

INVESTING IN STRENGTH: KING'S COLLEGE LONDON: STRATEGIC REVIEW FOR 2011-2016

1. Universities must survive and compete in a rapidly changing environment. This goes beyond the new UK fee structure and government policy embodied in the June 2011 Higher Education White Paper¹, to shifts in the configuration of international power, with the rise of China, India and Brazil, to the impact of information technologies, including social networking. These changes open up new possibilities. International collaborations can now ignore the past constraints of distance. Students can access vast digital libraries and participate in on-line seminars from home. Universities have become more competitive, globally as well as nationally, but also more ready to engage in joint ventures. New definitions of excellence have been introduced as research is evaluated by its impact and teaching by how well students are prepared for varied career paths.
2. As one of the world's top universities, based in one of the few truly international cities, King's must be sure it pays close attention to the developing risks and opportunities posed by such transformational change, and be prepared to respond with agility and flexibility. But in doing so it must retain a sense of the College's enduring values. In this respect the purpose of King's remains constant in a changing world, encouraging research of independence and quality, reflecting this in all our teaching and innovation, and applying it in the service of society.
3. The College has put itself in a relatively strong position to respond to the challenging situation facing Higher Education. Over the past decade the College has advanced its standing to the point where in many areas it is now recognised to be a leading player both nationally and internationally. This substantial step forward has been achieved during a period when higher education enjoyed expanding and predictable financial support from government. This period has now come to an end. We are entering a much more competitive and dynamic environment in which the College needs to distinguish itself from its competitors.
4. The College's strategic thinking, set out in this document, is informed by four core propositions:
 - (a) We must not jeopardise the progress we have made by being overly cautious in addressing the new environment;

¹ <http://www.bis.gov.uk/assets/biscore/higher-education/docs/h/11-944-higher-education-students-at-heart-of-system>

- (b) We should focus on quality rather than growth for growth's sake;
- (c) In areas where we are outstanding we will compete with the best and will continue to target our investments carefully;
- (d) We need to develop further those positive features which differentiate us from other leading universities, in particular the way in which so much of our activity is bound up with our commitment to the service of society.

KING'S CONTEXT

5. The past decade has been one of significant advances for the College. A series of developments have given it a distinctive structure that provides the starting point for future thinking:
 - a) Significant progress has been made in achieving the objectives and targets set out in the 2006-2016 strategic plan which were designed to strengthen the College's position as a world class university (the College is ranked 21st in the QS world league table). The student number targets, particularly in relation to postgraduate taught (PGT) students,² have largely been met. There has been vigorous forward movement in the interdisciplinary areas identified in the plan - namely health, public policy, cultural & creative industries and professional education. Examples include the Centre of Medical Law and Ethics, the Centre for the Humanities and Health and the Health Policy and Evaluation Initiative. In relation to the College's estate we have, after a 180 year wait, secured the East Wing of Somerset House which is being redeveloped as a new home for the Law School and a new cultural hub in conjunction with Somerset House Trust. The College also has re-shaped its professional services to be more closely aligned to the needs of the academic endeavour. Reflecting progress in recent years, King's is in the group, which we aspire to lead, just below the top four (UCL, Imperial, Oxford and Cambridge);
 - b) The health-based mergers of the 1990s have been made to work. King's is now established as a powerhouse in health research and education and at the heart of "Medical London". The College's roles in King's Health Partners (KHP) and

² Overall student numbers (headcount) have increased from around 21,000 to 25,000 between 2005-06 and 2009-10. PGT have increased from around 4,500 to 7,000. Although headcount of postgraduate research students (PGR) have fluctuated during this period there has been a significant increase in their numbers measured as full time equivalents from 1,400 to 1,800.

the UK Centre for Medical Research and Innovation (UKCMRI) represent important stages in this process;

