London strategic priority
Developing a university-wide strategic framework
Deborah Bull, Vice President & Vice-Principal (London)
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A. Background and recommendations
A sustainable framework to enhance strategic and systematic connectivity with London

Early discussions around King’s Vision to 2029 identified the need for King’s to do more to fully leverage the potential of its location in the heart of London. King’s engages widely – if at times unevenly – with its home city, but there is general agreement that greater porosity and more systematic and coordinated connectivity with the city around us would deliver benefits to both the university and to London.

The 2029 Strategic Vision positions London as a key strategic priority for the university and underlines the need for King’s to connect more closely with the communities in which it operates – consolidating the university’s continuing commitment to service by developing a mutually beneficial ‘civic’ role in the boroughs in which King’s is located.

This consultation project aimed to articulate and develop the London strategic priority within the 2029 Vision. It had thee overarching aims:

• To elicit a high level picture of King’s current relationships with London
• To develop a vision and articulate objectives for future connectivity with London as part of the overarching 2029 Vision
• To set out a framework that will support the university in achieving that vision.

Six recommended actions emerge from this project, which are discussed in more detail in this paper:

1. Position connectivity with London as integral to delivering the 2029 Vision
2. Agree vision and objectives for connectivity with London
3. Agree target sectors
4. Establish a London network across King’s, supported by a small central office, to support faculty ambitions for London through enhanced coordination, facilitation, reporting and communicating (from autumn 2016)
5. Develop a coherent civic engagement programme for King’s (for implementation from autumn 2018)
6. Strengthen our relationships with London’s higher education institutions.
B. How should King's respond?
Success means connecting both with London’s world class sectors and with our local communities.
1. Position porosity and connectivity as integral to delivering the 2029 Vision

To achieve this, King’s should:

• Demonstrate leadership from the top while recognizing that engagement takes place locally, at faculty, department and individual level

• Leverage the potential of existing structures and committees (such as education, research, innovation) to support, surface and enhance London-based partnerships and activity

• Identify faculty-based champions to signpost, connect and communicate faculties’ work, joining up existing activities, instigating new opportunities and engaging academic colleagues, working within a university-wide network

• Ensure that connectivity with London supports faculties’ education, research and service strategies

• Ensure that King’s ambitions for enhanced connectivity and porosity inform and influence strategic and operational decision making, including estates planning

• Recognize that effective engagement requires specialist skills, dedicated resources and ongoing relationship management

• Recognize this kind of activity in recruitment, promotion and reward criteria

• Communicate and celebrate success

• Set the ambitions for London in the context of a broader review of King’s approach to external engagement and partnership, developing interconnected strategies linked to the 2029 vision.
2. Agree vision and objectives for London

**Vision: a civic university at the heart of London**

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

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

- To achieve this, we will:
  - Strengthen our connections with and porosity to London’s businesses, policy makers, agencies and institutions, leveraging their potential in the student and academic experience so that our graduates take away the best possible life opportunities and our research creates social, cultural and economic value
  - Deepen our relationships with our home boroughs, collaborating locally to support the communities around us and to generate knowledge that may have relevance across the city, the country and the world
  - Partner effectively across the capital’s broader HE community to address London-wide issues.

**By 2029, King’s will be regarded throughout the world as London’s leading civic university.** We will be making a valuable contribution to the capital’s health and success through a wide range of collaborations that both draw London into King’s and puts King’s expertise to work in productive ways that have meaning for London. In each faculty, a portfolio of strategic, mutually beneficial partnerships will create diverse opportunities for the King’s community and the communities around us. These partnerships will benefit the economy, reinforce our reputation and affirm King’s position at the heart of London.

**Objectives**

- **Establish** a portfolio of strategic partnerships with London’s businesses, organisations and agencies to develop research collaborations that respond to London’s challenges and leverage King’s potential to work across disciplines
- **Create** formal and informal learning opportunities that integrate London into the student experience, helping to develop the skills and networks that will support them in their future careers
- **Develop** and maintain mutually beneficial relationships in our home boroughs through a coordinated programme of civic engagement
- **Maintain** strong relationships with global entities headquartered in London, ensuring our international connections deliver benefits to local communities
- **Build** partnerships with London’s universities to consider shared challenges that will be most effectively addressed through coalition and collaboration.
3. Agree target sectors

Throughout the consultations, there were consistent emphases on certain sectors where greater or more coordinated focus would be most likely to yield benefits for both King’s and London; and a clear steer that King’s should be selective in order to maximise effectiveness, setting priority areas for an initial fixed period.

