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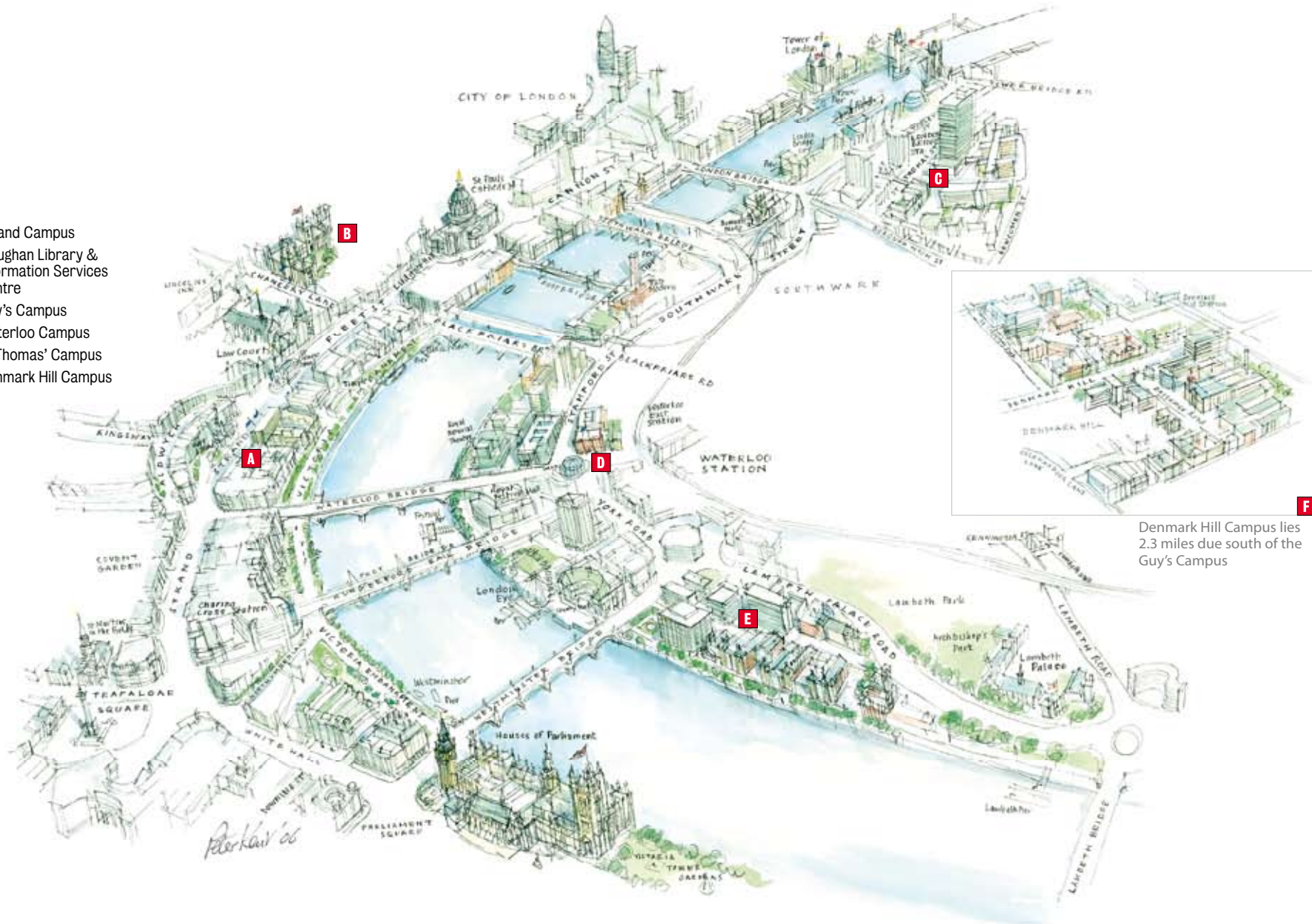


Strategic Plan

King's College London: the campuses



- A** Strand Campus
- B** Maughan Library & Information Services Centre
- C** Guy's Campus
- D** Waterloo Campus
- E** St Thomas' Campus
- F** Denmark Hill Campus



Denmark Hill Campus lies 2.3 miles due south of the Guy's Campus

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Overview

“King’s will build on its numerous accomplishments and formidable current advantages to become an outstanding university institution comparable in all respects with the best in the world.”



King's future strategy



Professor Rick Trainor, Principal with Gordon Brown (top) and (below) with Tony Blair.

This strategy is a robust plan for strengthening the College's position as a world-class institution over the next 10 years so that King's establishes itself as one of the world's leading universities.

King's has a special position in the heart of London, straddling its main artery, the Thames. The College contributes to London's vibrant intellectual life; addresses the basic needs of its population through work on health, education and law; and reflects the capital's status as a world city by playing vital roles in international public policy, global finance and

communications. Already truly excellent, with many outstanding features, King's will build on its numerous accomplishments and formidable current advantages to become an outstanding university institution comparable in all respects with the best in the world.

The world's leading universities are able to attract the best students, teachers, scholars and researchers. They provide students with an exemplary learning experience, support excellence in teaching and provide researchers with state-of-the-art facilities. They are conscientious employers placing great emphasis on

developing and rewarding their staff. They have efficient administrative and financial support structures. They have first-class information environments and resources. Their brand is known world-wide as synonymous with excellence. They are key players in the local, national and international knowledge economy.

Function of the plan

This plan sets out how the College will enhance its position by 2016. By that time, King's will be within the top six universities in the UK and the top 25 in the world. To achieve these goals on a range of quantifiable indicators the College will improve performance by 25 per cent on 2005-6 by 2009-10, with comparable increases in the latter years of the 10-year planning period. The aim is to establish a virtuous cycle of improvement so that the gains can be reinvested to ensure that the College has the estate and facilities as well as the staff and students worthy of a world-class institution.

Implementing this plan will require a commitment by all. However, there is already hard work, great professionalism and a strong commitment to excellence at King's, so what is required is not a revolution but rather a gearing up of aspiration, a more effective coordination of effort, and an increasingly outward-looking approach. In pursuing the overall objective over the last few months specific goals and policies have been developed in each of the College's major areas of activity.

Each section of this plan includes measures and targets which will help the College to determine progress towards its goals. These include planned student numbers, research income levels, results in the National Student Survey, league table rankings, staff development and training and brand recognition.



This plan sets out how the College will enhance its position by 2016. By that time, King's will be within the top six universities in the UK and the top 25 in the world.

Entrance to the King's Building, Strand Campus.

Role and status of the plan to 2016

This is a 10-year plan whose main purpose is to provide a vision and a context for the College's activities. It is vitally important. It has taken a long time to produce, involved large numbers of key staff, lengthy consultation and debate – it has the support of the College. It will provide the context in which we will take major decisions in the future.

The Strategic Plan is establishing direction rather than imposing a straitjacket. Many future decisions will be opportunistic ones. The ambition is great and the face of higher education is changing rapidly. We will take opportunities when they arise: the best examples of synchronicity take place when organisations know who they are and where they are going.

An implementation plan will be produced following the publication of this document. This will identify those responsible for delivering the strategy, set out milestones and target dates and identify how resources will be sourced and allocated.

Our strategy will be revisited from time to time. Major events will require this. Already we can see the landscape changing after the 2008 Research Assessment Exercise (RAE) and again after the Government's review of tuition fees. 2009 and 2010 will be watershed years.

King's College London today

Major universities are complex organisations. However, at the strategic level they have essentially three purposes:

- to provide teaching and supervision for undergraduates and postgraduates
- to conduct research
- to provide economic, social and cultural value to society.



At King's, these purposes are implemented in closely connected ways. King's is a research-led institution, that is, the College's research underpins both its extensive teaching programme and its multi-faceted broader contribution to the world around it.

For King's the overarching vision over the next decade is one of quality and distinction. Already a

momentum is being created – in the last 12 months the College has climbed up the *Times Higher Education Supplement* World League Tables from 73rd to 46th. This is an outstanding achievement. But others have also succeeded. New entrants into the top 100 include universities from New Zealand, Ireland and Japan as well as four from the United States. The point is that

This is a 10-year plan whose main purpose is to provide a vision and a context for the College's activities.



the world of higher education has become truly global. King's strengthening of its world-class status over the next decade is well under way – but it will be a pursuit that in future will be carried out in a highly competitive international field.

We have one major advantage over many of our competitors: London itself. Capital cities and financial centres are powerful supporters of any organisational success, be it commercial or institutional. King's greater success over the next 10 years will build consciously on the extraordinary strengths of London. The UK capital is a world centre unlike any other. We have here a very large community of over 7.5 million people from 194 countries. London is the centre of the government and



**Above left: Entrance to the Strand Campus from Somerset House terrace.
Above: Research laboratory at Guy's Campus.**

law in Britain. It is the financial capital of the world, it is one of the world's leading medical, legal, corporate, religious and research centres and it is a world cultural centre. Our campuses are already concentrated at London's heart, on the northern bank of the Thames in the Strand, on the southern side at Waterloo, and further south at Denmark Hill. We have four great hospitals: St Thomas' and Guy's to our immediate West and East, and to the South King's College and the Maudsley. We have another important campus north of the river at Hampstead and – as part of our world-class capability in international policy and war studies – we have a special centre of excellence in the Joint Services Command Staff College at Shrivenham in Wiltshire. The

future of King's will be closely linked with the future of London itself and all that it stands for – in particular, world-class excellence in international and domestic policy studies, healthcare, law, culture and finance.

This focus will continue to influence the College's developing academic shape. After a period of necessary and successful restructuring the College is confident in the broad range of its disciplinary coverage provided across its nine Schools (*see Academic Provision section, page 34*). We are proud of our national and international strength in our core academic disciplines such as medicine, dentistry, the arts and humanities, and sciences. We are in the top 25 in the world for arts and humanities and in the top 30 for biomedicine. We are the number one choice for medical undergraduates in the UK and our Dental Institute is one of the most prestigious dental research institutions in the country. Our Law School is ranked number one in the UK according to student surveys and our Department of War Studies is an acknowledged leader in its field.

The College has identified a number of interdisciplinary areas – complementary to and building on King's extraordinary strength in particular disciplines – in which there can be further vigorous forward movement. These include:

- **health** A leading role in all aspects of health research. We can link major advances in biomedical and psychiatric research with clinical practice at four of the great teaching hospitals, while drawing in the physical and social sciences, law and humanities to address the full range of health issues
- **public policy** A centre of international and domestic public policy, covering social and environmental issues for example climate change as well as health, security and development

The future of King's will be closely linked with the future of London itself and all that it stands for.

