International Strategy to 2020
Foreword
Dr Joanna Newman MBE
Vice-Principal, International

“King’s College London is dedicated to the advancement of knowledge, learning and understanding in the service of society.

Located at the heart of Europe’s largest and most cosmopolitan city, thousands of students from across the world choose to study at King’s every year. Forty per cent of our academics are from outside the UK.

Our international activity is having a tangible, positive impact on the world, while our global outlook is having a profound effect on our students. We offer some of the most innovative international courses and curricula and are encouraging an increasing number of students to study or work abroad as part of their degree, which is creating a cadre of engaged, global citizens ready to work in an interconnected world.

A comprehensive International Strategy is key for a world-class university like King’s, particularly if we are to remain at the forefront of research, teaching and student experience. The International Strategy to 2020 sets out King’s vision for seizing on international opportunities in all of these areas and for integrating them seamlessly into all parts of the university.

This Strategy presents a myriad of exciting opportunities for staff and for students, for research and for the world, and I would urge you to explore the possibilities an international outlook can offer.”

1 July, 2015
King’s College London International Strategy to 2020

Background & context

The nature of research today is international. We live in a world that relies on international collaboration and cooperation. The current global effort to fight communicable diseases provides a powerful example of the importance of being able to operate internationally.

As a result, all research intensive universities are today international organisations, with international student populations, increasing numbers of international collaborations and partnerships, and experiments with transnational education. King’s is no exception, and has a strong commitment to international engagement threaded through its vision, mission and strategy.

The global external environment in which King’s operates is characterised by:

• Exponential increase in student mobility across the world
• Growth of emerging powers and investment in higher education
• Increase in competition challenging the established places of US, UK and Europe

King’s international success to date has been shaped by our previous International Strategy which prioritised international engagement through partnership and reciprocity. As a result, King’s now has seven strategic partnerships with leading universities in the US, Brazil, India, China, Hong Kong, Singapore. It also created six Global Institutes that are cross-cutting ambassadors for King’s engagement with emerging powers and now organised within a School of Global Affairs. We have a strong international alumni base that supports activity across King’s and has been very effective in supporting fundraising activities, as well as a strong international network of faculty relationships reflected in a multitude of research and exchange partnerships.

Coming from this position of strength, a refreshed International Strategy seeks to create a framework in which King’s can prioritise and seize opportunities without ever compromising on academic integrity, and nurture an international culture that increases our research strengths and serves society by contributing to solving world problems.

1 Appendix A contains a snap shot of key international facts.
The strategy’s development has been based on the following assumptions:

- Internationalisation is a strategic priority for King’s that will be manifest in all areas of the University including Education, Research & Innovation and across all academic Faculties and Departments within Arts & Science and Health
- The current portfolio of strategic partnerships will be reviewed and its profile will change to include fewer partnerships that create greater impact
- The current portfolio of other partnerships will increase in number to facilitate greater mobility and exchange opportunities for students and staff
- King’s will not seek to build campuses overseas, but collaborative provision will be a mainstay of King’s international strategy, along with student mobility and exchange

The International Strategy is cross-cutting and dovetails with the existing strategies already in place across King’s, including the Education and Research strategies, and those for Arts & Science, the Health Schools, External Relations, Fundraising & Supporter Development Admissions and Student Services. It has been developed in consultation with Faculty, Professional Services staff and students, and its implementation will require collaboration and close working from the same.²

² Appendix B contains a list of consultations.
Strategic priorities

The International Strategy has five strategic priorities that incorporate the following themes: Students & Education, Research, Partnerships, Mobility, Global Themes and Organisation. The priorities of the International Strategy are to:

1. Attrac the best international minds to King’s
2. Provide an internationalised curriculum and student experience
3. Invest in strategic partnerships with world-class institutions
4. Raise King’s profile as a thought-leader in areas of global significance
5. Create an ethical and enabling environment for King’s international activities
1. **Attract the best international minds to King’s**

The size and shape of King’s will change dramatically over the next three years. A target has been set for the University to increase student numbers in London by 3 – 5,000 over the next five years, with potentially the same number again studying online. The International Strategy includes an ambition for 40% of our students to be from outside the EU. This is deliberately stretching and a realistic expectation is for between 30% and 40% of students to be non-EU by the end of the decade.