- c) We have transformed the Physical Sciences & Engineering School into the new School of Natural & Mathematical Sciences which has a realistic plan for excelling in selected areas;
- d) The unique, multi-disciplinary theme-based approach of the School of Social Science & Public Policy (SSPP) has been successful, connecting the College to “Policy London”, creating opportunities for further development;
- e) Much of the College’s historic strength resided in Arts & Humanities and Law, and this remains the case. Law has a number of advantages due to its proximity to “Legal London” and is in the process of addressing some structural issues;
- f) In terms of quality, Arts & Humanities has consistently shown itself to be of the top-rank. Investment plans are being developed and implemented;
- g) King’s proximity to “Cultural London” has led to excellent links with a number of the capital’s key cultural institutions. These links will be expanded and deepened under the King’s Cultural Partners initiative;
- h) We have taken a significant initiative in setting up institutes of Brazilian, Indian and Chinese studies to bring together teaching, research and cultural activities. We already have strengths in European, Australian, Hellenic, Iberian, North American and Middle Eastern studies³;
- i) Steps were taken after the Research Assessment Exercise (RAE) 2008 (which retained the College’s position as 6th largest recipient in England and Wales of resulting quality-related [QR] income) to bring more focus to the research effort throughout the College, with a plan for improvement in each area which is being implemented with an eye on performance in the Research Excellence Framework (REF) 2014;
- j) A new strategy for excellence in learning and teaching is being implemented. This concentrates on infrastructure, assessment/feedback and e-learning;

³ The current area institutes/centres at King’s are: Brazil Institute; India Institute; China Institute; Institute for North American Studies; Menzies Centre for Australian Studies; Centre for Middle East & Mediterranean Studies; Centre for Hellenic Studies; African Leadership Centre.

- k) Our international strategy has been developed based on London as a global hub and on partnerships with leading institutions chosen for their high academic standing abroad;
 - l) We have a strong presence in the professions on which we are building, not least, in our plans for widening access and in our alumni activities;
 - m) We have launched a major and imaginative fundraising appeal.
6. These developments reflect the approach of concentrating on areas of comparative advantage, which has left the College with a distinctive structure, with broad areas of strength in the 'Strand' disciplines of the humanities, law and social sciences. Over the last decade similar strengths in 'health' have been successfully integrated into the College, including medicine, dentistry and psychiatry. While the College has specific areas of world class science in areas such as developmental neurobiology and theoretical physics, it does not have the breadth of science and engineering of most Russell Group universities. King's sits somewhere between UCL which covers all areas and Imperial which lacks one major strand, in its case humanities and social sciences. Given the comparative value from investing in our world class activities it would be unwise to attempt to fill our gaps, particularly as these are existing strengths within Imperial and UCL. However we do have some world class strengths in areas of maths, physics, chemistry, biology and engineering - which are being reinforced.
7. This has five important consequences for the College's strategy:
- (a) We must continue to invest in our areas of strength or potential strength rather than trying to plug gaps. This does not preclude building up cognate areas but does mean we will not open up wholly new areas such as architecture or veterinary science;
 - (b) In areas where research and teaching currently fall short of the highest standards, focussed efforts are underway with appropriate resources identified for the next three years to remedy these issues. The College will need to keep the effectiveness of these measures under constant review;
 - (c) Where there is a case for investing in new areas related to areas of established strength this can only be justified where there is a real commitment to inter-disciplinarity. A readiness to work across established boundaries is becoming an important part of the College's ethos and reflects the expectations of government and other funders;
 - (d) It makes sense to work closely with other institutions that have capabilities we lack. Collaborations such as UKCMRI allow us access to the strengths of our partners in physical sciences and engineering while we in turn offer access to

relevant work in the humanities, social sciences, law, mental health and translational biomedicine;

- (e) These partnerships offer an alternative to integration with other institutions. There may be possibilities for future mergers with other higher education organisations but these must make sense in terms of our established structure, broadening or deepening the excellence of our offering. It seems unlikely, because of our location, that a merger will occur in the next five years that would *transform* our position. Should any issues of merger arise in the future we wish to act from a position of strength.
8. Our strategy for the College, therefore, is to build on what has already been achieved, exploiting our potential to the full while acknowledging the limitations of our position. In this way we can focus strongly on a number of things which we know we do well.
9. Against this backdrop we now need to consider the impact of the major upheavals taking place in higher education and the external environment more generally. What approach do we require?

