

SERVICE STRATEGY

A framework for delivery

2018–23



**KING'S
STRATEGIC
VISION
2029**

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

King's Strategic Vision, 2029

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INTRODUCTION

'Service' is the term we adopted at King's in our *Strategic Vision 2029* to describe our commitment to society beyond the traditional roles of education and research. In developing the *King's Strategic Vision 2029*, we engaged with over 800 members of the King's community, and one of the recurrent themes in those discussions was King's role 'in the service of society'.



It was clear that we at King's wish to continue to serve the needs and aspirations of society, both in our individual capacities and as the community of King's. We therefore decided to reaffirm Service as one of our strategic priorities, sitting alongside Education, Research, London and International.

As we deliver on this agenda, we hope that we can reinvigorate and redefine the public purpose of universities, both here in the UK and abroad. Historically, the purpose of universities was education. With the need for specialised knowledge and technical know-how, undertaking research increasingly became part of their mission. In the USA during the latter part of the 19th century a third public purpose was also expected of universities: that of service, especially for the so-called 'land-grant' universities. This concept resonated with the original foundation of King's to serve society and was picked up in Europe and elsewhere in the establishment of the great 'civic' universities of the 20th century. Despite this, service has long been a poor cousin to education and research in thinking about the public purpose of universities. Our aim is to create parity of esteem between education, research and service.

Just as King's, as an institution, decided to make Service a strategic priority, individual students, staff and alumni choose whether to engage in Service activities. The examples in this document show that many have already done so, and that Service is already fiercely embraced and deeply embedded in day-to-day life at King's. Over the past few months we have identified hundreds of examples of how students, staff and alumni are serving society.

Building on this, our Service strategic framework described in this document sets out our ambition over the next five years to help shape and transform communities and societies across the world. It has been developed through an engaged and consultative process with students, staff and alumni across the King's community. In the early part of 2018 we had conversations with around 400 people to co-create the ideas and goals set out in this framework. We have grouped 10 strategic goals, under four ambitions, that we plan to work on over the next five years, including over 40 priority initiatives that will be delivered within the next three years.

This framework illustrates how the ethos of service stands out at King's: simply put, we are trying to make the world a better place above and beyond what is expected or required of a university.

PROFESSOR EDWARD BYRNE AC

President & Principal

PROFESSOR JONATHAN GRANT

Vice-President & Vice-Principal (Service)

KING'S MATERNAL AID ASSOCIATION

The Maternal Aid Association UK (MMA), a student-led charity, works in Bangladesh to improve maternal health. Student volunteers spend two weeks working alongside Bangladeshi healthcare professionals. They lead a seminar on maternal care at Sylhet Women Medical College, using evidence-based best practice and reflections from their international volunteering experiences, and take part in health camps offering free basic health checks in rural areas.

PARENT POWER

Parent Power, run by King's Widening Participation Department, supports groups of local parents to become university access experts who can then help local students on their journey into higher education. The programme uses community organising techniques to recruit and train parents and since July 2017, over 200 parents have been involved, with 35 becoming local parent power leaders.

ACTS OF RANDOM KINDNESS

The Acts of Random Kindness (Ark) Project is an initiative launched by King's Student Islamic Society in 2012. Since its inception it has helped tackle homelessness by working in conjunction with charities and food banks, assisted students from deprived socioeconomic backgrounds through university taster days and donated toys to children at Evelina London.

ASSOCIATESHIP OF KING'S COLLEGE AWARD (AKC)

The Associateship of King's College (AKC) is the original award of the College, dating back to its foundation in 1829 and reflecting the College's motto: 'sancte et sapienter' (with holiness and wisdom). The 21st-century AKC offers an inclusive, research-led programme of lectures on religious, philosophical and ethical issues that give King's students, staff and alumni the opportunity to engage with these issues alongside their main programme of study.

PHILOSOPHY IN PRISONS

Philosophy in Prisons is a student-led initiative which first ran in 2016 and won the inaugural King's Award in the 'Contribution to serving the needs and aspirations of society' category in 2017. Those being supported by the programme said it was the highlight of their week, inspired them to start reading again and reported on the positive impact upon their mood and sense of self.