The International Strategy will enable this growth by directing resources towards increasing the number of countries we recruit from to maintain the diversity of the international student population, while maintaining quality and excellence, as well as building greater volume in key markets, creating an international campus in the heart of London. We will also develop opportunities to attract international students by delivering a curriculum that includes new programmes, blended learning and off-shore provision, as well as by growing some traditional areas to match supply with demand.

The acquisition of the Aldwych Quarter provides an opportunity to accelerate delivery of our academic strategy to develop new initiatives in Science, Business and Technology, while expanding existing areas of strengths that are in demand from both domestic and international students, including Management, International Relations, Digital Humanities and CMCI. Flexible delivery for select UG and PGT programmes (like Management, CMCI) that involve blended learning combining online/distance learning with intensive block teaching in the summer – utilising our developed summer programmes infrastructure – will enable King’s to deliver to a larger population of students.

Opportunities to extend King’s Summer Schools and Executive Education further at home and overseas are also being explored as valuable pipelines for new student enrolment, as well as providing platforms for international profile-raising. Strategic international scholarships and an investment in marketing will also contribute to extending King’s reach and subsequent share of Russell Group enrolments, while developing King’s ability to deliver collaborative provision, including dual and joint degrees at PGT and PGR level, will further increase choice and provide exchange and mobility opportunities.
Ongoing collaboration between the VP Education, the Graduate School, External Relations, Fundraising & Supporter Development to develop scholarships and bursaries targeted at international students will contribute to King’s achieving its recruitment goals. Scholarships will be both means- and merit-based and relationship building will be prioritised with international Research Councils who provide scholarships for the very best international students and with whom it is prestigious to have agreements. Professional Services support for the International Strategy includes Admissions, Student Services and the English Language Centre (ELC), who are key to the delivery of international recruitment targets and a well-supported international student population.

The International Strategy will also contribute to increased international student numbers through partnerships. Specifically, partnership work will be supported across King’s to develop dual/double Masters degrees in the 1+1 format that require partner institutions to accredit the year spent at King’s as counting towards their 2 year Masters. There is potential here with a number of partners and the strategy will seek opportunities to link partner institutions’ undergraduate programmes with a King’s Masters, and establish 3+1 or 4+1 agreements. A small number of joint degree programmes will also be encouraged and nurtured, with a focus initially on our strategic partners.

A diverse international campus in the heart of London will be a huge attraction to both domestic and international students and staff, and the vibrant and exciting educational facilities in planning for the Aldwych Quarter will support growth in international student numbers. A commercially dynamic city, London offers strong employment potential after King’s as well. A much larger foundation programme will be developed, aligned to the new opportunities presented by having Business and an expanded range of technology degrees, and building on the high quality intake of the students who come for the International Foundation Programme (Arts and Social Sciences) and the Science Foundation Programme. In the next three years we will aim for higher articulation rates to our own degrees by providing the right programme mix as well as attracting students to new areas of study, and involving the ELC in articulation and progression agreements with partner institutions. We will expand on the pre-sessional offering to support students in the development of their language and academic skills and will be innovative in terms of how this is delivered.

The huge opportunity provided by distance learning will be realised through development of a strategy led by Education and International to design and roll-out Feeder/Foundation/Diploma for UG & PG/UG & PGT degrees and accredited short courses with online only and blended options. We will explore these opportunities with private and public partnerships.

King’s central London location provides links with Business London and Cultural London out of which we will create a hub for visiting academics and professionals to connect with King’s academics. This can be achieved by inviting distinguished sabbatical and adjunct appointments, and creating high-profile programmes around these visits. Additional benefits of this approach include an increased brand presence for King’s overseas.
2. Provide an internationalised curriculum and student experience

Working through PDAC and Faculties, the strategy will influence the development of a curriculum that reflects the demands of employers and graduates who compete in an increasingly international world. Traditional academic strengths must be complemented by new pathways and combinations that attract international students, staff and industrial partners. Pedagogic methods that recognise diverse student populations, such as those practiced by the ELC, Modern Language Centre and King’s Learning Institute, must become wide-spread, alongside innovative teaching practices, making the most of an international campus, providing our students and faculty with mobility opportunities through internships and through our strategic partnerships offering joint or dual degrees. The strategy will contribute to the development of a globally relevant teaching and learning culture across King’s, and an international dimension will be embedded within teaching, learning, research and professional services.