THE EXTERNAL ENVIRONMENT

10. The Higher Education sector is in a period of major change and uncertainty. In this section we set out our assumptions about the impact of this change.
11. Direct income from the government is being cut dramatically and universities can charge fees of up to £9,000 to new undergraduates from 2012-13. Universities charging above £6,000 will be expected to provide enhanced student financial support packages (including contributing to the National Scholarship Programme) and meet demanding widening participation and access criteria. Within this new structure universities will compete for home undergraduates in an unprecedentedly freewheeling way as HEFCE student numbers at the institutional level are freed up for 2012 entry for students with AAB or better A-level grades and more generally for subsequent years.
12. It is widely believed that due to the removal of all HEFCE funding for arts, humanities and social science subjects, these areas are under threat. Given the research excellence and teaching popularity of these programmes at King's we remain confident about the future of these subjects at the College.

13. Quality research funding is to be cut in real terms, with income being taken away progressively from the 2* areas of quality identified in RAE2008 and concentrated on 3* and 4*, those with the highest levels of international excellence.
14. The economics of higher education are likely to remain in flux for some time. A reasonable view is that by 2015 fee income will have replaced most HEFCE teaching funding, and research resource will be even tighter than currently. In both respects, Science, Technology, Engineering and Medicine (STEM) subjects will be exempted to some extent. We expect that the market for undergraduate fees and numbers will become less regulated over time, but it is hard to predict the pace of this process.
15. We assume that while home PGT numbers⁴ will hold steady for the next few years, from 2015-16 they may start to decline as graduates already burdened with debt think twice before taking on more. Over time this may lead to a more mature and more part-time home PGT market (there is something of a trend here already). However there is no evidence yet of a fall off in demand for PGT programmes from international markets and we will recruit more actively internationally to offset any fall in home PGT numbers.
16. We expect more undergraduate and postgraduate students will seek to reduce future debt by living at home. In practice this means that the big city universities will be better placed than campus universities with small catchment areas. Based in the centre of London, and also with deep roots in south London, we have a large catchment area. Therefore King's is well placed to withstand a downturn in demand for student places.⁵
17. Yet there will be further consequences of the changes in the UK HE system on King's. The new fee regime will inevitably lead to raised expectations by students. We are well placed to understand and meet these expectations if appropriate policies are adopted to counter any perceptions of poor teaching and to address deficiencies in the teaching infrastructure. Although King's teaching provision and related space have many positive features, there are areas that need attention. Attending to them is especially important in the era of £9,000 fees. The College's student charter, produced in partnership with King's College London Students' Union (KCLSU),

⁴ 22% of the College's students are PGT – this is the highest amongst the 9 institutions used for comparison. Bristol has 12% and Edinburgh 15%.

⁵ In this regard we note that there will be a steady decline in numbers of 18-20 year olds over the coming decade. When there is unmet demand for university places, as has been the case recently, such demographic downturns do not necessarily affect recruitment, especially in 'selecting' institutions such as King's.

will provide greater detail on the policy and management which underpin the student experience.

18. With three of the College's main campuses sited adjacent to NHS hospitals and with the College's involvement in KHP, changes to the NHS and the health sector more generally will have an impact on the College. The Government is currently considering significant reforms to the NHS, not least in terms of the way the service is delivered, and the College will need to continue to work with its local Trusts to ensure the delivery of appropriate research and education.
19. Research Council funding will remain flat in cash terms, before possibly recovering later in the decade, with medical research the most protected. Competition for Research Council funding will therefore be intense. Charitable, business and other income are likely to recover with the economy.
20. As the capital funding from HEFCE for both research and teaching is being reduced substantially (cuts of c.70% are in the pipeline), capital projects will now have to be funded largely from our own resources.

PROPOSALS

21. The College must always follow strict financial discipline and keep costs under control. This was the main reason for the 2009-2010 academic and financial sustainability exercise, undertaken in the light of the developing economic crisis. The exercise was informed by the 2008 RAE results. A key objective was to ensure that the College had scope for investments in infrastructure and staff and could avoid damaging expedients such as recruitment freezes. On current assumptions about government spending, tuition fees and the economy we believe that the College's financial position is now strong enough to enable it to address the challenges it will face over the coming decade. The following section considers the principles that will guide the targeted investments that we are now able to make.