Four categories of focus emerged from the process:

Category 1: sectors where stronger focus and a more coordinated approach would deliver value to King’s

Category 2: secondary areas of focus

Category 3: sectors where King’s is already strong and where impetus should not be lost

Category 4: sectors that will continue to generate opportunities but should not be the subject of particular focus or university-wide discretionary effort.

1. Strong focus
   - Local boroughs
   - Mayor’s office, GLA
   - Big business

2. Secondary focus
   - Digital
   - Science
   - NGOs

3. Maintain high effectiveness
   - Health
   - Culture
   - Central Gov
   - Education

4. Opportunistic
   - All other sectors
4. London network...

... will support faculty ambitions by providing:

- An interface with London
- Coordination and connections across King’s
- Effective reporting and communication

Target Sectors:

- Strong focus
- Maintain effectiveness
- Secondary focus
4. London network (contd.)

The London network is key to delivery of the first two objectives on slide 8 – our vision for London. The network connects across existing structures, between the established London-facing portal units (see next slide), with student representatives and into faculties via designated ‘champions’ (see slide 13). Bringing together the various parts of King’s that are already resourced to engage with different sectors of London and connecting them more systematically into faculties allows opportunities and contacts to be shared, duplication minimised and a coherent story communicated, internally and externally.

The overarching ambition is to ensure that engagement with London contributes effectively to faculties’ education, research and service strategies and that the potential of London is maximised for academics, students and for the communities around us.

The network initially comprises:
- Faculty-based champions
- Representatives from existing London-facing portal units
- Student representatives.
4. London network (contd.)

The following list includes examples of London-facing ‘portals’ that should be part of a London engagement network coordinated by the London office. Note that this list is not exhaustive:

- External Relations, including
  - Government Relations
  - Widening Participation
- Culture, including
  - Cultural Institute
  - Cultural Partnerships & Enquiry
  - Cultural Programming
  - Science Gallery London
- Policy Institute
- Dean’s Office
- Fundraising & Supporter Development, including
  - Alumni Relations
- RMID, including
  - Business London network
- Entrepreneurship Institute
- Commercialisation Institute
- Careers & Employability
4. London network – Faculty champions

To ensure the London network is effective in meeting the needs of academics and students, it will be vital to establish strong pathways into and out of faculties. In discussion with the Vice Provosts for Health and Arts & Sciences, and with the Executive Deans, a faculty-based role of ‘champion’ for London has been developed. The London champion is generally an academic with strong external links, working in close partnership with a member of the faculty’s professional services staff.

The principal aims of this role are

- To enable faculties and academics to make best use of the network, in support of academic ambitions
- To be a first point of contact for London-related issues and opportunities
- To help showcase faculty success and the development of a coherent narrative for King’s in London

The faculty champions

- Work to the Executive Dean, and closely with the Vice President & Vice-Principal (London) as well as the London team
- Help to surface existing activity and engage colleagues with new opportunities that align with academic interests – across education, research and service
- Actively contribute to the London network, communicating new and existing activities and opportunities into the network and back into the faculty.
4. London office

A small central team coordinates and supports implementation of the London strategy and the success of the London network, working closely with faculty-based champions, with existing committee structures and with existing London-facing ‘portals’ at King’s.

The London team is essential in progressing the framework and in supporting the aspirations of faculties and academics brought to light through the consultation process.

The team has three core purposes in support of the London network.

In addition to this, the London office is also responsible for delivery of King’s Local Partners, a civic engagement programme with Southwark, Westminster and Lambeth, which aims to strengthen King’s relationships with the boroughs in which the university is based, in support of both the London and Service priorities. (see slide 17).
4. London office (cont.)

Further details

1. Interface with London

To deliver on this purpose, the office will:

A. Provide a clear front door into King’s and signposts to its London-facing portals and academic specialists
   
   • Although there are multiple existing entry points to the university, at times it is not clear how to access King’s. The hub will establish a clear ‘fall back’ entry point and be responsible for connecting external partners to the right part of King’s

B. Communicate the story externally, including through webpage and social media presence

C. Horizon scan for new opportunities, brokering and connecting with appropriate faculties or departments within King’s

D. Target areas of strategic importance

E. Connect with London leads in other HEIs.

2. Track and report

To deliver on this purpose, the office will:

A. Track, evaluate and report on progress, using insights and learning to drive improvement
   
   • Building on knowledge generated through this project, the hub would develop over time a sophisticated overview of engagement with London and its outcomes

B. Support the roll out of the Dynamics/CRM system.
4. London office (cont.)

Further details

3. Connect across Kings

To deliver on this purpose, the office will:

A. Connect London into the right parts of King’s, where necessary

B. Coordinate an internal network made up of London-facing portals and faculty-based leads and connecting into existing committee structures at the university

- The London-facing portals are existing units within King’s that have a remit and dedicated resources to connect with a specific sector of London (see next slide for more detail)

- Faculty-based leads from the academic community to act as sign-posters, connectors and communicators, with responsibility for reporting into and out of the hub and the broader network on faculties’ London engagement strategies and activities (to share knowledge, leverage opportunities and avoid duplication).