It is also a fundamental aim of the International Strategy that all King’s students, no matter their socio-economic background, discipline or level of study, should experience some form of outward mobility to enhance their period of study. This should be a transformative experience that increases employability and ensures King’s students have the skills to navigate an increasingly connected global environment. There are many challenges to delivering this ambition and a range of options are being considered with Faculty and VPs to enable this. This includes flexible short periods like summer schools, as well as credit bearing exchanges and reconsidering the financial models currently in place.

A new international student support post with the Student Union has been created and funded by VP (International). There will be a major focus on supporting staff and students to gain still greater educational and social benefit from learning in a diverse, international cohort. This will entail student focus groups to measure international student satisfaction (already planned), facilitated staff sessions with internal and external experts in international education, a student services process review in consultation with Tessa Harrison and Chris Shelley in order to promote a more seamless and supportive admissions, arrival, induction and post-graduation process, including more internationally focused careers advice and internship opportunities. This will be delivered by means of a joint project with the VP (Education).

Working with the VP (Education) plans to increase the range and level of support available for international students and staff also feature as part of King’s International strategy, which ultimately seeks to enhance the international culture at King’s. This increase in support for students and staff will reflect changing needs as the ratio of International to Home students increases.

3. Invest in strategic partnerships with world-class institutions

International ranking is arguably the single most important influencing factor on student, researcher and partner decision-making, and King’s aim to rank within the real top 20 universities in the world is reflected in the emphasis on the profile-raising through partnerships within the International Strategy.

The strategy sets out plans for fewer strategic institutional-wide partnerships alongside a larger portfolio of active partnerships focused on delivering value to individual areas of King’s. King’s will increase the prestige, range and choice of its offering through all of its partnerships with high-profile international institutions. The developments with CUSP and UNAM are good examples, and represent only a few of the large scale international projects owned by Faculties and supported by this strategy that will be part of the 2015-16 annual planning round.
The strategy will deliver clear and shared definitions of what is meant by partnership and collaborative working. Fewer and more meaningful strategic partnerships entail a commitment from the University on a long-term and sustainable basis. This in turn will enable King’s to increase its ability to deliver significant international research impact. An implementation plan to build the number of faculty-led value partnerships that will deliver exchanges and collaborative provision is a crucial component of King’s international partnership strategy, as is the emerging network of international ambassadors within the Faculties who are leading these stakeholder relationships.

Cross-working with the VP, Research and Innovation, a strategy for facilitating innovation will be developed to support King’s international activities, including commercial partnerships that will provide opportunities for internships, further enabling employability and unlocking student innovation.

The International Strategy will provide a framework within which partnerships can be encouraged, facilitated and nurtured. Oversight of international partnerships by the International Committee, and the opportunity to share good practice through its membership of international champions, is an important feature of this framework because of the developmental nature of most partnerships. Partnerships often start as MOUs or mobility and exchange agreements, and then grow into collaborative research and education provision relationships. To manage reputational risk, there must be some basic principles which underpin all partnerships – such as only partnering with the most prestigious institutions. This means that if activity with any one partner does develop and grow, the risk is contained within the activity, and not magnified by the overall engagement with that institution.

This framework will support partnership working at all levels. In addition to providing advice and guidance about potential partner institutions overseas and sharing best practice for partnership working, the strategy will provide clear direction about King’s country and regional priorities. Faculty-led relationships will continue to be encouraged all over the world and supported as they are today, but we will prioritise and target new strategic investments in Asia, the US, Europe and Latin America. Relationships that contribute to cross-cutting global themes will also be prioritised for support, for example Global Health, where a lot of the partnership work in Africa fits. We will provide clear strategies for the major markets of China, ASEAN, MENA, the US, Latin America, India and Europe that provide information on what we are already doing, and what we would like to do, with clear guidelines on what level of resource we will be able to provide. We will build on informal country-related networks across King’s and create communities of practice to share information and knowledge about regional and country priorities.

High priority markets for student recruitment, alumni and fundraising activities have been identified, and for research and education collaborations, we will prioritise engagement with a few high profile strategic partners. The strategy prioritises strategic partnerships in certain countries because of the position this gives King’s in a highly competitive environment, and the way in which it enables King’s to play a large role in research and education collaboration.