Size and Shape

22. In line with the current strategic plan the College has grown by about 4,000 students (to 25,000 in 2009-10⁶) over the past four years, largely in the designated areas of

⁶ This compares with Bristol at 21,000 and Edinburgh at 24,500. Manchester has the highest at 38,000.

postgraduate and overseas students⁷. This approach, which need not be at the expense of home student numbers, has a few more years to run and should lead to further increases in overseas numbers. Also, with regard to home undergraduates there may be opportunities for increases in numbers in the coming years as HEFCE loosens its controls. The College is well placed to take advantage of these opportunities, and may well do so in areas where there is a strong undergraduate student demand which we are able to supply. Yet as noted above (section 15), there may be downward pressure on home postgraduate taught numbers. In any case, our view is that the current size of the College is about right. We are of a similar size to many of our competitors, and there is an argument that the 20-25,000 student level is about optimal for a major university, allowing for critical mass on the one hand but permitting the retention of collegiality on the other. Above a certain size, the component parts risk becoming so self-sufficient that they lose the habits of cooperation. Simply chasing volume in student numbers would put at risk quality and add to the strain on capacity. This is not to rule out future growth because circumstances can change, but for the moment at least substantial student number growth is not a strategic objective.

23. Within an only modestly increasing total student body some changes in composition may be required:

- a) In light of trends analysed in the previous section a continued modest rise in the proportion of overseas students seems desirable;
- b) Now that there is to be open competition for 'AAB' students for the 2012 home undergraduate entry (and in subsequent years for a broader group), King's needs to reinforce its appeal to the highest quality potential students (from whatever background), with due attention to improvements in marketing and in the student experience itself. In this fluid national environment, there will need to be flexibility at King's in the number of home undergraduate students sought in individual subjects - and attention, both at the subject and institutional level, to the balance between home and international undergraduates, and between undergraduates and postgraduates; Given the College's high dependence on postgraduate teaching, a major priority for the next few years must also be to work on the nature and the marketing of our postgraduate offer. We will need to be more flexible and creative in how we package postgraduate degrees and advanced professional education including Continuing Professional Development

⁷ The College has 22% of its student population from overseas compared with Bristol at 19% and Edinburgh at 23%. Imperial is the highest at 38%.

(CPD). We need to emphasise the special advantages of London. We need to use our international links to demonstrate to home as well as overseas students the potential advantages of being part of a global network of future leaders, particularly in the professions;

- c) Although there has been welcome growth in postgraduate research numbers they are still below par for a university of our size and status. Even if this market shrinks nationally we will still be seeking to increase our own numbers;
- d) New degree and research programmes may need to be developed to reinforce existing strengths. This is already being pursued in relation to political economy and chemistry and there is a compelling case for considering psychology;
- e) It will be necessary to monitor unexpected shifts in the market, the efforts of our competitors, and opportunities that may emerge to pick up activities from other institutions to consolidate our offer in key areas.

24. The less than radical approach to student numbers and composition proposed in this section does not indicate a conservative or complacent overall strategic approach. There are a number of important challenges ahead. In an increasingly competitive environment, we are determined to accelerate improvements in quality in research, entry standards, research-informed teaching and the overall student experience. The College needs to operate at the highest standards and we will increase our focus on performance management and productivity at all levels.

Differentiation

25. Universities all make similar claims about their quality and social value. In what respects can King's claim to be special and distinctive? Our mission, "in the service of society", continues to work well for the College. The challenge for King's is to demonstrate that this has real meaning, so that we can distinguish ourselves from our competitors by reference to factors other than positions in league tables.

26. The starting point must be a constant striving for academic excellence. Without this there can be no good service either to our staff and students, or to society more generally. There are many UK universities that have justifiable claims to academic excellence. King's, however, has a particular advantage that derives from its London location. Our central position in the capital means special access to Whitehall, Westminster, professional London, the City, media, culture and the arts. Because

London is one of the world's great cities it also facilitates access to extensive international networks. There are of course over 40 higher education institutions within Greater London, but we combine all the advantages of central position, strong international networks, and academic excellence.