C. Coordinate and facilitate pan-university London initiatives

D. Communicate the story internally

E. Coordinate training programmes and best practice advice to enhance engagement capabilities.
5. Develop King’s Local Partners as a coherent civic engagement programme that delivers on the London and Service priorities

Across King’s, there are many good examples of civic engagement, but much of it is linked to individuals and it is often ad hoc. The consultation process uncovered a strong appetite for King’s to develop its civic role – an appetite that aligns with the interests of our current students as well as future cohorts: 92% of Generation Z (our student body between now and 2029) believe that ‘helping others is important’, while 70% ‘worry greatly’ about inequality.

The divisions exposed by the EU referendum have underlined the imperative for universities to rediscover their civic role: beyond direct benefits to employment and spending, universities provide facilities, advice and consultancy; attract new investment and enterprise; help shape local policy; connect research to local priorities; and act as advocates for the local area. Recognizing this, HEFCE has launched a pilot ‘Leading Places’ fund, to help drive growth, re-design public services and strengthen relationships between communities and academic institutions.

As a major presence in London, King’s should both contribute to and benefit from the communities of which it is a part.

In addition to faculty-led community outreach activity, a cross-university coordinated programme of civic engagement focussed specifically on King’s ‘home boroughs’ (Westminster, Lambeth, Southwark) – King’s Local Partners – is in development, led by the Vice President & Vice-Principal (London) and the London team, for implementation in 2018 to deliver on both the London and Service priorities. It will have the following objectives:

• Ensure students take away the skills, values and experiences that will equip them to be the change-makers of tomorrow through distinctive formal and informal learning partnerships, placement and internship programmes and coordinated volunteering opportunities
• Support academics in generating knowledge locally that has transnational impact through local research partnerships
• Support staff development through opportunities with local partners, including a dedicated ‘Board bank’ to match staff interest and experience with local need
• Enhance capacity and develop skills and talent within local communities
• Help to position King’s as the ‘go to’ institution for donors and philanthropists looking to address global challenges
• Strengthen King’s relationship with its neighbours
• Support WP objectives
• Build support for King’s and HE by providing evidence of the value of public investment in universities.
6. Strengthen relationships with London’s HEIs

London’s great challenges are unlikely to be solved by working in isolation.

King’s College London and its researchers – across all disciplines – already work closely with London’s other higher education institutions. From the Crick Institute, to our research into London’s air quality, working collaboratively allows us to pool resources, infrastructure, skills and expertise and to be inspired and provoked into new thinking by the insights and inputs of different voices.

In line with the fifth objective set out in the Vision, King’s will work to strengthen and extend its partnerships with London’s HEIs, working together to consider shared challenges – and opportunities – that will be most effectively addressed through collaboration and cooperation.

The Vice President & Vice-Principal (London) has established a forum that brings together parallel post holders in other London HEIs, beginning with LSE, UCL, Imperial and QMUL. The forum meets termly to develop shared messaging, to share information, to create regular channels of communication and to identify potential issues where shared approaches or projects might be developed.
C. Benefits of enhanced connectivity – to King’s and to London
Effective connectivity offers a range of benefits to King’s...