The schedule for outgoing international delegations will take a holistic approach, and high-profile trips led by the President & Principal or the VP, International will be prioritised, where possible, to countries where there are multiple opportunities for King’s. This would include visits that incorporate the development of research partnerships, collaborative provision, student recruitment, and alumni and development opportunities. Support will also be provided for other King’s representatives to lead delegations including Vice-Deans (International) and international champions.
4. Raise King’s profile as a thought-leader in areas of global significance

Global themes that highlight King’s strengths and reflect Faculties’ priorities will act as catalysts to raise King’s international profile, creating strong synergies with the World Questions: King’s Answers campaign. International development funding will be prioritised for bids from across King’s to develop collaborative research and mobility projects with strategic partners around four themes: Global Health, Defence & Security, Sustainable Cities and Culture & Identity. These themes are flexible and incorporate most interdisciplinary research areas, as well as to play to King’s strengths. They also align with international research funding programmes and have scope for attracting industry funding as well. Senior academic champions will provide strong and credible leadership for development and promotion of King’s successes within each theme.

The strategic visibility of the Global Institutes is a crucial component of the International strategy, and we will seek to develop the new School of Global Affairs, as well as the Centre for Global Health, as interdisciplinary hubs and standard bearers of the strategy within King’s and abroad. In addition to the collaborative and interdisciplinary nature of these academic units, the country-facing position of the Institutes and Centre provides unique advantages for attracting international students, staff and partners. The Institutes are external-facing centres of activity reporting into the VP, International, that provide a means of engagement with stakeholders in-country. In addition to the Institute’s role as country-specific interfaces, the SGA can engage on a global scale through significant global research themes that help promote King’s innovation, research and education and leverage connections. King’s position in Global Health education, research and delivery is also unique and work is underway to develop a single narrative for Global Health across King’s that builds on this position. Investment required to increase this external-facing work will be quantified over the coming planning period.

Our Four Global Themes

- Global Health
- Sustainable Cities
- Defence & Security
- Culture & Identity
5. Create an ethical and enabling environment for King’s international activities

In order to ensure that international activities are embedded within the University structure we have created an International Committee. The International Committee will provide the necessary academic governance and oversight of international activities, including all partnership agreements. As a Committee of the Academic Board, it will enable wide ranging academic input into the strategy as it evolves and is implemented, and will be a key communications channel for the dissemination of information and getting feedback about our international affairs. The International Committee comprises 8 Faculty Vice-Deans (International), the Directors of the School of Global Affairs and Centre for Global Health, other senior academics and Professional Services staff, and representation from the Student Union. The International Committee will provide a clear and transparent route through the University for the development of strategic partnerships and agreements, facilitate strategic decision-making, and contribute to the development of a single ethical framework for King’s.

The implementation of the strategy will be overseen by an International Strategy Programme Management team reporting into PET. Made up of Professional Services representatives from a number of directorates, this team will ensure co-ordinated planning and resourcing, and will be responsible for reporting progress against the strategic plan.

An ambition of this strategy is for King’s Worldwide to act as a channel and knowledge creation hub, providing intelligence about international opportunities and institutions, and information about how to implement international projects and programmes. Plans to provide timely intelligence and advice about the international composition of King’s student & staff populations, benchmark information, as well as updated country and regional priorities, will support all Faculties’ plans for international student recruitment as a component of each Faculty’s approved business plan.

The focus and shape of the King’s Worldwide team has also been updated so that it is aligned with the emerging strategy. The suite of enabling professional services are organised as follows: regional expertise, student mobility administration and support, executive education and summer school development, partnership and stakeholder relationship management. Professional Services within King’s Worldwide will be reviewed again in 2015/16 and benchmarked against other Russell Group international offices on a regular basis.

The King’s Brazil Office has also been established since May, adding significantly to King’s trailblazing network of in-country offices already established in China, India and the USA. The Brazil Office includes a Latin America remit, and there are plans to extend the scope of our activities in Asia to include an ASEAN lead. Run by Country Heads that report directly into King’s Worldwide, these country offices work with each Faculty, External Relations and Fundraising & Supporter Development to increase King’s profile in these priority international markets through new partnerships and alumni activity. As such, the country leads will have a dotted line to the Head of Alumni & Supporter Relations for all alumni activities to ensure in country engagement is consistent, strategic and in line with the wider programme and international strategy.