WHAT WE MEAN BY SERVICE

We define **Service** as an identifiable experience that is shared between King's (its students, staff or alumni) and the community or environment (local, national or global) in which we operate. Service should measurably and positively change an outcome in the present or the future, through a planned intervention. This includes:

Social reform At King's, we recognise that we have a responsibility, ability and capacity to be part of shaping and transforming local communities and societies across the world;

Educational experience At King's, graduates are distinguished not just by their knowledge but by their wisdom, character, service ethic and global mindset;

Research impact At King's, our world-leading and outward-looking research is focused on meeting societal need;

Volunteering At King's, we support and facilitate staff, students and alumni participating in voluntary activities across numerous sectors;

Environmental sustainability At King's, we have made a commitment to protect the environment, whether it be in relation to energy saving, recycling or sustainable transport.



Service is going beyond what is expected or contracted of a world-class university.

It should be noted that none of this is new. In the mid-19th century King's led the country in widening access to higher education to a much broader group of society, by providing degree-level study through evening classes, at heavily subsidised rates. As Charles Dickens commented in 1858:

It was an opening not only of college doors, but of doors into higher life for hundreds of men who have since shown how prompt and how able they were to pass over the threshold when the bolts were once drawn.

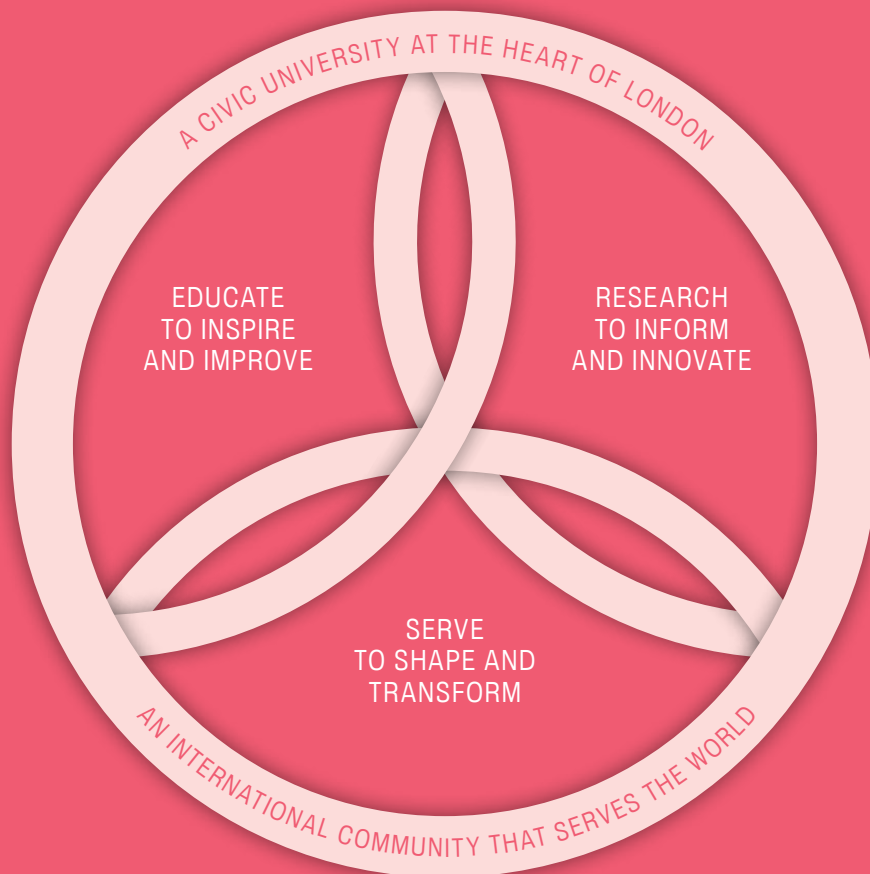
As well as the degrees of the University of London, these evening class students could also study for the Associateship of King's College – which is still available today, see page 2. In the 20th century, volunteering by

King's students included supporting youth clubs in poorer parts of London and providing medical and other services to the people from London's East End who spent their summers carrying out the hard physical work of hop-picking in Kent.

Today, as highlighted throughout this document, we continue in this fine tradition of challenging the boundaries of what universities do and who they are available for. For example, the increased access to higher education through King's evening classes in the 19th century is matched by innovations today that have changed the face of our student body, so that more than 75 per cent of King's students are now from state schools, and 47 per cent of UK entrants are from Black and Minority Ethnic backgrounds. King's also has the fastest-growing population of low-income students in the Russell Group of UK research-intensive universities.