<table>
<thead>
<tr>
<th>BENEFITS TO KING’S</th>
<th>INITIATIVES AND MEASURES TO ACHIEVE BENEFITS</th>
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</table>
| Enhance the student experience and increase student employability                 | • Stronger connections with business and local employers, leading to increased number of student internships and employment placements  
• Increased and coordinated opportunities for student volunteering and student-led extra curricular activities  
• Increased access to experiential learning, or opportunities to apply classroom learning outside King’s  
• Development of student skills to increase capacity for engagement with local communities and London’s institutions |
| Research generated through London partnerships that have relevance nationally and internationally | • Increased involvement in intermediary organisations with government and/or the private sector (e.g. joint innovation hubs or centres of excellence)  
• More cross-sector collaborations that draw on the skills and knowledge of different sectors and disciplines to address major challenges  
• Increased number of partnerships or interactions with industry or government to produce, transfer and apply knowledge  
• Socially engaged research partnerships leading to increased impact |
| Enhance the university’s reputation through greater community contribution          | • Increased consultation with local communities in the development of programmes and services  
• Delivery of outreach, support and advice services for local communities  
• Increased public access to university facilities and services  
• Database of expertise and specialisms with local relevance leading to increased collaboration  
• Annual ‘civic challenge’ fund to support academic-community collaborations addressing local priorities |
| Enhance teaching practices to ensure they are cutting edge and align with market needs | • Industry involvement in curriculum development, teaching and research activities  
• Knowledge sharing with other HEIs to gain insights which further teaching practices  
• Increased leverage of London as a ‘classroom’: development of credit-bearing modules and programmes with external partner organisations and businesses |
| Facilitate staff development                                                        | • Increased opportunities for (and recognition of) staff volunteering or community involvement  
• Empowering staff and building their capacity to engage with local communities  
• ‘Board bank’ to match local needs with interests and expertise of King’s staff |
... and to London and our local communities

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<thead>
<tr>
<th>BENEFITS TO LONDON</th>
<th>MEASURES</th>
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<tr>
<td>Development of human capital and skills</td>
<td>• Increased access to professional development opportunities by businesses and government staff</td>
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<tr>
<td></td>
<td>• Stronger perceptions across industry and government that King’s produces students with the skills and knowledge to meet market needs and to address 21st century challenges</td>
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<td></td>
<td>• Increased collaborations with business, on and off campus, to ensure graduate attributes align with industry needs</td>
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<td>Increased social equity and widening participation</td>
<td>• Provision of adult learning or community based learning in local areas</td>
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<td></td>
<td>• Provision of public lectures, events and exhibitions</td>
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<td></td>
<td>• Collaborations and partnerships to increase university recruitment from a diverse range of population groups</td>
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<td></td>
<td>• Delivery of skills enhancement programmes and advice services to local communities</td>
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<tr>
<td>Promotion of enterprise, business development, innovation and growth</td>
<td>• Provision of knowledge, skills and support to small business to help exploit market opportunities</td>
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<td></td>
<td>• Improved access to university knowledge and IP to enhance or accredit their work</td>
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<tr>
<td></td>
<td>• Facilitation of knowledge sharing and networking events which help generate new and innovative ideas, products and services</td>
</tr>
<tr>
<td></td>
<td>• Increased, coordinated availability of university resources and facilities to local communities</td>
</tr>
<tr>
<td>Growth of local economy</td>
<td>• Employment of local community members</td>
</tr>
<tr>
<td></td>
<td>• Assisting small firms to grow and place people in employment</td>
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<tr>
<td></td>
<td>• Capacity building activities to help communities thrive and address social problems</td>
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<td></td>
<td>• Partnerships to enhance economic regeneration of the areas</td>
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<tr>
<td></td>
<td>• Working with local authorities to support policy re-design</td>
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<td></td>
<td>• Development of social enterprise capability</td>
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Appendix A: Different models of engagement

At: Civic University Model

The Civic University model aims to describe the mutually beneficial arrangements between the community, region and university.

The model integrates teaching, research and engagement such that the university and external world enhance each other. Research is designed to have a positive socio-economic impact, and teaching closely involves the community with the aim of widening participation in education.

The key features of a civic university include:

- Active engagement with the wider world and also the local community
- Adopts a holistic approach to engagement (not confined to specific individuals/teams)
- Strong sense of place, and recognises how location assists to establish a unique identity
- Strong sense of purpose and a willingness to invest in order to achieve wider impact
- Uses innovative methodologies in its engagement activities.

Goddard, J. (2015). The Civic University and the City
**A2: Triple Helix Model**

The Triple Helix Model promotes the role of universities and their intersection with industry and government to generate new innovative opportunities for the production, transfer and application of knowledge.

Independently, public institutes, private organisations and higher education institutes have the capacity for innovation, but the most favourable environment for innovation is found at the point of intersection. As a result, under this model each party operates semi-autonomously but are connected by external intermediaries (for example, technology and innovation centres, centres of excellence).

Central to this model is the idea of the entrepreneurial university, which proactively applies and creates new knowledge through interactive rather than linear models of innovation. The entrepreneurial university collaborates with other stakeholders to further regional innovation.

*Triple Helix Research Group, Standard University (2012). The Triple Helix concept*
A3: Anchor Institutions

The concept of anchor institutions highlights the role of place-based institutions in building successful economies and communities. Anchored universities are considered to be of the city, not just in the city. They are pivotal for coordinating and supporting goal alignment across universities, policy makers, the private sector and community. As universities are deeply embedded in the local region, anchor institutions play a key role in supporting economic activity and social connection with the community.