The current international alumni engagement programme is dedicated to supporting the philanthropic needs of the College in a number of key markets, most notably the US and South East Asia to include Hong Kong, Singapore and Malaysia. The programme will need to expand to deliver new and increased alumni engagement activities in new regions to support the International Strategy and will therefore need increased investment from the College. A full analysis of the need and required investment has been conducted, including additional dedicated roles, and business cases were presented to PET in March as part of the international budget.

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4 See Appendix C for Terms of Reference for the International Committee and Vice-Deans (International).
Strategic plan

The role of King’s International Strategy is to contribute to the fulfilment and realisation of King’s international mission and vision. It does this by providing leadership and direction for all international matters, internally and externally, and by increasing King’s international profile through a global network of collaborations in research, teaching and innovation.

The International Strategy also brings the necessary intelligence into King’s and supports Faculties’ choice of where, when, and how to engage internationally. The International Strategy aims to connect King’s talent to the world and the world to King’s, exploiting Faculty strengths within the School of Global Affairs, the Centre for Global Health, and across all Health and Arts & Science Faculties.

Mission
King’s College London is dedicated to the advancement of knowledge, learning and understanding in the service of global society.

Vision
Through strong partnerships and research and teaching excellence, King’s is recognised as a thought leader on interdisciplinary themes of global significance. King’s provides a student experience and curriculum comprising seamless international components that creates global citizens connected to international networks and employable anywhere in the world.

By 2020 we will have advanced King’s position among world-class universities, escalating and maximising King’s contribution to a global society. We will be an integral part of a mutually-beneficial network of global partners dedicated to solving world problems and creating global citizens.

Strategic Priorities & Key Objectives
The five strategic priorities of the International Strategy are designed to focus activity on achieving these aims. Each priority has an associated set of tangible objectives that will be delivered through a programme of work streams and measured by key performance indicators. The cross-cutting nature of the International Strategy necessitates its integration with the work of all other cross-cutting and territorial VPs, and each objective of the International Strategy implies multiple Faculty and Professional Service department interdependencies. This plan is a flexible and living document.
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<th>Strategic Priorities</th>
<th>Key Objectives</th>
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<td>Attract the best international minds to King’s</td>
<td>1.1 Raise King’s international profile by promoting areas of strength</td>
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<td>1.2 Continue to diversify and increase the size of the international student body while maintaining excellence</td>
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<td>1.3 Ensure King’s has internationally competitive admissions processes</td>
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<td>1.4 Develop new subject areas to attract new international students</td>
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<td>1.5 Continue to draw leading researchers and teachers from around the world as permanent or visiting staff</td>
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<td>Provide an internationalised curriculum and student experience</td>
<td>2.1 Encourage flexible delivery options, including collaborative, blended and online learning</td>
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<td>2.2 Work with the SGA, CGH, ELC, MLC and others to integrate foreign language provision and internationally focused academic modules into King’s degree programmes</td>
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<td>2.3 Increase access for students to a growing range of international experience options including study abroad, internships and volunteering with a target of 20% outward mobility within 5 years</td>
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<td>2.4 Explore and promote models for collaborative provision</td>
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<td>2.5 Ensure the cross-cultural needs of international staff and students are properly supported</td>
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<td>2.6 Continue to enhance the international culture at King’s, including the physical environment</td>
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<td>Invest in strategic partnerships with world-class institutions</td>
<td>3.1 Define what is meant by a strategic partnership and collaborative working in practice</td>
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<td>3.2 Increase King’s reach and extend its influence by identifying and brokering select multi-layered, intensive, institutional partnerships</td>
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<td>3.3 Continue to support Faculties to build valued partnerships that contribute to education and research aims, as well as exchanges of academic and professional staff</td>
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<td>Raise King’s profile as a thought-leader in areas of global significance</td>
<td>4.1 Identify opportunities to engage in collaborative research on specific global themes (Global Health, Defence &amp; Security, Sustainable Cities, Culture &amp; Identity)</td>
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<td>4.2 Facilitate collaborative research and mobility projects with strategic partners on specific global themes</td>
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<td>Create an ethical and enabling environment for King’s international activities</td>
<td>5.1 Create an ethical framework and governance mechanism for international partnership development</td>
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<td>5.2 Create a hierarchy of country &amp; region priorities and plans for every region and high priority country that reflect strategic priorities and functional roles</td>
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<td>5.3 Provide market intelligence and management information to inform international strategy development at the Faculty, School and Department level</td>
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<td>5.4 Support delivery of select international projects through the International Committee with robust risk management procedures</td>
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Measuring Success
The implementation of the International Strategy will be measured by a series of key performance indicators aligned to each of the work streams above. Baselines, and detailed measures and indicators are in development for approval by the International Committee in late February 2015. They will include the following:

- QS World Rankings
- Times Higher Education International Rankings
- Shanghai Ranking of World Universities
- International Student Barometer
- National Student Satisfaction Survey international
- International citations and collaborations
- Internal quantitative measures
- International student admissions targets by country
- Student & faculty mobility rates
- Income associated with international activity
Appendices

Appendix A
Key International Facts 2014/15

1. A School of Global Affairs comprising a network of Global Institutes to promote understanding of fast-changing parts of the world and encourage engagement with 21st-century powers. These include King’s Brazil Institute; the Lau China Institute; King’s India Institute; the Institute of North American Studies; King’s Russia Institute; King’s African Leadership Centre, and King’s International Development Institute

2. The National Autonomous University of Mexico’s Centre for Mexican Studies at King’s

3. Over 200 partnerships and innovative collaborations with leading universities and institutions across the globe, including key relationships with the University of California, San Francisco; the University of Hong Kong; Jawaharlal Nehru University; the National University of Singapore; the University of North Carolina at Chapel Hill; Renmin University of China; the University of São Paulo; Peking University Health Sciences Center and Georgetown University

4. Joint PhD programmes, involving more than 20 academic departments across King’s, with the University of Hong Kong, the National University of Singapore, Humboldt University, the University of Stuttgart, University of Göttingen, University of Sao Paulo and Université Paris-Sorbonne

5. Offices in Brazil, China, India, and the USA: part of a global network that will develop deeper relationships with local research, commercial, student and alumni communities in these key countries and regions

6. Training programmes for students and staff in 29 foreign languages

7. more than 9,300 international students from some 150 countries (including the EU), making up over 35 per cent of the total student body

8. 1,479 academic and research staff from outside the UK, from 84 different countries, representing more than 40 per cent of the academic staff

9. More than 48,000 international alumni in 174 countries worldwide, with the largest groups in the USA, Germany, Greece, Hong Kong SAR, France, Canada, Malaysia, Australia and the Republic of Ireland

10. Delivered overseas undergraduate summer schools in Delhi, Mumbai and Jakarta in 2014 alongside the flagship summer schools in London

11. Delivered professional development programmes for the Foreign and Commonwealth Office’s prestigious Chevening Gurukul and Parliamentarians programme

12. Been instrumental in promoting academic excellence and cooperation between European Universities as the UK member of the Network of Universities from the Capitals of Europe (UNICA)

13. Received more than £57 million in international research grants in 2014: an increase of over 24 per cent on 2013

14. Offered 1,272 of its students the opportunity to go abroad for part of their study in 2014.
The international strategy has been developed through a consultative process

Appendix C
Governance of the International Strategy

International Committee - Draft Terms of Reference (March 2015)

These Terms of Reference were endorsed by Academic Board on 25 February 2015 for recommendation to College Council.

Purpose of the International Committee

- To ensure that international activities are embedded within the University structure
- To provide the necessary academic governance and oversight of international activities, including all partnership agreements
- To enable wide ranging academic input into the strategy as it evolves and is implemented
- To be a key communications channel for the dissemination of information and getting feedback about our international affairs

The International Committee is a committee of the Academic Board, along with the Education and Research Committees. As such the Committee will provide the necessary academic governance and oversight of all of King’s international affairs. Equally the Committee will be an important two-way communications channel between the Board and Faculties and Directorates.
The International Committee will: monitor and approve exchange agreements and in principle agreements for new programmes with partner institutions; advise the VP International on international strategy by acting as a sounding board, checking feasibility, feeding-in ideas and sharing experience; be informed about international strategy and take it into account in planning Faculties’ strategies.