- **cultural and creative industries** A focal point for cultural and creative industries, taking advantage of close connections with many of London's leading institutions for the performing arts and our proximity to the South Bank
- **professional education** A major provider of professional education – for lawyers, doctors, dentists, nurses, midwives, pharmacists, physiotherapists, teachers and members of the armed forces – and an increasing capability in public sector management

In launching this paper we set out how King's must look in 10 years time if it is to emerge from that period acknowledged as one of the world's leading universities.

Teaching

The College has approximately 14,000 undergraduates and 5,500 postgraduates (2006 figures). Already the quality of our intake is exceptional – there are typically four top quality applicants for each undergraduate place. Already the internationalism is marked – more than 120 countries are represented.

Nonetheless, in keeping with our London identity, the strategy for 2016 will increase still further the quality of our intake and do so by expanding the numbers of international students, in particular at postgraduate levels both in teaching and research.

Currently some 60 per cent of our undergraduates

come from Greater London. This is not surprising: London is a major centre of secondary education and we are an obvious choice for students wanting to stay in their home city. The best of London students are a primary target for us. Within the UK we will, however, continue our efforts to attract even more of the best students from the best schools outside the capital, while accelerating our access policies within London through, for example, our Fair Admissions Policy. Overall, undergraduate quality will rise in part by recruiting rising numbers of well qualified international students. Selected undergraduate programmes will expand, particularly in cases where



It is in the postgraduate areas that our focus will be on growth in numbers and in particular on growth in the numbers of outstanding international students.

additional numbers are available from the Funding Council.

It is in the postgraduate areas that our focus will be on growth in numbers and in particular on growth in the numbers of outstanding international students, as well as on quality. By 2016, postgraduate taught numbers will have risen by 50 per cent from 4,000 (2006 figures) to 6,000. Postgraduate research numbers will double from 1,500 to 3,000 and facilities will be expanded accordingly.

Already a momentum is building to achieve these targets, with four nations particularly nations in mind. During the last 18 months there has been a gradual increase in our interaction with the two fastest growing economic areas in the world – India and China/Hong Kong. Whilst we will continue to welcome quality postgraduates from all countries there will be a strong and logical focus throughout the period on students from, and links with, key emerging areas such as India, China/Hong Kong, Africa and with the USA.

Such a new level of internationalism will greatly accelerate the scope for research and collaboration with universities and leading companies overseas. A significantly greater emphasis on postgraduates (especially research students) and international students will also enhance the intellectual environment of the College generally and the quality of the student experience in particular.

The College will continue to ensure the quality of our teaching and learning provision not least through the work of the King's Institute of Learning and Teaching (KILT) which aims to set high standards and create opportunities for all staff to develop their skills and knowledge base in the areas of learning and

teaching. We will ensure that our programmes of study provide our students with a thorough grounding in their chosen subject, while also developing the skills necessary for independent study. In order to ensure the currency of our curricula, we will formally review each programme of study on a regular basis and consult with external stakeholders to maximise the employability of our students.

The College's strength in teaching has been recognised in 2005-6 by the award of a National Teaching Fellowship which rewards individual excellence in teaching in higher education. We shall continue to compete for these and similar awards; we shall also continue to offer students the opportunity to nominate members of teaching staff for a King's Teaching Excellence Award.

As a leading UK university, King's is proud of the link we make between teaching and research. Our teaching has always been, and will continue to be, underpinned by leading edge research. We are committed to research-led teaching, and the content of our taught programmes is informed by rapid advances in knowledge. Students coming to King's will often work with academics who are national or international leaders in their field.

Research

Research at King's permeates every part of the institution. Every School in the College is proud of its successful research core. In many cases the results are already of world significance.

We have three challenges to confront during the planning period and in no other area will we be competing in a more aggressive marketplace:



Our teaching has always been, and will continue to be, underpinned by leading edge research.



- to obtain external recognition of the work that has been done to bring King's into the top cadre of research-intensive institutions through the RAE 2008
- to build considerably on our research funding from both public and private sources, with a continuing emphasis on increasing income from the research councils
- to add a fresh dimension to the way we think and operate so that in addition to pure research, in some

instances for its own sake, we raise our consciousness of our link with and impact on the economy, politics and society through the interdisciplinary nature of our provision.

By 2016 we want King's to be fully recognised not only for the brilliance and range of its research but also as an institution that plays an especially important role in economic, social and cultural regeneration both in London and throughout the world.

The first and second challenges are currently well in hand. Success in research assessment and in research funding is fundamental to our being recognised as an outstanding research-intensive institution. Such progress is also fundamental to our success in knowledge transfer/commercialisation – and to the College's broader economic, social and cultural impact.

Achieving these targets will guide the strategies outlined later in particular sections with special reference to:

- enhanced facilities and accommodation
- improved student care and support
- specialist facilities for international students
- ambitious communications and marketing programmes
- professional customer-focussed administration
- generation of the financial headroom to make all this possible.

Creating value for our society

Universities must be clear as to how they justify their role in the society that funds them. Ours is entirely

clear. King's has a long tradition of and commitment to 'service to society'. It remains a key part of our mission. In a complementary way, and in line with our founding principles, we will continue to foster the highest ethical standards in a compassionate community; indeed, keen awareness of such standards and traditions helps to generate such a community. We already play an important part by employing more than 5,000 staff, managing a cash flow of more than £388 million per annum and educating our nearly 20,000 students. Our physical presence is significant – we occupy over 400,000 square metres in central London. We are



Overview

We are determined that through our research and knowledge transfer we will consciously strive to provide a lead to economic, social and cultural regeneration.



Information Services Centre at New Hunt's House, Guy's Campus.

For King's the overarching vision over the next decade is one of quality and distinction.

determined that through our research and knowledge transfer we will consciously strive to provide a lead to economic, social and cultural regeneration. We have set ourselves the following roles – to play an ever more significant part in:

- creating a healthy society, in every sense of the word – body, mind and spirit
- providing education for potential students drawn from a wide variety of backgrounds including older people
- contributing to entrepreneurial and commercial expansion of GDP in London
- furthering economic relations with key countries abroad, notably India, China/Hong Kong, Africa and the USA.

Research is the most outstanding example of how King's is determined to link its core business with economic and social regeneration. But there are many ways in which applying our skills and knowledge can benefit others and be seen to do so. Already we are proud of the achievement of King's staff and students:

- we do not just play our part in stem cell research, but we are host of the UK forum that marks Britain out as the world leader in this vitally important field
- hardly a day goes by without one or more of our experts leading an international commission, being quoted in the press, advising key bodies within our society, making an impact
- we are not just good at teaching in King's, we have pioneered the leading edge methodologies for teaching science and mathematics that now provide the benchmark for all such teacher training in the UK.

During the next 10 years we will find ever more relevant, and visible, ways of deploying our core activities of teaching and research in ways that contribute to the public good – 'in service to society' – in London and further afield.

King's: a university with momentum

King's College London is already doing so much, so well. The aim of this 10-year plan is to provide a vision and a focus for how we can build on what we already have. The more we do that, the more we will pick up the momentum already begun and like a flywheel gathering speed, our progress will accelerate.

The more we achieve, the more several other aspects will emerge into a clearer focus. We are launching a major fundraising appeal, and this initiative will gain from the growth in our own reputation and achievements.

By 2016, while continuing to draw valuable academic and student services, and historically derived lustre, from a radically reformed, college-centred University of London, we will have completed the creation of King's College London as a successful brand. King's College London will treat and present itself as a university in its own right.

KEY TARGETS

TEACHING

- to improve further the quality of the College's student intake, the student experience at King's and the extent to which we create employable graduates
- to provide students with a range of intellectually stimulating and challenging programmes and courses which will enable them to develop their knowledge and skills
- to expand significantly both the number and the experience of international postgraduate students.

RESEARCH

- to obtain enhanced external recognition of the College's research stature through outstanding research assessment results in 2008 and thereafter
- to increase very substantially King's research funding, in particular our collaborative and entrepreneurial funding from the business sector.

VALUE ADDED

- to develop King's role as a leading edge contributor to society and to regeneration
- to maximise the commercial development of King's intellectual property towards new products and services.

IDENTITY

- to consolidate King's as an internationally acclaimed university.

PROFESSIONAL SERVICES AND INFRASTRUCTURE

- to develop world-class professional services and infrastructure to support the College's learning and teaching, research and knowledge transfer ambitions.

Students

“We will attract the very best students in terms of ability and potential and provide those students with a world-class learning experience.”



World-class learning experience



**Professor Philip Whitfield,
Vice-Principal (Students).**

The strategy for students has two parts. First, we will attract the very best students in terms of ability and potential. Second, those students will be provided with a world-class learning experience.

Attracting the best students

Our selection decisions will be guided throughout by the quality and potential of our applicants. Avoiding complacency however we shall build on the College's already strong position. In keeping with our London location, and in line with our international focus, our first priority will be to target Greater London schools and those in India, China/Hong Kong, Africa and the USA. Even now the College has students from all over the UK and more than 120 countries world-wide. We will remain a global university.

In response to increased demand for places at King's, the College's population of students will expand over the next decade. King's in 2016 will still be a major undergraduate university but we will have greatly expanded the size, internationalism and academic effectiveness of our postgraduate sector.

In some of the College's academic Schools such as the Institute of Psychiatry and the School of Social Science & Public Policy more than half the student population is already postgraduate. As we move towards enhanced numbers of graduate students College-wide, other Schools will expand the size and range of their postgraduate provision. These increases will be characterised by the importance of international students in the expansion. Non EU international postgraduate numbers will grow especially fast.