In 2016, King's developed its Strategic Vision 2029, which sets out the type of university King's aspires to be by its 200th anniversary. It both inspires decision making today and informs King's future plans and directions. To drive and shape the journey over the next decade, and to hold ourselves collectively to account for that delivery, King's is now developing a medium-term strategy for each of the five priorities in **Strategic Vision 2029: Education, Research, Service, International** and **London**. Each of those priorities needs an underpinning strategy that:

- 1. Defines and diagnoses the challenge:** providing a common view of where we are starting from and what is going on around us;
- 2. Makes some guiding choices:** articulating how we intend to navigate the next three to five years in order to make progress in realising our vision;
- 3. Identifies a coherent set of actions we should take:** informing how we will need to adjust our activities and efforts, investment and policies as necessary.



This document maps out part of that journey to 2029 for the Service strategic priority. It provides a framework organised around **four ambitions, 10 strategic goals** and **over 40 priority initiatives** that we will deliver on over the next three years.



1

AMBITION

Enabling a movement at King's

AMBITION 1

The idea of a ‘movement’ aims to capture and build on the grass-roots enthusiasm and commitment to Service that has always been so evident at King’s.

In advancing work around Service, there is a tension between whether it should be planned, centralised and led, or rather devolved, localised and empowered. The idea of a movement attempts to resolve that tension. Movements are strategic, but require different framing than top-down, goal-led initiatives.

Our response is to give people ‘permission to dance’, using the metaphor in Derek Sivers’ TED talk¹, *How to start a movement*. At the beginning of the clip, there is one person dancing on a grass hill. In time, a second person joins the dance and then, shortly after, a third. As the three-minute clip rolls on there is an exponential growth in the number of dancers, so by the end the hilltop is covered by people dancing. The point that Siver makes is that it is the first and second follower that are important in creating a movement. Applying this to King’s, we want to put in place policies, procedures and practices that encourage students, staff and alumni to develop and build their own Service ideas. As these ideas begin to take root, we will see others copying them – either by joining existing projects or starting up their own – thereby creating a social movement around Service.

Marshall Ganz, another commentator on the power of social movements, has developed a framework for social action based around the *heart* (narrative), the *head* (strategy), and the *hands* (action)². We have adopted and re-articulated this approach, around *Celebrate, Co-ordinate and Curate*. We want to tell the stories of what is already happening at King’s; we want to help connect colleagues who are interested in working together around Service-focused projects, and we want to make sure that we can support new projects as they start up.



We have already begun to create a movement at King’s through the process of developing a framework for the Service strategic priority. We convened an Oversight Group of around 50 colleagues across King’s who were both passionate about Service and broadly representative of the King’s community. Working closely together, these people have themselves gone on to engage with a further 350 people through various workshops. By supporting the Oversight Group (the first followers, in Sivers’ language) and the people who engaged in their workshops (the second followers), we have quickly identified and connected with a community of around 400 people. We will continue to work with these and others to enable this movement to develop organically. In time, as King’s builds its reputation around Service, we would anticipate that new students and staff will be attracted to King’s specifically because they share our passion and commitment to serve.

¹ https://www.ted.com/talks/derek_sivers_how_to_start_a_movement

² https://dash.harvard.edu/bitstream/handle/1/29314925/Public_Narrative_Collective_Action_and_Power.pdf?sequence=1



AMBITION 1

STRATEGIC GOAL 1 CELEBRATE

Our aim is to legitimise and amplify Service as core to the public purpose of King's and universities nationally and internationally, by celebrating student-, staff- and alumni-led Service activities.

Talking about Service activities at King's will allow us to share stories of how we are delivering our vision to make the world a better place and, through that, give people permission to engage both in those projects and to create new ones. We will use a combination of traditional and social media to communicate Service activities at King's and to celebrate our successes as they arise. We will seek to influence the national and international debates about the role of universities in society, and will share our belief that the role includes a Service-led mission.