27. Further differentiation can come from our ability to reflect “service to society” in our academic provision. We have sought over the past decade, with some success, to develop an inter-disciplinary, problem-oriented, outward-facing ethos. This has its most obvious manifestation in KHP and many of the policy-oriented programmes of SSPP, but is also evident in Law’s links with the profession, in Arts & Humanities’ collaborations with museums and theatres and in the provision of the pan-College Associateship of King’s College (AKC). These links are strengthened by initiatives such as King’s Cultural Partners⁸ and the King’s Policy Institutes⁹.
28. ‘Service to society’ also fits in with the urgings of the funding bodies for more “impact”, which for the first time will form a discrete part of research assessment in REF2014. The distinctiveness of King’s therefore involves insisting on high academic standards in everything we do while exploiting our national and international location and configuring ourselves in such a way that we engage with our broader social environment. It involves such themes as having a tangible and transformational impact both for the students who pass through our courses and for those who engage with our research. We will teach tomorrow’s leaders and address today’s social problems.
29. In implementing these services to society the College will define a sensible division of labour with other providers. There is no point, for example, in King’s replicating consultancy and training services that can be better supplied by other specialist suppliers. Where the College can draw on academic strengths, however, and can produce significant financial returns, such services will be encouraged and facilitated.
30. It is possible to demonstrate service to society across all activities of the College - including innovation, widening participation and access, the excellent work of the

⁸ The Principal’s Central Team has recently approved a King’s Cultural Partners (KCP) initiative designed to create a step-change in the College’s engagement with the cultural sector. KCP will ensure that the College becomes the partner of choice and leader in this field of research and teaching innovation and engagement and be known as such internationally.

⁹ The King’s Policy Institutes include: African Leadership Centres;, Conflict Security and Development Group; Humanitarian Futures Programme; Institute of Gerontology; International Centre for Security Analysis; and Social Care Workforce Research Unit. These are the jumping-off points for a current concerted effort to produce an integrated base for the study of, and inputs to, policymaking.

students' union (KCLSU), internationalisation and the management of our human and physical capital - as well as research, teaching and learning. To bring more clarity to the issue we will address such issues as the forms in which outside engagement becomes core activity, how it relates to research excellence, what activities are valued and how they will be rewarded.

Innovation

31. A further feature of “service to society” centres on innovation¹⁰. This is a vitally important area of contribution, across all the disciplines at King's. External sectors that are important to us include the legal, defence, health, policy and creative sectors. Examples include the Defence Studies Department embedded in the Joint Services Command and Staff College at Shrivenham and the ‘translation agenda’ of KHP which promotes the early adoption in clinical practice of research which is informed by greater exposure to patients and the broader community. On all these fronts we will be seeking to strengthen our public sector and commercial links¹¹, particularly with international companies.
32. An innovation focus based on partnership with external organisations makes it possible both to pool resources and to bring together distinct perspectives. This focus will become increasingly important. As we will seek further opportunities to participate in innovation it is important to acknowledge the very different processes of curiosity driven research on the one hand, and outcome driven innovation on the other. The rigour and momentum of curiosity driven research needs to be maintained, while we need to work closely with those who seek to use our research. We will continue to reduce the barriers to interaction with external organisations.
33. The challenge is to become recognised as the partner of choice by our key external organisations and funders and for our staff and students to feel part of a wider community of partners.

¹⁰ The Principal's Central Team has recently approved a new Innovation Strategy and related structures including a single extended innovation team with staff working either within a School/Division or within a centralised group.

¹¹ The College earned just over £40m from contract research income in 2009-10 – compared with Bristol at £23m and Edinburgh £8m. Imperial earned the highest at over £90m.

Research

34. The College's research strategy leading up to REF2014 will be to invest in our strengths on the assumption that we can get a return in QR thereby attracting additional numbers of PGRs¹² and research grants¹³. The recent funding decisions by HEFCE on QR suggest that money arising from the REF will derive entirely from 3* and 4* researchers, with 4* research worth three times that of 3*. As a result the College is committed to ensuring that all existing and new academic staff perform at a 3* or 4* level. There needs to be particular emphasis on 4* given its additional funding advantages and the fact that King's had many fewer 4* than 3* in RAE2008. The College has a responsibility to provide the necessary support just as staff have the responsibility to make the requisite effort.
35. In terms of external recruitment, the usual inclination in these circumstances is to seek out established research stars. This undoubtedly makes sense, and we will take opportunities where we find them. We will also, however, target individuals with strong publishing records at lecturer and senior lecturer level. Operating within proper procedures, both types of recruitment require good 'intelligence' and personal contacts to complement conventional recruitment processes.
36. One of the College's key strengths is its interdisciplinarity which is complementary to, and builds on, King's strength in particular disciplines. The current strategic plan 2006-16 identified a number of interdisciplinary areas in which there could be further forward movement: health; public policy; cultural and creative industries; and professional education. These continue to be key themes for joint working across the College and with national and international partners.