Key characteristics of anchor institutions include:

• Spatial immobility (which contributes to the locational focus of anchor institutions)
• Large in size and high levels of purchasing power, which increases their influence on local economic development
• Is considered a centre for culture, learning and innovation
• Stability and permanence in the local economy
• Has a clear social role, which enables development of mutually beneficial and sustainable relationships across the community.

### A4: Examples of HE engagement strategies and frameworks

<table>
<thead>
<tr>
<th>NEWCASTLE UNIVERSITY</th>
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<tbody>
<tr>
<td><strong>ENGAGEMENT STRATEGY 2012</strong></td>
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<tr>
<td><strong>OBJECTIVES</strong></td>
</tr>
<tr>
<td>• Develop a public understanding of Newcastle as a world class civic university</td>
</tr>
<tr>
<td>• Position Newcastle as a recognised leaders in the social, cultural and economic development of NE England</td>
</tr>
<tr>
<td>• Attain national and international recognition for the University as a leading institution in social challenges</td>
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<tr>
<td>• Build the public profile of Newcastle as a City of Science</td>
</tr>
<tr>
<td>• Develop and maintain good relations with stakeholders, alumni and the wider public</td>
</tr>
<tr>
<td><strong>KEY ACTIVITIES</strong></td>
</tr>
<tr>
<td>• Offer extracurricular activities to enhance the student experience and personal/professional development</td>
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<tr>
<td>• Improve the accessibility and aesthetics of the university</td>
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<tr>
<td>• Support staff, students and alumni to contribute to the university and promote internal understanding of research, teaching and values</td>
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<tr>
<td>• Develop staff and students as knowledge ambassadors and informed citizens in their interactions with wider society</td>
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<thead>
<tr>
<th>MONASH UNIVERSITY</th>
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<tr>
<td><strong>COMMUNITY ENGAGEMENT FRAMEWORK 2010</strong></td>
</tr>
<tr>
<td><strong>OBJECTIVES</strong></td>
</tr>
<tr>
<td>• Commitment to social responsibility, particularly social justice, human rights and sustainable environment</td>
</tr>
<tr>
<td>• Staff and student development</td>
</tr>
<tr>
<td>• Supporting all individuals to participate in education and advance teaching, learning and research development for the betterment of society</td>
</tr>
<tr>
<td>• Translate research, innovation and knowledge exchange to tangible products, services and outcomes</td>
</tr>
<tr>
<td><strong>KEY ACTIVITIES</strong></td>
</tr>
<tr>
<td>• Integrated service learning, internships and cooperative education</td>
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<tr>
<td>• Research integration, knowledge exchange and industry engagement</td>
</tr>
<tr>
<td>• Social inclusion and widening participation</td>
</tr>
<tr>
<td>• Outreach services</td>
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<tr>
<td>• Institutional development and resources</td>
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### UNIVERSITY OF BRIGHTON

#### SOCIAL ENGAGEMENT STRATEGY 2009

**OBJECTIVES**
- The University’s resources (intellectual and physical) are increasingly available to, informed by, and used by local communities
- Long term partnerships for mutual benefit
- A role for the university in community infrastructure
- Enhanced teaching, research and personal development of students and staff
- University of Brighton as a centre for social engagement research

**KEY ACTIVITIES**
- Promote public access to facilities
- Increase the University’s capacity to create and transmit knowledge
- Enhance socially engaged learning and teaching through involvement of communities and employers in development of curricula, learning and teaching
- Enhance student capacity for engagement
- Widen participation through outreach and diverse recruitment
- Encourage economic regeneration and enterprise in social engagement
- Build institutional relationships and partnerships

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### NEW YORK UNIVERSITY

#### COMMUNITY ENGAGEMENT

**OBJECTIVES**
- Serve as a private university in the public service (in line with the University’s academic mandate and mission)
- Maintain close working relationships with the city’s elected officials, non-profits, business and communities to encourage volunteerism, share resources, bolster the economy, and inspire the next generation of leaders and decision makers.
- Help the city flourish through contribution to ideas, innovation and human talent

**KEY ACTIVITIES**
- Offer lectures, symposia, workshops and events to local neighbours and non-profits
- Provision of outreach services in five boroughs
- Involve students, faculty and administrators in advocacy
- Offer annual grants to local non-profits through a community fund
- Receive feedback from the community on long term University plans
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