In anticipation of the increasing emphasis on postgraduate activity, we have appointed a Director to lead our Graduate School, and will shortly appoint a

**Student Centre,
Waterloo Campus.**



Deputy Director to lead on taught postgraduate issues. This will provide a focus both for recruitment, and for enhancements to the support, facilities, training and supervision offered to our postgraduate students. The School will grant a growing number of studentships. Twenty-five studentships per annum have already been agreed and more will be provided from recurrent income and fundraising. We have appointed additional staff to increase the breadth and depth of graduate skills training, and launched a competition to elicit innovative solutions to local and specialised training

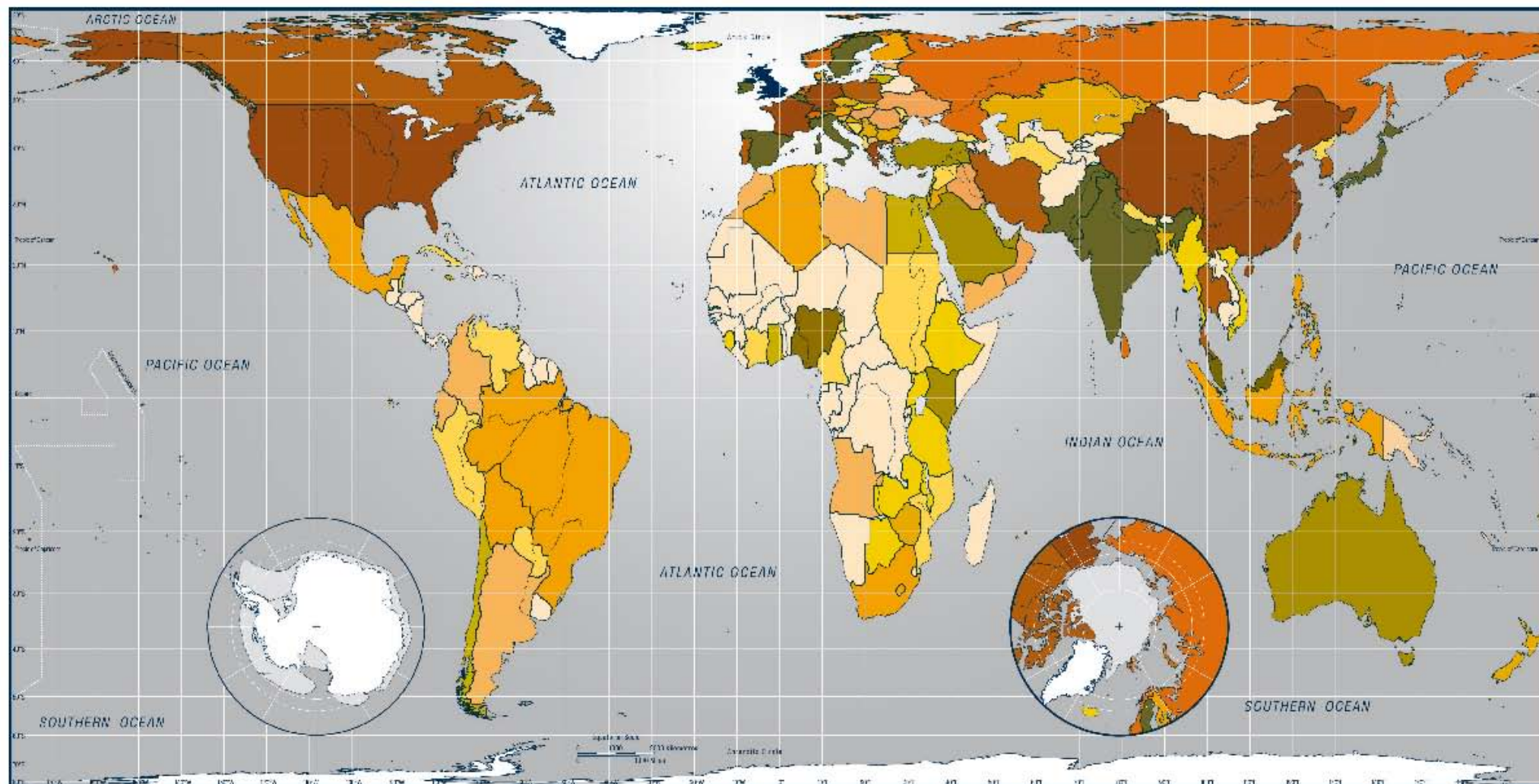
needs. We have also put in place measures to ensure that best practice in research supervision is widely disseminated, adopted and rewarded. We are already driving up quality.

King's will continue as a culturally diverse community of outstanding students. We are committed to equality and diversity and have in place relevant policies such as an Equal Opportunities Policy to support our work in this area. For some students, English will not be their first language but this in no way will be allowed to constrain our recruitment of the



Highest concentration of King's international students.

Map showing the domicile of King's international student community.



Students



King's will continue to support activities for gifted and talented young people in London.

most talented. We have therefore already restructured the English Language Centre and appointed a new Director to lead this support for our future intake.

King's will continue to work with disadvantaged groups in relation to programmes where there is high demand, such as medicine and law, and will build on the AimHigher programme to attract students from schools in southeast London. We will develop our leading role in a Lifelong Learning Network that is intended to draw students from colleges of further education into higher education and provide work-based learning opportunities. We will continue to work with the Museums, Libraries and Archives Commission (London) in opening up the College's cultural resources to the wider community and continue to support activities for gifted and talented young people in London with the objective of assisting in the improvement of state-school provision.

At King's we do not limit ourselves to developing students' minds alone, but also to fostering their personal and spiritual needs and helping them to develop the character and wisdom they need to put their talents and knowledge to the best possible use. The College is committed to providing an environment of understanding and respect. King's students will continue to be given the unique opportunity to study for an Associateship of King's College (AKC) alongside their main degree. This provides an opportunity to think about fundamental questions of theology, philosophy and ethics in a contemporary context.

Setting the standard

Students are at the core of the College's business – they constitute the bulk of our customers. We are committed to enhancing all aspects of the student

experience. This process will draw on constant review and feedback from our Students' Union and a range of relevant satisfaction surveys. These reviews have already indicated the need for:

- 24/7 access to information services centres and libraries
- wireless IT capacity
- improved student residences and study areas
- improved sports facilities.

Action on all these fronts is in hand. In particular:

- we have successfully trialled 24/7 opening and plan to develop this further
- we are working to improve student workspace
- new residences to replace ageing stock are planned at the Hampstead student village
- wireless access will be extended to all parts of the College
- a strategy for both indoor and outdoor sports facilities is being implemented.

King's is setting the standard for best practice in teaching and learning throughout the country through KILT. We will maintain our pre-eminence in this area and are turning our attention, in addition, to enhancing the already high employability of our students. We will develop courses to match the demands of students and the market and ensure their quality. The College is introducing the national unit-based Credit Framework which will facilitate students' choice of modules and provide a clear progression route into and across the



Far left: Daryn McCombe, President of the Students' Union; Left: Reverend Dr Richard Burridge, Dean.



KILT

King's Institute of Learning and Teaching (KILT) academic staff are engaged in a variety of research activities that reflect the diversity of backgrounds within the team and the issues that are currently on the national and international research agendas. King's, through KILT, is helping to establish a network for dissemination of academic practice. In collaboration with the Universities of Oxford, Cambridge and Edinburgh, Imperial College London, London School of Economics, University College London and the University of Warwick, King's developed a Centre for Excellence in Teaching and Learning (CETL) to improve understanding of how postgraduate research students and postdoctoral researchers become future academics.

adult learning environment.

The majority of teaching will continue to be delivered on-campus, face-to-face but with increasing provision through, for example, online learning following the successful examples of such programmes in Dentistry and in War Studies. We will expand e-learning resources at programme level, through our information services centres, libraries and archives and with the University of London Senate House Library.

Students will have increased opportunities to pursue

research within their own undergraduate and taught postgraduate courses. Much teaching at King's is already research-led; many students at all levels are taught by research staff who are at the forefront of new discoveries and thinking.

Part of the maturing process that is one of the objectives of higher education is the understanding of different cultures and nations. That is one reason why we are supportive of a multi-national student body. That is also why we are enthusiastic about overseas students coming to the UK for short periods of study through such schemes as Study Abroad and it is what fires our support for our home students to incorporate study abroad into their programmes. To this end, we will continue to provide courses at our Modern Language Centre and Open Learning Centre. We plan that at least 10 per cent of all students will attend these courses.

Association for life

King's is dedicated to adding value to society. It will of course be doing this directly through its teaching, research and links with the business sector. It plans in addition to continue and extend its influence through its alumni, and its lifelong involvement with them.

Alumni are a vital part of the College's heritage and its future. In the past King's has grown its strength in breadth and depth by a series of strategic mergers – each new partner institution bringing a famous history and heritage in its own right. Already, the King's Alumni Relations programme is available to members of no fewer than 13 institutions. This diverse community embraces a wealth of social and professional opportunities to us all, to our next generation of students, to existing alumni, and to the College itself as



King's alumni from left: Arthur C Clarke, Michael Nyman, Rory Bremner. Below: Desmond Tutu.



it implements this Strategic Plan.

In 10 years we will have a global network of 150,000 graduates worldwide, who will not only be working and succeeding in every country, but will be influencers and leaders in every part of society. Membership of the King's College London Association (KCLA) is given to all former staff and students for their lifetime; existing programmes include continuing professional development, social events, library access and regular contact via newsletter. Volunteer branches now operate in 18 countries around the world.

As part of the 2016 initiative, the College will carry out a detailed strategic review aimed at maximising the lifelong value of membership to alumni members, to King's, and to its key focus on regeneration through knowledge.

ALUMNI NETWORK

Connections is a database of former King's students who are willing to talk about their careers to current students seeking advice. The database currently holds over 500 contacts and is utilised frequently by our students who benefit enormously from talking to people who are actually 'doing the job'.

ALUMNI TALKS

Alumni continue their involvement after graduation in a number of ways. They play a vital role in professional networks which help students to bridge the divide between academia and the workplace and help staff to develop links that enrich their research. In Dentistry, for example, alumni have joined together with senior staff to create a thriving association which has successfully driven communications between the Dental Institute and alumni and through social occasions has given alumni the opportunity to network with other professionals.

Students particularly value the chance to hear from alumni how studying at King's has set them on the path to career success. The Marketing Department and Careers Service regularly draw on alumni volunteers as speakers at open days and career events. International alumni are also present at careers fairs at locations across the world, including Toronto, Athens and Shanghai, to give advice on their experience of studying in the UK.

KEY ACTIONS

COMPLETED

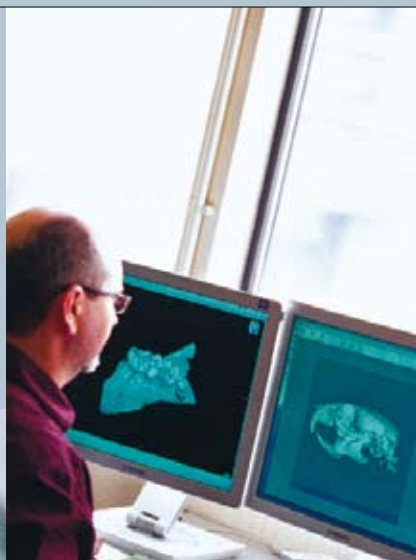
- initiate research studentships
- restructure English Language Centre.

TO BE COMPLETED

- achieve student number targets
- introduce scholarships for Master's students
- improve further student accommodation, teaching, research and social facilities
- implement Credit Framework
- increase online learning provision
- further develop alumni network
- maintain pre-eminence in setting the standard for best practice in teaching and learning
- enhance courses provided by the Modern Language Centre.

Research & knowledge transfer

King's intends to become the London centre of research most closely in touch and sympathetic with the culture of global multinationals and research-based companies.