Terms of reference

1. To advise the Vice-Principal (International) on the academic and operational implications of the international strategy; to support an integrated approach to the delivery of the international strategy;

2. To monitor and approve international institutional Memoranda of Understanding, including exchange agreements and agreements in principle only for new programmes with partner institutions. This does not include Memoranda of Agreement that include details of collaborative provision leading to an award of the College. These are monitored and approved by the Programme Development and Approval Committee (PDAC)

3. To inform the Vice-Principal (International) of academic developments of relevance to the international strategy;

4. To discuss international developments which may have relevance to King’s;

5. To share intelligence on international matters and opportunities;

6. To ensure that planning in Faculties, Institutes and Schools is informed by the international strategy;

7. To assist in building consensus across the College around the international strategy;

8. To distribute any funds which may from time to time fall within the purview of the Committee;

9. To set targets for the international strategy and to monitor their delivery;

Terms of operation

The International Committee will:

• meet at least three times in each year and more often if required;

• form sub-committees and working groups as needed;

• report to the Principal’s Executive Team at least annually;

• review the relevance and value of its work on an annual basis;

• review the Terms of Reference on an annual basis.

Membership

The Committee’s membership will be a mixture of academic staff, Professional Services and representation from the Students’ Union. Members generally serve ex officio, by virtue of the post they hold.

Chair: Vice-Principal (International) Dr Joanna Newman

Secretary: Programme Manager (International) Jen Angel

Vice-Dean (International), Arts & Humanities Dr Raphael Woolf

Vice-Dean (International), Dental Institute Professor Fraser McDonald

Vice-Dean (International), Institute of Psychiatry, Psychology & Neuroscience Professor Corinne Houart

Vice-Dean (International), Dickson Poon School of Law Professor Andrea Biondi (study leave September 2015), Professor Eva Lomnicka (from September 2015)

Vice-Dean (International), Life Sciences & Medicine Professor Arnie Purushotham

Vice-Dean (International), Natural & Mathematical Sciences Professor Luca Viganò
Vice-Dean (International), Florence Nightingale Faculty of Nursing & Midwifery Professor Ian Norman
Vice-Dean (International), Social Science & Public Policy Vacant
Director, King’s Centre for Global Health Mr Andy Leather
Director, School of Global Affairs Prof Nick Clifford
Vice-Principal (Education) Professor Karen O’Brien
Director of the Graduate School Professor Vaughan Robinson
Academic Director for Higher Education Review Dr Kim Wolff
Director, Cultural Partnerships Ms Deborah Bull
President of the King’s College London Students’ Union Miss Nadine Almanasfi
Director of External Relations Mrs Maxine Taylor
Director of Partnership Fundraising Ms Alison Benjamin
Director of Students & Education Ms Tessa Harrison
Director of the English Language Centre Ms Nina McDermott
Director, Modern Language Centre Dr Ana de Medeiros

Vice-Dean, International - Terms of Reference

Rationale

Working to the Executive Dean of the Faculty, a primary function of the Vice-Dean will be to join up international activities across the Faculty and to share best practice across the University at the International Committee.

As a member of the International Committee, Vice-Dean, International will: exercise academic governance of international activity on behalf of the Academic Board; provide a clear channel of communication between the Faculty and the Board, including the existing Education and Research committees of the Faculty; and will provide effective coordination of the implementation of the International Strategy across King’s.

Role

The Vice-Dean, International must:

1. Work with faculty to contribute to the development and implementation of King’s International Strategy
2. Act as a primary point of contact on international issues for the Faculty
3. Represent the Dean and Faculty’s perspective on internationalisation to both internal and external audiences
4. Link and share best practice across Faculties
5. Sit on the International Committee and be a member of the Faculty Executive Group

The emergent themes of the international strategy are: Students & Education, Global Research Themes, Partnerships, and Mobility & Exchange. The Vice-Dean, International is not expected to be an expert in any one of these areas, but an interest in more than one would be an advantage. The primary activities of the role will be to ensure good communication and coordination across the international activities of the Faculty and with Research and Education.

The Vice-Dean will be expected to represent the Dean and Faculty in the academic governance of international affairs through membership of the International Committee, as well as to convene a Faculty-wide forum with an International agenda. A budget of £1,000 will be made available from the VP, International’s budget to support this forum.

The person

The person doing this role will already have an interest in internationalisation and may have a regional or particular country interest as well. There is no one mould of person right for this role; different skills will be useful across King’s.
Appendix D
Strategic framework
The following pyramid provides a framework for all of the elements of the International Strategy.

GLOBAL THEMES
PRIORITY REGIONS
STRATEGIC PARTNERS

International Programmes

People, Protocols & Process