¹² The College has 1.14 postgraduate research students per academic compared with 1.74 at Bristol and 1.4 at Edinburgh. The highest is Cambridge with 2.94.

¹³ The College does particularly well in Medical Research Council (MRC) research grant winning but needs to improve success rates for the other research councils. Overall the College's grant success rate is 20% compared with Bristol at 23% and Edinburgh at 27%. Cambridge has the highest rate at 32%.

Learning, Teaching and Student Experience

37. In an increasingly competitive environment we must intensify our efforts to attract top quality students¹⁴, provide them with an experience to match their expectations¹⁵ and enable them to progress to successful and fulfilling careers¹⁶. In addition to continuing to provide careers support staffed by professional advisers, this will require us to give extra attention to articulating a compelling and distinctive academic experience for students, both within and outside the curriculum¹⁷. An example of a new approach to the curriculum we will offer is the introduction of an interdisciplinary BA in Liberal Arts which will also provide the opportunity for work experience, language study and a period spent in an overseas institution. For undergraduates more generally King's will stress the College's research-intensity; students will be taught by staff at the forefront of their fields who bring their research into the curriculum and enable students to develop their own research skills as they learn. The London dimension, international connections, and the 'service to society' theme will all be important. So will be a tighter embrace of new learning technologies, developing more flexible, hybrid approaches that combine e-learning delivery with traditional face-to-face teaching and learning.

¹⁴ The average tariff points for entry to King's is 410. This compares with Bristol and Edinburgh at 440. Cambridge is top with 540.

¹⁵ The level of satisfaction of undergraduate students is monitored through the National Student Survey run every year amongst final year students. Overall satisfaction at King's is 86% compared with Bristol at 84% and Edinburgh at 86%. At a more detailed level, the College scores well for teaching (88%) but could improve on assessment & feedback (61% - a low scoring section nationally) and organisation & management (73%). The overall level of satisfaction for PGRs is assessed by the national PRES survey. In 2011, 87.6% of King's students said that their experience had met or exceeded their expectations: this compares with the Russell Group average of 86.1%.

¹⁶ A survey undertaken 6 months after students graduate, allows comparison between institutions on the percentage of students in a job or further study. King's scores 91% (joint first with Cambridge) compared with Bristol at 87% and Edinburgh at 77%. With regard to employment in graduate level jobs the College scores 87%, Bristol scores 79% and Edinburgh 77%. Imperial is the highest with a score of 89%.

¹⁷ The College has introduced a phased plan, on the back of a HEFCE funded project between King's and Warwick University around the development of the curriculum, to a) enhance the mainstream curriculum (through maximising the benefit for students of the College's research-intensive environment, fostering externality through the themes of global connectedness, interdisciplinarity and community engagement and final-year projects) and b) provide activities beyond the discipline-based curriculum (such as the AKC, a 'World Questions|King's Students Answer' strand based on the World Questions|King's Answers fundraising themes, internships, placements, volunteering opportunities and language study) in order for students to graduate from King's with a strong foundation for their future lives.

38. Just as it is necessary to support staff by encouraging and recognising excellent research it is also necessary to encourage and recognize excellent teaching, notably through the promotions process.
39. Students and staff will increasingly expect a physical and virtual environment that supports both formal and informal teaching and learning. In addition, the College needs to provide competitive social and recreational facilities, residential accommodation and student support services staffed and run by professionals in support of the College's academic endeavours.
40. Even to maintain current numbers considerable investment is therefore required in teaching and student support infrastructure. As the areas of growth in undergraduate numbers are likely to be on the Strand, it will be necessary to continue to address the current capacity constraints on that campus over and above the addition space being provided by the acquisition of the East Wing of Somerset House. In addition, although there may be a tendency for more students to live at home, the College still has an urgent need to add to its student residences.