Building on success



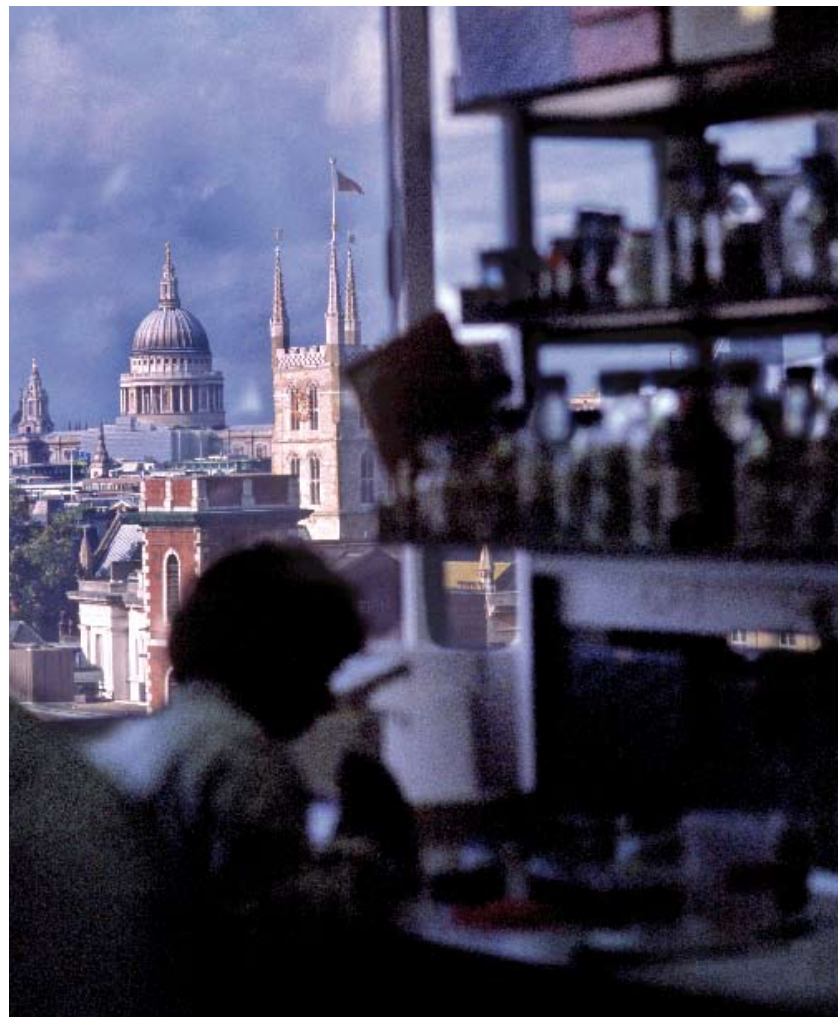
Professor Sir Lawrence Freedman, Vice-Principal (Research).

The College's efforts to improve its research standing have borne fruit in recent years. After a period of rationalisation designed to meet the strategic objective of being able to submit 90 per cent of staff to the 2008 RAE in the top quartile, the College has invested substantially and effectively. We have reinforced areas of excellence and recruited high quality staff. Research income is on an upward trajectory, now topping £110 million per annum, with King's placed sixth within England and Wales. There has been a marked improvement in the contribution from the research councils. This is particularly evident with the Medical Research Council from whom the College can now boast five research centres, more than any other university.

King's has long been among the top UK universities in terms of research income from government and it is the leading university in London in this respect. We were fifth within the English Russell Group based on percentage of research income from commercial sources in 2004-5. Commercial research income has now increased to in excess of £11 million (2006 figure), placing us second in London for research income from business. Income from commercialisation (licenses and spinouts) has averaged £650,000 per annum over the past three years. Significant partnerships have been established with important companies such as Pfizer, Glaxo SmithKline and Tate & Lyle. The Intellectual Property (IP) Group has played a large role in supporting spinouts. Eighteen have been launched over the past five years and one is now listed on the Alternative Investment Market (AIM).

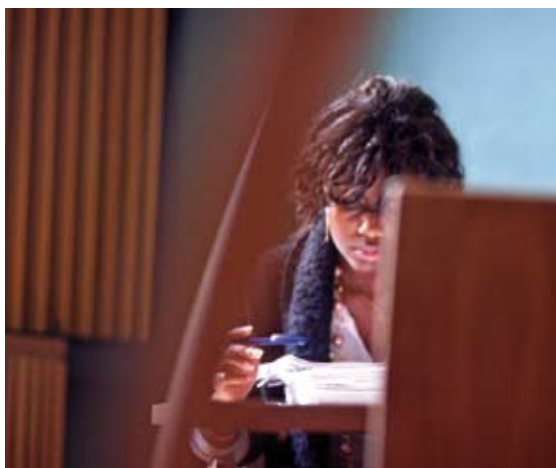
The College has a clear vision, excellent researchers, good relations with its partner National

Medical and Molecular Genetics laboratories, Guy's Campus.



PFIZER WORK

Thanks to the scientific collaboration between King's College, King's College Hospital and Pfizer Limited, doctors may soon be able to assess how much pain their patients are suffering. Researchers at the Pain Clinical Research Hub, which opened in September 2005, are applying the latest imaging techniques to measure the brain activity of people to get objective measurements of pain intensity. By providing a quantifiable output measure, the researchers will help to improve the robustness of clinical trials in this area, which in turn will reduce the time it takes to turn potential pain-relieving compounds into new medicines.



Health Service (NHS) Trusts (Guy's and St Thomas' NHS Foundation Trust, King's College Hospital NHS Foundation Trust and South London and Maudsley NHS Foundation Trust), and a readiness to develop further interdisciplinary innovations. We are committed to developing a powerful translational research engine that will leverage these assets and establish King's as a partner of choice for private and public sector collaboration and investment. The strengths that we have developed in translational research were recognised in 2006-7 in a Department of Health competition for Biomedical Research Centres. King's is the only university which is an academic partner in all three types of Centre. King's is distinctive also in having both the full range of health science specialties and breadth and depth in social and natural sciences and humanities. Above all, King's is special in combining many disciplines into a total



DH RESEARCH CENTRES OF EXCELLENCE

As part of the Department of Health's Best Research for Best Health Initiative, King's College was successful in joint bids with its partner NHS Trusts to run Research Centres of Excellence from 2007. We are the only university to provide academic partnership in all three categories of research centre: Comprehensive; Specialist; and Patient Safety and Quality.

King's is collaborating on its Comprehensive Centre with Guy's and St Thomas' NHS Foundation Trust. This will bring together clinical and basic scientists, educationalists and representatives from industry to explore opportunities for translating laboratory discoveries into improved patient care. The Centre is organised around seven themes: Allergy and Asthma; Transplantation;



Immunology and Infection; Atherosclerotic Disease; Oral Health; Dermatology; and Cancer.

A Specialist Centre in Mental Health, with the South London and Maudsley NHS Foundation Trust, will allow the Institute of Psychiatry at King's to accelerate its programme of translational research so that new discoveries in the treatment of mental health can yield clinical benefits for patients. The Centre will provide new ways to investigate, diagnose, treat and support people with mental illnesses and their carers.

King's College, in collaboration with King's College Hospital NHS Foundation Trust, will run a Patient Safety and Quality Research Centre which will translate high quality research into improving the safety and quality of patient care. The Centre will focus on four major programmes: Workforce, Risk, Innovations and Organisational Governance.

Far left: Patient care at Guy's Hospital.
Left: The Institute of Psychiatry.

response to patient care. We already have cross-disciplinary provision in, for example, Law & Medical Ethics and Health Policy. The College will build on these collaborative strengths to develop further links between the Health Schools and the Schools of Social Science & Public Policy, Physical Sciences & Engineering, Humanities and Law.

King's location at the heart of the capital city makes us especially attractive to academic staff and their teams looking for links with international policy and global companies. The College will consistently and selectively improve its academic base over the planning period. In addition we will provide incentives and training support to ensure the highest quality of, and greatest success for, our growing numbers of grant applications. The support will include improved strategic focus, internal mentoring and quality supervision.

RAE 2008

The first priority for the College is to make the strongest possible submission to the 2008 RAE. Much of the work for this has now been done and attention will soon start to shift to the situation post RAE 2008, when there will be different pressures influencing the balance between research, teaching and administration, and government funds for research will be more heavily influenced by metrics.

Knowledge transfer

Knowledge transfer is an emerging area of UK universities' strategies and King's has been a pioneer in this field. The College is committed to forging a commercially rewarding bridge between its centres of world-class excellence and leading businesses and to

Research & knowledge transfer



KING'S COLLEGE LONDON BUSINESS (THE COLLEGE'S COMMERCIAL ARM)

In November 2006 King's College London Business and the London Development Agency announced a new knowledge transfer fund to support small to medium enterprise (SME) companies engaging with universities in London. The new fund is designed to support short-term secondment of SME personnel into universities to develop closer working relationships with academics and to learn more about the knowledge and expertise they can share. The fund offers financial incentives of up to £15,000 to facilitate the release of the business secondees and to support academic commitments.

linking with international centres of culture throughout our target partner countries.

We now have a business development team embedded within the College's academic structure that works closely with our IP and contract specialists. A Joint Clinical Trials Office has been created in partnership with Guy's and St Thomas' Hospitals. This provides an integrated trials facility, access to first-class clinical expertise and a diverse patient population, unrivalled in Europe.

Each academic School's strategy will include knowledge transfer and commercialisation goals that are externally responsive and synergistic with research strategy. Delivery of each strategic aim will be part of the new performance management initiative which will include recognition and reward for enterprise and knowledge transfer.

During the lifetime of this plan King's intends to become the London centre of research most closely in touch and sympathetic with the culture of global multinationals and research-based companies. Whether they be centres of finance, pharmaceutical companies, international health care providers, law firms or suppliers of environmental services, we want to be with them at the heart of their strategic business planning. We want to help them increase their income and global effectiveness, we want to be their first choice research partner. With this in mind, we will review the needs and attitudes of the leading global research and development based businesses to link our strategic understanding and theirs.

Funding and outputs

The College aims to raise by 25 per cent its research grants and contracts income over the next three years, and double it over 10 years to £200 million per annum.



St Thomas' Hospital.

During the next three years clinical trials income will increase by 25 per cent and over the next decade annual income obtained through commercialisation will increase tenfold. A steady state of three spin-outs per year will be achieved after three years and five strategic and significant partnerships with businesses of choice will also be achieved after five years. We aim to become the academic partner of choice by industry for translational research in the health field linking clinical research with the delivery of patient care.

KEY ACTIONS

COMPLETED

- develop RAE 2008 strategy
- create Clinical Trials Office
- embed knowledge transfer within Schools
- enhance business development and technology transfer resource.

