bringing together King's people, our partners and collaborators.

Space and facilities

In an increasingly fast-moving, globalised and digital world, physical spaces and places will remain crucial to our ever-growing community. The way we invest in, develop, monitor and manage our estate and spaces makes a vital contribution to the success of our university. This is particularly the case in central London where space is expensive and at a premium. Remaining a university rooted at the heart of London requires innovation in how we use our spaces to be ever more efficient and effective, agile and flexible, inspiring and enabling.

OUR STRATEGY FRAMEWORK

Alongside the development of a new Strategic Vision for King's, a strategy framework has been developed that links existing strategies and business plans with the new Strategic Vision and so on. The strategy framework also proposes a consistent set of language and standard durations to be used in our strategy and planning activities.

Strategic Vision

The Strategic Vision is the long-term narrative that guides all activities at King's. It is enduring, ambitious and inspiring and sets the tone for what we do and how we do it.

Thematic strategies

This vision identifies five strategic priorities for King's. Underpinning these is a 3–5 year thematic strategy ie Education Strategy, International Strategy, and so on. These strategies detail what we will do (and what we will not do) and at a high level how we will do it. These strategies are underpinned by our finances which both enable and create parameters on what we can do.

Business plans

Our faculties, our key academic 'business units', are the heart of the university and our vision. In addition, we have other academic units (King's Online or the English Language Centre for example) and the Innovation Institutes which all play different roles but will also be important vehicles for delivering on our vision.

Faculties, institutes and other academic units set out how they contribute to realising the vision and associated strategies in rolling three-year business plans.

Professional function plans

Our professional functions support and enable the core purpose work of our faculties, institutes and other academic business units. These functions span organisational boundaries. Alongside the faculty business plans therefore are rolling three-year professional function plans. The creation of the rolling three-year plans is the primary mechanism by which initiatives are started and stopped and resources are allocated in support of our vision and strategies. Academic business unit plans will be developed first then functional plans will lay out how the professional functions can support their collective delivery. These functional plans will both be informed by, but also stimulate, further decisions about what the university will prioritise and when.



KING'S STRATEGY AND PLANNING FRAMEWORK FOR 2029:

VISION

Long-term, high-level, focuses on what we'll do, not how

King's Strategic Vision 2029

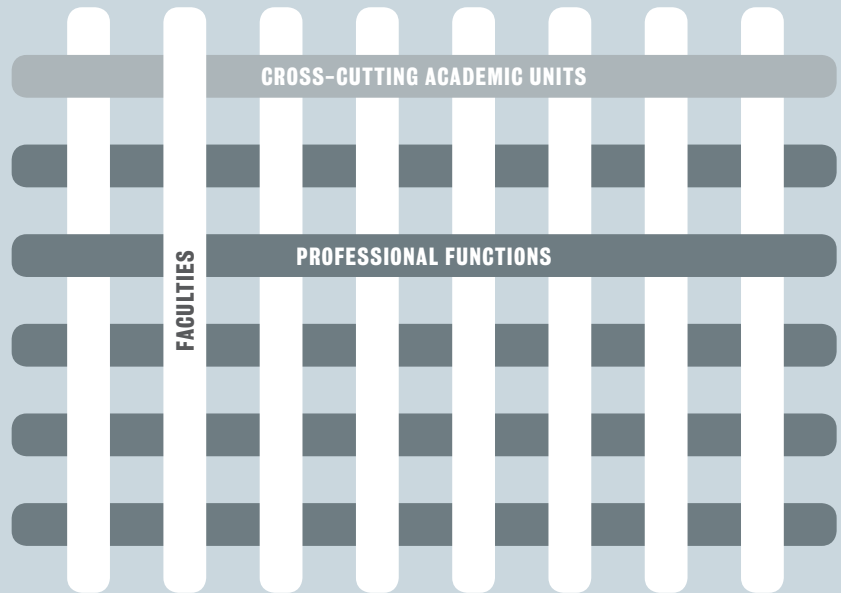
STRATEGY

Typically a 5-year horizon, describes what and how at a high level



PLANS

Typically a 3-year horizon refreshed annually, describes what and how at a more detailed level



EIGHT GUIDING PRINCIPLES TO IMPLEMENT OUR STRATEGIC VISION

Our guiding principles will aid, inform and govern the implementation of our Strategic Vision. They underpin the values and rules that will guide and challenge decision making at King's to 2029.

WE WILL

1 Be an **exceptional institution** in all that we do, focusing on excellence and making a distinctive contribution to society.

2 Create an **inclusive environment** where all individuals are valued and able to succeed.

3 Build on the accomplishments of our predecessors and improve the university for future generations by providing **effective stewardship**.

4 Use the **best evidence** and critical inquiry, and learn from our successes and failures to prepare ourselves for the future.

5 Enable **meaningful connections** between our students and staff to local, national and international communities, creating a porous boundary between what we do and those communities with which we engage.

6 Take a **holistic approach** to education, research and service to enable our students and staff to develop character and wisdom for the benefit of others.

7 Demonstrate **open mindedness** and tolerance and expect to challenge and be challenged in protecting freedom of expression.

8 Share an **unrelenting ambition** to deliver our Strategic Vision to make the world a better place.

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*It's our deeds
that define us.*