Widening Participation and Fair Access

41. The College has long supported widening participation¹⁸ and a fair access agenda and we will continue to do so under the new funding regime. Our current approach has two distinctive features:
 - Access to the professions – building upon the success of the Extended Medical Degree Programme with plans to extend into other disciplines;
 - Partnership and progression – whereby the College, along with our Students' Union, builds upon close partnerships with schools, colleges, other Higher Education Institutions (HEIs), and charities.
42. In order to encourage higher level study among young people in disadvantaged backgrounds we will use part of the anticipated income from higher fees to work through partners such as IntoUniversity and consortia of schools. Collaboration with other higher education institutions in London (AccessHE) and nationally (Realising Opportunities) will provide progression routes to the College. Teachers and young people will visit the College as part of our outreach activities, including summer

¹⁸ One of the often used measures for assessing institutions' widening participation success is the number of state school entrants. King's scores 71.7% compared with Bristol at 60% and Edinburgh at 70.8%. The highest is Manchester at 78.6%. In the College's access agreement submitted to the Office for Fair Access (OFFA) we have pledged to do even more to increase our score on this measure.

schools, and be mentored by current students as part of their preparation for university entry and study.

43. In addition, a proportion of the additional fee income from the new fee structure will be reinvested in a range of financial support packages including King's own assistance packages as well as the National Scholarship Programme.

Internationalisation

44. Internationalisation is a vital aspect of everything the College does¹⁹. It will be reflected in teaching programmes structured to enhance students' international understanding through language study, study abroad, joint and dual degrees and the curriculum. In addition, our research will wherever appropriate benefit from cross-national collaborations.
45. Many universities have followed an internationalisation strategy based on establishing a physical presence in one or more overseas locations. The College has considered this a number of times and the practical disadvantages in terms of quality control, management time and financial risk have always seemed to outweigh the possible benefits. Our approach therefore is to work with key academically excellent international partners to develop relevant institution-wide collaborations. The key criteria are a shared research vision (with research excellence feeding into innovation) and high quality teaching and learning. To be meaningful such partnerships will include staff and student exchanges, joint research, and high-profile workshops/conferences.
46. In addition the new institutes for Brazil, China and India, with programmes focusing on the contemporary world and the significance of these regions for global futures, allow us to involve King's staff and students with their counterparts in these regions.
47. Lastly, we should not forget the importance of London as an international hub. There are opportunities for King's to collaborate with other London higher education institutions and thus reinforce the capital city as a world centre of academic excellence. This is already evident in the health disciplines where the existence of a number of strong higher education institutions, all with some gaps in their coverage, makes possible new types of partnerships, enabling London to

¹⁹ The Principal's Central Team agreed a new internationalisation strategy earlier this year with the strategic aim of enhancing the College's position as a leading international research-led institution. Fundamental to the strategy is a stress on mutuality and reciprocity in relationships with key partners. International partnerships will be based on a shared research vision and on research excellence feeding into innovation, along with high quality teaching and learning.

compete in a global market. This could be extended to other groups of subjects, possibly under the aegis of the University of London. Whether the attitudes of our competitors will make this possible remains to be seen.

Next steps

48. It is important not to exaggerate the importance of organisational changes, but it is imperative that the College's structure supports its academic vision. To this end a review of College organisation will be undertaken to ensure our structures are fit for purpose.
49. Following consultation with Heads of School and input from the College Council's Chairman's Committee, as well as discussions of the key aspects of the document at Academic Board, College Committee and the Principal's fora, this document was approved by Council on 28th June 2011. During the autumn term each School and Professional Service department will consider how they will contribute to the strategy in their own area and report on their progress to the College Committee.

Summary: Investing in strength

50. King's has emerged as a leading academic player over the last decade. However, the higher education environment is changing rapidly and in order to continue on its upward trajectory the College needs to reinforce its competitiveness, especially in light of the additional emphasis on the latter in the June 2011 White Paper on Higher Education. In order to do so we need to adopt policies which respond to these circumstances and exploit a number of special advantages King's has for prospering in these uncertain times. During the next few years the College will frame its decision making in the context of: a flexible attitude to the size and shape of the student body without a major overall increase; an acceleration of improvements in quality in entry standards, teaching (and other aspects of the student experience), research and innovation; increased internationalisation particularly through partnerships in HE and commercial sectors; the development of King's identity alongside London as a marketing tool and as a focus for targeted local, national and international activities; and the further elaboration of the interdisciplinary, applied ethos encapsulated by the mission 'in service to society'. Throughout, the College will continue its control of costs and target its investments on areas of strength.

22 July 2011