TO BE COMPLETED

- obtain enhanced external recognition for research
- further increase research grants and contracts income from both public and private sources
- increase cross-disciplinary working
- improve support for grant bids
- develop and implement School knowledge transfer strategies
- increase income from commercialisation
- undertake business sector review.

Professional services & infrastructure

“Our main objective is to develop world-class professional services and infrastructure to support the College’s strategic learning and teaching, research and knowledge transfer ambitions.”



Effective management



Ian Creagh, Head of Administration and College Secretary.

As part of the new performance culture within King's, the administration has been re-badged Professional Services. Our main objective is to develop world-class professional services and infrastructure to support the College's strategic learning and teaching, research and knowledge transfer ambitions.

Contemporary higher education institutions are multi-layered, hugely complex organisations, serving a diverse array of clients and other stakeholders. They are not-for-profit organisations but are nevertheless expected to conduct themselves in a businesslike way and indeed increasingly to take a strategic role in highly commercial partnerships.

At King's, we understand the importance of professionally delivered enabling services in realising our vision to be recognised as one of the world's leading universities. Our Professional Services staff are equal partners in the King's education and research enterprise. Our aim is for King's Professional Services – student, human resources, financial, estates and facilities, information, IT and governance services – to be as good as the best in the higher education world.



These services will be:

- designed to meet a defined client need. At King's, Professional Services providers listen to their clients and act on their needs
- innovative in approach and will promote joined-up working and a spirit of partnership to achieve a seamless approach to client service
- delivered according to professional standards
- benchmarked against other leading service providers
- focussed on improving the College's competitive edge.

King's Professional Services providers will concentrate their collective efforts on the following key service themes over the life of the Strategic Plan:

- **client service** in its fullest sense. That is, the human resource development, information management and infrastructure support for excellent service and services, for students and staff
- **decision support** the processes that underpin effective planning, the management of information that supports it and the way decisions are reported
- **management of risk** in the fullest sense. That is, husbanding management systems that align the College's risk appetite with its strategic objectives, and control/mitigate key risks
- **information services for students and staff** harnessing information technology to enrich students' educational experience at King's, support e-learning and teaching, and transform the delivery of administrative processes.





The priorities and underpinning strategies for each of these key themes are:

Client centred service and services

- embed a client centred service culture within the College by providing Professional Services staff with the leadership, training and support to deliver excellent service and services to students and staff
- develop and implement a comprehensive client services “management system” that enables and encourages assimilation of good practice from inside and outside the College, a deep understanding of client needs, value for money, a balance between cost and quality, continuous feedback, a focus on finding solutions and compliance with statutory obligations.

Effective decision support

- enhance the College’s planning and accountability systems by improving the integration of strategic and operational planning cycles, monitoring and reporting of progress, and the quality of planning and governance services
- empower decision makers to make timely and effective decisions based on good information and effective consultation by codifying decision making powers and defining the role of committees
- reform the College’s governance systems and processes to assign clear responsibility and accountability to academic and Professional Services staff for and in the decision making process
- invest in the integration of all key business systems to improve dramatically the College’s knowledge management and decision support.

Effective management of risk

- improve the College’s ability to align its strategic ambition with its readiness to take controlled risks by embedding risk management within strategic and business planning processes
- implement a comprehensive programme and project control system to enable high impact project risks to be effectively controlled and managed
- implement a risk management monitoring and reporting regime that will enable the College to understand and monitor high impact risks and act appropriately.

Information services for students and staff

- continue investment in a common e-learning platform to meet student and staff expectations for online access to learning resources and provide a showcase for the College’s teaching materials
- optimise print and e-resources through partnership working across higher education and with suppliers on purchasing, cataloguing, storage and archiving
- build on the world-class reputation and holdings of archives and special collections
- invest further in the web as the primary means of communication with prospective students and establish a ‘College Portal’ as the primary means of internal staff and student communication
- re-engineer staff and student administrative processes by investing in online services.

There are three major areas within Professional Services that require particular focus: Staffing; Financial management; Estates, facilities & IT.

Staff training session at King’s.



KEY ACTIONS

- obtain peer recognition for excellence in service provision
- benchmark service provision against other leading universities
- deliver corporate training programme
- integrate strategic and operational planning cycles
- reform governance systems
- introduce programme and project control systems
- enhance risk management monitoring and report regimes
- continue investment in common e-learning platform
- optimise print and e-resources
- invest further in Web
- re-engineer staff and student administrative processes.

Staffing

The main focus of the staff plan will be the:

- introduction and successful implementation of a new performance culture across every job in the College
- creation of a robust people development programme to ensure we have the skills and attitudes to lead and implement the changes involved
- implementation of a programme to ensure that we can recruit, retain and inspire the very best professional staff.

The College has a committed and talented workforce. The challenge is to ensure that our staffing strategies and policies enable us to enhance the skills, knowledge and flexibility necessary to respond to the opportunities and demands which we will face over the next 10 years.

Of immediate importance is the overwhelming responsibility of our professional staff to ensure that we are providing expert and 'can do' support to underpin the excitement of the vision. We do not in any way underestimate the dynamism and change embodied in this strategy. This is essential if King's is to lead the way in helping to contribute to the knowledge-intensive and value-added base of the future UK economy.

The keystone of our approach is to establish and embed a high performance culture. By that we mean focussing our efforts unswervingly on those activities and outcomes that build on our world-class status so that we become recognised as one of the world's leading universities. In a fast changing world staff, whatever their role, must have the flexibility, the appropriate skills and the confidence to take advantage of new opportunities, and to respond to challenges in creative and innovative ways that continuously hone our competitive edge.

LONG SERVICE AWARDS

Each year King's staff who have completed 25 and 40 years' service are recognised for their contribution to the College and its constituent partners at an annual Long Service Awards ceremony hosted by the Principal. In 2006, 44 staff with 25 years' service and six with 40 years' service were honoured.

Dr Mark Miodownik, National Teaching Fellowship winner.



NATIONAL TEACHING FELLOWSHIP

In 2006 Dr Mark Miodownik, lecturer in Mechanical Engineering, became the first member of King's College London staff to win a National Teaching Fellowship from the Higher Education Academy.

Dr Miodownik was one of 50 lecturers and support staff who were awarded Fellowships worth £10,000 each. The National Teaching Fellowships were established to promote excellent teaching in universities and are sponsored by the Higher Education Funding Council for England and *The Guardian*.



Teaching at King's

At the centre of performance management will be our focus on how we manage ourselves, each other, our time and our performance. It requires leaders and managers to be clear about direction, expectations and standards and to have the skills to encourage and develop staff to achieve their own and the institution's ambitions. They will need to communicate the vision in a way that has direct meaning and relevance for individuals in their specific work context.

Our staffing strategies are directed at implementing performance management and at programmes that assist individuals to understand and fulfil their roles and accountabilities and to seek continuous improvement. Revised arrangements for the induction and appraisal of staff are being introduced; the practical emphasis will be on communicating and achieving desired outcomes, linked with more structured personal development planning. Updated 'technical' training for managers in people management and a new leadership development programme are being put in place. Prominence will be given to the importance of leadership in roles at every level as well as the fostering of management competence and practice appropriate to a world-class university. This will entail holding managers accountable for the effective management and performance of their colleagues as part of their own performance objectives.

The introduction of our new pay and grading system underpinned by organisation-wide job evaluation represents a step change in our approach to reward management. Outstanding individual contributions to the achievement of the College's objectives will be recognised and rewarded. Together with the streamlining of policies and procedures this will not only support fair reward but also simplify the range of



employment practices across the College. Staffing policy revisions will create frameworks to guide our approach to people issues but wherever feasible permit flexibility to accommodate and facilitate the wide variety of operational imperatives that affect different areas of the College's business.

The need for leadership management and operational skills over the planning period will focus our efforts on how competitively we source, attract and retain the right staff with the relevant skills. Our staff must be able to exploit current and new technologies and be versed in ways of working by reviewing and resourcing relevant training provision. Greater emphasis on career management and internal deployment of staff to meet potential skills shortages will be an important element of our strategy as will be the appreciation of the cultural diversity in which we operate. The College must also develop different ways of working and a range of policies that acknowledge the need for a balance to be struck between work demands and home life.

The College intends to implement its staffing strategy in partnership with King's employees, notably through effective relations with recognised trade unions, and open and frequent communication with staff.

KEY ACTIONS
COMPLETED
<ul style="list-style-type: none"> ● introduce new appraisal system ● introduce leadership and management development programme.
TO BE COMPLETED
<ul style="list-style-type: none"> ● implement pay and modernisation programme ● develop new induction system ● improve performance culture.

Financial management

FINANCE

In 2002, King's received a generous donation from Sir Deryck and Lady Maughan. Sir Deryck, who graduated from King's in 1969, is Chairman of Kohlberg Kravis Roberts & Co. (KKR) Asia, a leading private equity firm. The Maughans' donation made possible the College's magnificent library in Chancery Lane, a listed 19th century neogothic building which was formerly the Public Record Office, which was named in their honour as the Maughan Library. The library houses the College's collections for the Schools of Humanities, Law, Physical Sciences & Engineering, and Social Science & Public Policy. It provides 1,250 networked reader places, and purpose-designed accommodation for the College's special collections and rare books.

King's has a strong financial position. We have restructured the academic shape of the College following the mergers of the late 1990s and much improved our estate following investment of £500 million. The College has a Standard and Poors rating of AA-. Despite this, the resource base of the College still falls some way short of that available to the world's leading research-intensive universities.

It is crucial to the success of this Strategic Plan that the College generate significantly more income, both capital and recurrent, and free up resources through constructive cost control and the more efficient utilisation of its asset base, especially of property. This will finance further investment in the people, systems and infrastructure necessary for King's to consolidate its position as a truly world-class institution.

Strategic investment fund

King's priority is to create a resource base comparable with the world's leading research-intensive universities. This can only be achieved on a long term sustainable basis if the College significantly increases the financial returns from its core teaching and research business, whilst continuing to develop other related sources of income.

Financial growth is one of the outcomes of this 10-year strategy. We will transform our investment capabilities by:

- increasing the number of international students
- increasing the number of postgraduate students, both taught and research
- implementing pricing strategies which recover full economic costs

- implementing a strategy for commercialisation which both rewards and supports the academic endeavour of the College
- leveraging further the intellectual property base of the College both directly and through partnerships
- generating more value from the College's estate through property development and rationalisation
- extracting more value from the existing resource base of the College, through increased efficiency and productivity gains.

Implementing these strategies will create the required annual surpluses to finance an increasing level of investment necessary to sustain world-class university status.

Fundraising

The College recognises that its growing number of alumni, together with its many friends and supporters, have an important role to play in advancing the King's 2016 objectives. Fundraising is part of this multi-faceted approach to growing the reputation and influence of King's, and will enable the College to accelerate the realisation of its plans providing an additional source of funding for both capital and endowment.

In 2006-7 the College commenced a new fundraising campaign closely aligned to strategic priorities and imperatives.

Risk and reserves

The College will always maintain reserves that underpin its financial wellbeing and provide a cushion against adverse events. Such reserves are important if

From left: The Maughan Library, Chancery Lane; the Wolfson Centre for Age-Related Diseases, Guy's Campus; New Hunt's House, Guy's Campus.



the College is to have the fiscal flexibility it needs to cope with an increasingly challenging and competitive environment.

The College has identified a range of potential risks to its operations, the financial impact of which has been evaluated on a probability and impact basis. These risks range across threats to the income base, impact of cost pressures and key events from the risk register. The evaluation of these risks governs the minimum level of liquid reserves to be held.

The College is simultaneously underpinning an ambitious investment and growth strategy with prudent financial management.



Cashflow

It is important to ensure that the recurrent surplus is translated into positive cash generation and that the College maintains adequate liquid resources to meet liabilities as they fall due for payment.

Borrowing

The College's ability to finance additional investment is limited in the short to medium term given current debt levels and the ability to service any increase in borrowing costs. However as the resource base increases over time this will create more borrowing capacity by maintaining the existing one-to-one gearing ratio.



Financial planning

The resource base of the College will not grow of its own accord. It will need to be nurtured by management and encouraged through targeted financial incentives. The College is developing a more rigorous and challenging planning process which requires Schools and administrative units to produce rolling three year business plans with clear targets and objectives which will be monitored for delivery. There will be greater engagement between the central management team, Schools and Professional Services focussing on operational performance as well as future plans and emerging priorities. The resource allocation model will

be refined to support better the achievement of the strategic objectives through the use of targeted financial incentives built into budgets to influence priority setting and decision making.

Better use will also be made of College management data and external benchmarks to improve financial and operational efficiencies.

KEY ACTIONS

- increase levels of investment
- launch and achieve a comprehensive fundraising campaign
- increase fundraising income
- increase liquid reserves as the basis for managing risks
- maintain liquid resources sufficient to cover three months' expenditure
- borrow only for capital and strategic investment and ensure that long term debt does not exceed agreed levels
- maintain a high external credit rating.

Estates, facilities & IT



Above and above right: Social spaces in the newly-redeveloped South Range of the King's Building, Strand Campus.

King's College London has one of the UK's major property portfolios. It occupies five per cent of the total university properties in the UK; together its buildings offer almost every conceivable property management challenge.

Over the past 10 years, the College has undertaken one of the largest physical reconstruction programmes of any university in the country. Some £500 million has been invested to date. Campuses in the west of London have been sold and new buildings developed at Chancery Lane, London Bridge, Waterloo and Denmark Hill. The College is more than halfway

through this reconstruction programme which, by its very nature is long term, but much remains to be done to consolidate the investment made and to complete the programme.

World-class universities need to be at the cutting edge of innovation in their exploitation of IT. Over the life of this plan, King's will upgrade dramatically its network, both wired and wireless, to support student and staff interaction, research collaboration and enhanced access to King's library and special collections.

The strategic objective for estates, facilities and IT over the next 10 years is to bring the whole estate and

the communications infrastructure up to the standard of a world-class university and to maintain it with an appropriate level of ongoing renewal and repair. This will include continuing investment to:

- bring all the College's teaching and learning facilities up to 21st century standards maximising the potential of IT, addressing accessibility issues and reducing unnecessary energy expenditure through improving the sustainability of the College's estate
- provide and maintain flexible world-class research facilities which, as far as possible, anticipate future changes in research and technology
- provide improved facilities for a larger number of postgraduate students
- improve the provision of social, sport and recreation facilities on and off campus
- enhance the provision and quality of student residences, aligned with the College's priorities
- provide facilities to support technology transfer
- complete the Strand redevelopment.

The College has highlighted several special initiatives that will underpin the 10-year plan:

- create and implement joint development programmes with our partners at Guy's Hospital, St Thomas' Hospital, Denmark Hill and also at Somerset House in the Strand
- support the major programmes of individual Schools such as the cancer and chemical biology facilities at Guy's, the neuroscience laboratories at Denmark Hill and the international policy centre at the Strand

Videoconferencing to a remote dental practice for a telediagnosis session.

STRAND CAMPUS

The refurbishment of the South Range of the King's Building at the Strand is the latest phase of the College's £500 million renewal programme. This programme – the largest recently undertaken in any UK university – has already created new and refurbished buildings at all of King's other major campuses. The two-year, £40 million redevelopment of the historic heart of King's has restored many of the elegant features of the original 1830s building while providing first-class academic, meeting and social spaces for the whole College. The next phase of development for the Strand Campus – a £20 million programme to provide laboratories, student work areas and staff offices – is already underway.



- initiate and complete a total property rationalisation programme to respond to the increasing financial, teaching and research demands of the College by maximising income generation and by exploring co-development with third parties
 - the concept of 'students and staff on the move'
 - student and staff mobile and social computing, and personal broadcasting to enable collaboration between academics and social communities on and off campus
- play a lead role with all relevant authorities, landowners and city officials to improve the environment around our campuses, to contribute to regeneration, and to reinforce the identity of the College
 - our digital library, archives, special collections and information resources.
- prepare and implement a strategic review of the IT infrastructure and related systems which will support:
 - use proceeds from residential property disposals to enhance the quality of student residences and provide strategic accommodation for new and visiting staff.



JAMES BLACK CENTRE

The James Black Centre, specialising in cardiology, neuroscience and sickle cell disease research, was opened on the Denmark Hill Campus in January 2007 by HRH The Princess Royal. The Centre, a joint project of the Institute of Psychiatry and the King's Medical School, comprises laboratory and office space for 180 scientists and new facilities including a 7 tesla Magnetic Resonance Imaging (MRI) scanner and suites of laboratories for microscopy, genomics analysis and cell sorting.

KEY ACTIONS

- undertake an estates rationalisation programme
- complete Strand redevelopment
- decrease the carbon footprint of the College
- develop joint estates development programmes with partner NHS Trusts and Charities
- undertake and implement a strategic review of IT infrastructure.

Academic provision

‘The College consists of nine Schools which offer around 200 undergraduate and more than 230 postgraduate taught programmes as well as an extensive range of research opportunities for postgraduate students and staff.’



Multi-disciplinary approach

King's is one of England's four oldest university institutions. It was founded by King George IV and the Duke of Wellington in 1829 as a university college in the tradition of the Church of England. The College's original charter emphasised useful learning as well as sound religion; since the beginning students (who have never faced religious tests, and who now include a very wide range of faiths as well as none) have been given the opportunity to study a wide array of different subjects.

This academic range has increased over time as the College has grown and developed through many mergers, including those with King's College Hospital School of Medicine and Dentistry in 1983; with Chelsea and Queen Elizabeth Colleges in 1985; with the Institute of Psychiatry in 1997; and with the United Medical and Dental Schools of Guy's and St Thomas' Hospitals in 1998.

The College now consists of nine Schools which



Above: The Duke of Wellington fought a duel with the Earl of Winchelsea in defence of his role as founder of King's.
Left: Chapel at the Strand Campus.

offer around 200 undergraduate and more than 230 postgraduate taught programmes as well as an extensive range of research opportunities for postgraduate students and staff. One of King's strengths is our multi-disciplinary approach to both teaching and research. All Schools have either moved, or are moving, to structures that – while preserving the core disciplines within their individual departments – work through overlapping research themes to exploit the synergies within and between Schools. The College is also deepening the connections between its Health Schools on the one hand and its Arts & Sciences Schools on the other.

CROSS DISCIPLINARY EDUCATION

The D'Oyly Carte Chair in Medicine and the Arts was established with a £2 million donation in 2005 from the D'Oyly Carte Trust. The first of its kind in the UK, the Chair exists to promote interaction between the arts and medicine. Building on King's outstanding strengths in medicine and the humanities, the post provides some of the most innovative teaching and research in the UK, including a new MA in Literature and Medicine.

Arts & Sciences Schools



**Professor Keith Hoggart,
Vice-Principal (Arts & Sciences).**

- Humanities
- Law
- Physical Sciences & Engineering
- Social Science & Public Policy

School of Humanities



Professor Ann Thompson,
Head of School.

The School of Humanities covers a wide range of subjects from language and literature – classical and modern – to history, philosophy, theology, religious studies and the creative arts. The School helps students to think, argue and express themselves clearly, to evaluate experience and emotion, to understand other times and other places as well as their own. The School's research contributes to the quality of life and, through fields such as the creative industries, to economic welfare as well. The School has a strong pioneering tradition in computing in the humanities and is developing distinctive new teaching and research programmes in such fields as Comparative Literature, Medicine and the Arts, and Digital Humanities.

Interdisciplinary research centres

- Centre for Computing in the Humanities
- Centre for European Studies
- Centre for Hellenic Studies
- Centre for the History of Philosophical Theology
- Centre for Late Antique & Medieval Studies
- Centre for Philosophical Studies
- Centre for Religions, Theology & Public Life
- Film Studies Centre
- Life Writing Research
- Institute of Advanced Musical Studies
- Queer@King's
- Research Centre for American Studies

Teaching and research areas

- American Studies
- Byzantine & Modern Greek Studies
- Digital Humanities
- Classics
- Comparative Literature
- Critical Methodologies
- Cultural & Creative Industries
- English Language and Literature
- European Studies
- Film Studies
- French
- German
- History
- Linguistics
- Medieval Studies
- Mediterranean Studies
- Menzies Centre for Australian Studies
- Modern Language Centre
- Music
- Palaeography
- Philosophy
- Portuguese & Brazilian Studies
- Spanish & Latin American Studies
- Theology & Religious Studies



DESMOND TUTU DIGITAL ARCHIVE

The King's Desmond Tutu Digital Archive project aims to digitise the entire works of this modern icon and provide a free, interactive resource for his humanitarian teachings that will resonate around the world for generations to come. Over the next five years, experts from the King's Centre for Computing in the Humanities will collaborate with the Universities of the Western Cape and the Witwatersrand to assemble, catalogue and digitise thousands of documents, film materials, videos, audios, photographs and even personal letters into the Archive. The project constitutes the most comprehensive digitisation of a personal archive in the world. The Archive – to be housed and managed in Cape Town – will be developed as a unique historical record of South Africa's struggle for freedom and reconciliation. The project will also be delivered as a comprehensive teaching resource, free to all schools across South Africa.

School of Law



**Professor the Lord Plant,
Head of School.**

The School of Law at King's lies at the heart of London, a short distance from the Inns of Court and Royal Courts of Justice, as well as centres of government at Westminster and Whitehall. The professors and staff of the School comprise jurists and leading authorities across all the major fields of legal study. Law has been taught at King's since it formally opened in 1831. The School offers a Bachelor in Laws (LLB) programme which can be combined with French Law, American Law, German Law, Australian Law or European Studies.

The School is home to world-renowned research centres such as: the Centre of European Law; the Centre of Medical Law and Ethics; the International Centre for Prison Studies; the Centre for the Study of Technology, Ethics and Law in Society (TELOS); the Centre for Construction Law & Management; the Centre for Crime and Justice Studies; and the British Institute of Human Rights. The School offers a Master of Laws (LLM) programme as well as specialist master's programmes, distance learning programmes and a research degree programme.

Research

- British Institute of Human Rights
- Centre for Crime and Justice Studies
- Centre of British Constitutional Law and History
- Centre of Construction Law & Management
- Centre of European Law
- Centre of Medical Law and Ethics
- Civil Liberties Research Unit
- Coroners' Law Resource
- Institute for Criminal Policy Research
- International Centre for Prison Studies
- Racism, Ethnicity and Criminology Round Table
- Tax Research Unit
- Trust Law Committee

Teaching

- Bachelor of Laws (LLB)
- LLB with European Legal Studies (in collaboration with the Universities of Heidelberg, Uppsala, Leuven, Leiden, Strasbourg and Ferrara)
- English with German Law (in collaboration with Passau and Humboldt Universities)
- English & French Law (jointly with the Sorbonne)
- Child Studies
- Criminology & Criminal Justice
- EC Competition Law
- English & German Law
- English & French Law
- EU Law
- Human Values & Contemporary Global Ethics
- International Peace & Security
- Law with American Law
- Law with Australian Law
- Law with European Legal Studies
- Master of Laws (LLM)
- MA in Medical Ethics & Law
- Sports Law
- Law of Copyright & Related Rights



NEW DIRECTORATE OF CRIMINOLOGICAL STUDIES

The School of Law has recently brought together long established and newly created centres and institutes into a world-class Directorate of Criminological Studies. The effect is to create a critical mass capable of influencing international policy, and of linking theory and practice in criminal justice. The four groups are:

- The Institute for Criminal Policy Research
- The Centre for Crime and Justice Studies
- The International Centre for Prison Studies
- The British Institute of Human Rights

Together these cover multidisciplinary research into crime and the Criminal Justice System, public education through the Crime and Science Foundation, international research in Argentina, Brazil, Chile, Russia, Libya and Morocco, and cutting edge human rights thinking and policy.

School of Physical Sciences & Engineering



Professor Michael Yianneskis,
Head of School.

The School of Physical Sciences & Engineering incorporates a wide range of subjects from the fundamental physical sciences of mathematics and physics to computer science and engineering. Science and Engineering have been taught at King's for over 150 years; science was one of the first subjects taught here and the School is arguably the oldest School of Engineering in England. The School has had five Nobel Laureates amongst its staff and is proud of its tradition of excellence in research and teaching. Today, each of the Schools' departments has unique strengths and areas of expertise, offering students challenging and innovative degrees.

Research

- Algorithm Design
- Logic, Language and Theory of Computing
- Software Engineering
- Bioinformatics
- Digital Signal Processing
- Telecommunications
- Ultra Wideband Communications
- Fluid Mechanics
- Mechatronics & Manufacturing Systems
- Materials
- Analysis
- Geometry and Topology
- Number Theory
- Disordered Systems and Neural Networks
- Financial Mathematics

- Theoretical Physics
- Astrophysics & Cosmology
- Biophotonics
- Materials Modelling
- Condensed Matter
- X-Ray

Teaching

- Theoretical and Applied Computer Science
- Computing, IT, Law & Management
- Bioinformatics
- Electronic Engineering
- Mechanical Engineering
- Engineering with Business Management
- Telecommunications
- Multimedia Signal Processing
- Communication Signal Processing

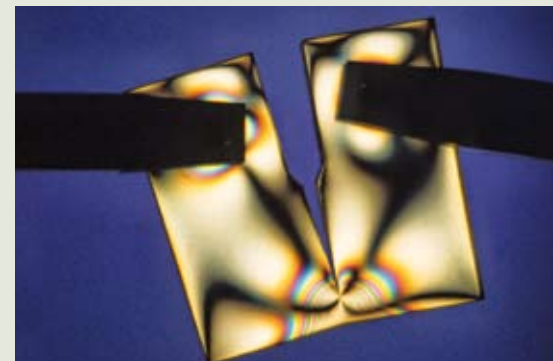
- Digital Technology & Culture
- Nanotechnology Engineering
- Mathematics
- Financial Mathematics
- Information Processing & Neural Networks
- Theoretical Physics
- Mathematical Physics and Astrophysics
- Physics
- Physics with Medical Applications
- Biophotonics, Nanomaterials and Nanophotonics
- X-Ray

WOUND HEALING

In 2006, King's researchers won funding to develop an 'intelligent' wound dressing capable of speeding up the healing process of chronic wounds. The Engineering and Physical Sciences Research Council has awarded £1.34 million towards an interdisciplinary team that also includes Cardiff and Bristol Universities. Chronic skin wounds represent a major clinical problem for people over 60 with significant costs to the health service. The project will focus on the development of a new generation of convenient and rapid biosensor devices that can produce immediate real-time analysis of the bacteria in chronic wounds.

SEARCH-BASED SOFTWARE ENGINEERING

In 2006 King's was awarded a grant of £2.7 million by the Engineering and Physical Sciences Research Council to use search techniques inspired by nature to automate large parts of the software engineering process. The project aims to remove much of the tedious legwork from current software engineering practice, allowing systems to be built better, faster and more cheaply. As a result, human effort will focus on guiding the automated search rather than on performing it.



School of Social Science & Public Policy



Professor Christopher Dandeker,
Head of School.

The School of Social Science & Public Policy brings together undergraduate and postgraduate teaching in the Departments of: Education & Professional Studies; Geography; Defence Studies; Gerontology; Management; and War Studies. The School's approach is multidisciplinary and policy-orientated, giving it a distinctive character when compared with social science schools organised along more traditional disciplinary lines. A variety of disciplinary backgrounds are represented amongst the School's staff, going well beyond the social sciences to include the physical sciences and the humanities.

The programmes available within the School are informed by research on key issues of public concern and public policy. Members of staff often give direct advice to central and local government, as well as to commercial and voluntary organisations, and are actively involved in public debate on controversial issues such as the environment, educational standards and military operations.



COMMERCIAL STRATEGIC CONSULTANCY

Simulstrat Ltd is a commercial strategic consultancy formed from King's world-class capabilities in international policy and risk management. The company was founded to develop and run simulations based on war-gaming methodology to deliver solutions to client-specific problems. Simulstrat Ltd is already working with large blue chip clients; business demand is strong. The company is an example of the large commercial potential within social science, an area of outstanding research excellence at King's.

Research

- Air Power Studies
- British Defence Policy & Military Operations
- Campaign History
- Centre for International Relations
- Centre for Science & Security
- Cities Group
- Cognitive Acceleration
- Conflict, Security & Development Programme
- Environment Politics and Development
- Gerontology
- Hazards, Vulnerability and Risk
- History of Warfare
- Human Resource Management & Employment Relations
- Informal Learning
- International Business

- Interdisciplinary Perspectives on Accounting
- King's Centre for Military Health
- Language & Literacy
- Laughton Naval History Research Unit
- Leverhulme Numeracy Research
- Mathematics Education
- MODUS Project (computer-based modelling in learning and teaching)
- Monitoring & Modelling
- Psychology and Cognitive Processes
- Public Services Management
- Science and Education Technology
- Strategy Research Group
- Theological Education
- War Crimes Research Group
- Work, Interaction & Technology

Teaching

- Defence Studies
- Education & Professional Studies
- English Language & Communication
- Modern Foreign Languages with Education
- Geography
- Gerontology
- Management
- War Studies
- Development Geography
- Business Management
- Public Policy
- Postgraduate Certificate in Education (PGCE)
- English Language & Applied Linguistics
- Health & Society
- Health Promotion
- Youth Ministry & Theological Education
- Doctorate in Ministry
- Doctorate in Education
- Aquatic Resource Management
- Cities, Culture & Social Change
- Environment & Development
- Environment, Politics & Globalisation
- Environmental Health
- Environmental Monitoring, Modelling & Management
- Geopolitics, Territory & Security
- Risk Analysis
- Sustainable Cities
- Tourism, Environment & Development
- Intelligence & International Security
- International Conflict Studies
- Human Resource Management & Organisational Analysis
- International Management
- Public Services Policy & Management
- Conflict, Security & Development
- History of Warfare
- International Relations
- Science & Security
- War in the Modern World

Health Schools



**Professor Robert Lechler,
Vice-Principal (Health).**

- Biomedical & Health Sciences
- Dental Institute
- Institute of Psychiatry
- Medicine
- Nursing & Midwifery

School of Biomedical & Health Sciences



Professor Robert Hider,
Head of School.

The School of Biomedical & Health Sciences covers a wide range of Biology disciplines and currently includes 200 academic staff, over 400 postgraduate students and 2,100 undergraduates. The School benefits from its interactions with, and its physical proximity to, Guy's and St Thomas' Hospitals. The School is based on three sites, the Guy's Campus at London Bridge, the St Thomas' Campus opposite Westminster and the Franklin-Wilkins Building at Waterloo.

Within the School, research is organised in divisions, with teaching being delivered from discipline-based teaching departments. The School teaches three professional degrees: Dietetics, Pharmacy and Physiotherapy. One of the School's strengths is the interdisciplinary nature of its research strategy. We have strength in Neuroscience, Biophysics and Pharmaceutical Science and this facilitates our interaction with industry and our ability to initiate start-up companies. The School provides the base for both the Drug Control Centre, which monitors the misuse of drugs in sport and the Environment Research Group, which monitors air pollution in Greater London.

Research

- Applied Biomedical Research
- Environment Research
- Medical Research Council Centre for Developmental Neurobiology
- Nutritional Sciences
- Reproduction & Endocrinology
- Pharmaceutical Science
- Randall Division of Cell & Molecular Biophysics
- Wolfson Centre for Age-Related Diseases

Teaching

- Anatomy & Human Sciences
- Biochemistry
- Pharmacology & Therapeutics
- Physiology
- Physiotherapy
- Forensic Science and Drug Monitoring
- Nutrition and Dietetics
- Pharmacy



TATE & LYLE HEALTH RESEARCH CENTRE

In September 2006, Tate & Lyle announced that it would contribute £4.5 million over a five-year period to King's to set up a new centre for research into the link between nutrition and health. The new Tate & Lyle Health Research Centre will include a clinical research facility (based at St Thomas') and a carbohydrate nutrition research laboratory (based at the Waterloo Campus). The research will strengthen understanding of how carbohydrates can promote gut health and how different types of carbohydrate can reduce the risk of heart disease and diabetes. King's already has a strong international reputation for its cross-disciplinary approach to nutrition and health, bringing together expertise in gut health, cardiovascular disease, reproductive health, molecular biology and nutrition.

Dental Institute



**Professor Nairn Wilson,
Dean and Head of School.**

King's Dental Institute based at Guy's, King's and St Thomas' Hospitals is one of the largest dental schools in Europe. The Institute is a lead player in teaching and research on both the national and international stage. Students admitted to dentistry and allied courses of study benefit from innovative curricula taught by internationally renowned staff.

The Institute is divided into five research groups, and as well as conventional undergraduate and postgraduate courses the Institute has pioneered distance learning programmes.

Research

- Craniofacial Development
- Infection and Immunity
- Oral Health Sciences
- Mucosal Immunology of Oral Diseases
- Biomaterials and Regenerative Dentistry
- Oncology
- Salivary

Teaching

- Bachelor of Dental Surgery (BDS)
- Dentistry Conversion Entry programme BDS
- Dentistry Graduate/Professional Entry Programme BDS
- Dental Hygiene & Therapy Undergraduate Diploma
- Master of Clinical Dentistry (MClinDent) Endodontology, Oral Surgery, Periodontology, Prosthodontics
- Master of Science (MSc) Dental Public Health, Endodontology, Experimental Oral Medicine, Implant Dentistry, Maxillofacial and Craniofacial Technology, Orthodontics, Paediatric Dentistry, Prosthetic Dentistry, Sedation and Special Care Dentistry
- Postgraduate Diploma Conscious Sedation for Dentistry
- Distance Learning – Dental Public Health MSc; Fixed and Removable Prosthodontics MClinDent; Dental and Maxillofacial Radiology MSc



INTERNATIONAL DISTANCE LEARNING

A Memorandum of Understanding has been signed between King's and Curtin University, Western Australia's largest university with 31,000 students, to extend our close collaboration on the development of a range of innovative health-related distance learning initiatives. Both institutions have benefited from the collaboration. Curtin offers world-class skills in the development of online learning and, together with King's dental clinical and research excellence, the collaboration places the two institutions at the forefront of dental education delivery via distance and blended learning.

Institute of Psychiatry



Professor Peter McGuffin, Dean.

The Institute of Psychiatry (IoP) provides postgraduate education and carries out research in psychiatry, psychology and allied disciplines, including basic and clinical neurosciences. It is the largest academic community in Europe devoted to the study and prevention of mental health problems and brain disease. It has close ties with the South London and Maudsley NHS Foundation Trust (SLAM) and King's College Hospital NHS Foundation Trust. The Institute and the Trusts work together by pursuing excellence in research, development and teaching to establish the best care for people who suffer from mental health problems.

The Institute's greatest strength is the interdisciplinary nature of both its research strategy and its educational activities, providing unique opportunities for students. Teaching by staff with research and clinical expertise allows students to gain specialist knowledge in topics related to psychiatry, psychology, and basic and clinical neuroscience and thus develop their careers as clinicians, therapists, researchers and educators.

Research groups

- Addictions
- Antisocial Behaviour
- Disorders of Childhood
- Emotional Disorders
- Health Services Research
- Military Health
- Neurodegeneration and Brain Injury
- Psychology and Medicine
- Psychosis
- Medical Research Council Centre for Social, Genetic & Developmental Psychiatry

Teaching departments

- Biostatistics (and Computing)
- Child and Adolescent Psychiatry
- Clinical Neuroscience
- Forensic Mental Health Science
- Health Service and Population
- Neuroscience
- Psychological Medicine
- Psychology
- Social, Genetic and Developmental Psychiatry



ALZHEIMER'S BLOOD TEST

Groundbreaking new research from the Institute of Psychiatry shows that proteins found in the blood can indicate an increased risk of Alzheimer's Disease. This is the first time that markers for the development of the disease have been identified in the blood. The findings take researchers a step closer to knowing whether a blood test can be used to diagnose and measure progression of Alzheimer's. It is currently diagnosed using methods including memory tests and brain scans, but a definitive diagnosis can only be given at post mortem.

The five year project, which involved 500 Alzheimer's patients in the UK, used a cutting edge process to identify proteins elevated in the blood of Alzheimer's patients. Further research is now needed to establish if a simple, accurate blood test can become a reality.

School of Medicine



Professor Anne Greenough,
Head of School.

King's School of Medicine at Guy's, King's and St Thomas' Hospitals is one of the largest medical schools in the UK. Around 440 doctors a year graduate from the School. The School works in partnership with Guy's and St Thomas' Hospital NHS Foundation Trust and King's College Hospital NHS Foundation Trust with the joint aims of excellence in research and in training tomorrow's doctors. It also works in partnership with 17 district general hospitals and 200 general practices across the South East of England to deliver its undergraduate teaching. The School's 12 international academic partners (including Harvard, Johns Hopkins and Emory in the US, Monash University in Australia and the University of the West Indies) support global research collaborations.



IMPROVING THE TREATMENT OF CANCER

In November 2006, an international review panel awarded King's funds to develop the new King's College London Experimental Cancer Centre (KLECC). The initiative will build on the College's reputation for oncology by bringing together clinical and non-clinical academics to focus on translational research to advance patient care. The Centre's portfolio includes molecular profiling, therapeutic developments, clinical trials activities and expertise in breast, skin and haematological cancer. The immediate beneficiaries will be the communities in South East London receiving new treatments more quickly. The potential in the future is for improved health services throughout the world.

Research

- Asthma, Allergy and Lung Biology
- Cancer Studies
- Cardiovascular
- Gene and Cell Based Therapy
- Genetics and Molecular Medicine
- Health and Social Care
- Imaging Sciences
- Immunology, Infection and Inflammatory Disease
- Reproduction and Endocrinology

Teaching

- Asthma, Allergy and Respiratory Science
- Cardiology
- Clinical Pharmacology
- Diabetes, Endocrinology and Internal Medicine
- General Practice and Primary Care
- Haematology
- HIV and Genito-Urinary Medicine
- Imaging
- Liver Studies and Transplantation
- Medical Education
- Medical and Molecular Genetics
- Nephrology and Transplantation
- Oncology
- Paediatrics
- Palliative Care, Policy and Rehabilitation
- Rheumatology
- St John's Institute of Dermatology
- Surgery
- Women's Health

School of Nursing & Midwifery



Professor Anne Marie Rafferty,
Head of School.

The Florence Nightingale School of Nursing & Midwifery has played a leading role in healthcare education and research since its foundation in 1860. Much has changed over this time, but the School remains committed to improving health in London and beyond through the quality of its students and staff. The School offers courses of study to become a nurse or midwife in partnership with: Bromley Hospitals NHS Trust; Guy's and St Thomas' Hospital NHS Foundation Trust; King's College Hospital NHS Foundation Trust; Lewisham Hospital NHS Trust; St George's Healthcare NHS Trust; South London and Maudsley NHS Foundation Trust; South West London and St George's Mental Health Trust; and Bromley, Lambeth, Lewisham and Southwark Primary Care Trusts. The School also provides high quality flexible education and training for registered health care professionals. In addition the School offers postgraduate taught and research degree programmes.

Research

- Chronic Illness Care and Symptom Alleviation
- Women's and Family Health
- Healthcare Workforce
- Department of Health's Nursing Research Unit
- Burdett Institute of Gastrointestinal Nursing
- Stroke and primary care neurology
- Primary care mental health
- Chronic respiratory disease
- Primary care gastroenterology
- Primary care musculo-skeletal problems
- Management of chronic illness
- Public health and health service aspects of diabetes and nutrition
- Design and analysis of studies with clustered data
- General Practice Research Database and other large database analyses
- Information technology
- General practitioners with special interests
- Antibiotic prescribing
- Communication and concordance
- Evaluation of complex interventions in health services research
- Interventions in Psychosis
- Mental Health Nursing
- Mental Health Practice
- Midwifery
- Neonatal Nursing
- Nursing Studies
- Palliative Care Nursing
- Primary Care Nursing
- Specialist Community Public Health
- Thorn Programme in Evidence Based Psychosocial Interventions for Psychosis
- Women's Health Care

Teaching

- Adult Nursing
- Advanced Practice
- Cancer Nursing
- Cardiac Nursing
- Children's Nursing
- Clinical Nursing Practice
- Critical Care Nursing
- Cognitive Behaviour Therapy
- Gastrointestinal Nursing
- Health Care Research
- Independent Practice



NURSING FOCUS

A scoping study carried out by King's for the Department of Health in 2006, recommended better coordination of children's health services and maintaining traditional nursing practice alongside more specialised roles. The report examined how and why nurses, midwives and health visitors play a vital role in children's health and also how that role can improve. One of the key findings was that different organisations do not always work together closely enough on behalf of the child.

The Graduate School



**Professor Vaughan Robinson,
Director.**

The Graduate School has an overarching responsibility to support all the graduate students at King's, irrespective of their disciplinary attachment. Every graduate student at King's is therefore a member of the Graduate School. This reflects the importance that the College, as a research-led institution, places on graduate study and research.

The Graduate School not only delivers services but also acts as advocate, facilitator, co-ordinator and monitor. The School's activities are complementary to the services for graduate students provided by individual Schools.

The main functions of the Graduate School are: to ensure that King's attracts high quality students who are well-funded; to champion the needs of postgraduates in all fora concerned with student support and welfare, and liaise with others to improve student satisfaction; to support postgraduate supervisors and ensure that supervision standards are maintained and improved; and to create a sense of community amongst graduate students at King's. In addition, the School has quality assurance oversight of all procedures and practices relating to postgraduate research programmes and is responsible for engaging with external audit, when necessary. It also has lead responsibility for graduate generic and transferable skills training in the College.

The School has initially focused on the needs of the postgraduate research community, but support and co-ordination will be extended progressively to taught postgraduate programmes.

THE GRADUATE SCHOOL AWARD

In December 2006 the Graduate School announced an annual award to give public recognition to academics thought by their students to be outstanding supervisors. More than 70 supervisors were nominated within 48 hours of the Distinguished Supervision Awards being launched.



Looking ahead

The early 21st century is a time of greatly increased competition in higher education – within London, in the UK as a whole and across the world. Globalisation means that King's and the UK's other leading universities are competing with institutions world-wide as well as with each other for the best students and staff. In such an environment, no university can rest on its laurels; a determined, soundly based strategy for further advance is required. By accelerating our improvement of teaching and learning and of research and knowledge transfer, by achieving the highest standards in professional services and infrastructure and by mobilising friends at home and abroad, King's will be recognised as one of the world's leading universities.



Rick Trainor

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