PRIORITY INITIATIVES FOR 2018-19 TO 2020-21

- We will make the case for Service, through **thought leadership**, including opinion pieces, blogs, social media and public talks and lectures that aim to generate a debate on the public purpose of a university, with Service sitting alongside education and research as a core mission of universities.
- To showcase King's Service activity, **postcards** will be printed and circulated across King's campuses featuring different stories about a range of projects. The idea is to embed a culture of service across the institution, promote awareness and encourage involvement.
- To increase recognition of Service, we will promote the annual **King's Award** for the 'Most significant contribution in serving the needs and aspirations of society'. This is assessed against two criteria: commitment to making the world a better place, beyond education and research, and success in making King's the partner of choice, locally, nationally or internationally, in a variety of sectors.
- We will continue to recognise staff and student contributions to environmental sustainability through the annual **King's Awards for Sustainability**.
- We will establish an annual celebration, **SERVE**, that will demonstrate King's unique commitment to serve society. Each year we will work with students, staff and alumni across the world to host a day of celebration that both promotes King's commitment to Service, and also delivers on specific Service activities.

Combined, these priority initiatives will increase awareness of and participation in Service activities, as evidenced by the number of Service examples to celebrate; the number of people nominated for King's Awards; the participation and reach through SERVE, and the influence on public debate.



“ Every social justice movement that I know of has come out of people sitting in small groups, telling their life stories, and discovering that other people have shared similar experiences.
Gloria Steinem, Activist

AMBITION 1

STRATEGIC GOAL 2 CO-ORDINATE

Our aim is to enable and facilitate the participation of students, staff and alumni in Service activities at King's.

In supporting a social movement, we will establish and administer initiatives that will enable and facilitate colleagues to serve local, national and international communities. Our approach will be focused on empowering students, staff and alumni to start up and develop such activities, as opposed to directing what is needed from the centre. We will do this through supporting volunteer activity at King's and creating platforms to enable people to connect and work together around shared interests.

PRIORITY INITIATIVES FOR 2018-19 TO 2020-21

- In the financial year 2018-19, we will develop a coherent **volunteering framework** for King's. We will commission a review and set out recommendations to strengthen the volunteering offer at King's. This will enable all student and staff members who wish to, to make volunteering contributions to Service at King's.
- We will establish **'Service time'** as part of our standard terms and conditions for employees, allowing all staff to contribute to King's Service agenda. In 2018-19 we will pilot this initiative by allowing all staff to spend a day on Service activities and, subject to a review, look to extend that to two or three days a year thereafter.
- We will create a **'Skill Swap'** scheme that will connect the expertise of King's staff and alumni with student societies and activities. For example, a student society may be interested in lobbying politicians about a policy topic and may value some advice from volunteer staff in the Policy Institute; a student teaching English to refugee children may appreciate input from the English Language Centre, or a recently appointed treasurer for a student society may like support from a staff member in Finance. In all these examples, we anticipate there will be 'one off' consultations (which may well lead to longer engagements), based on staff volunteering and registering their expertise and students searching that database for appropriate skill sets.

Combined, these priority initiatives will provide a shared framework and time for volunteering at King's and a way for students and staff to register expertise and work collaboratively.

“ I have found that among its other benefits, giving liberates the soul of the giver.
Maya Angelou, Poet



AMBITION 1

STRATEGIC GOAL 3 CURATE

Our aim is to support students, staff and alumni in starting up and delivering sustainable Service activities at King's.

As well as enabling and facilitating a social movement through localised grass-root Service activities, we will also aim to provide more centralised support to fund new and existing ideas and to provide coaching and personal development for leaders of Service activities. In addition, we will look to use the institutional capacity of King's to deliver on our vision to serve, through mechanisms such as our procurement activities and through being an environmentally sustainable organisation.

PRIORITY INITIATIVES FOR 2018-19 TO 2020-21

- A new **Service Impact Fund (SIF)** at King's will be open to applications from King's students, staff and alumni, providing small amounts of seed funding to try out new ideas which aim to help shape and transform local communities and societies anywhere in the world. Successful projects – where benefit and sustainability are demonstrated – will be eligible for subsequent investment which will enable them to grow to a larger scale.
- To support the development of a Service-focused movement at King's, we will establish a learning and development programme for **leaders of Service activities**. The programme will focus on creating and mobilising voluntary teams; motivating 'followers' and creating a cohesive common purpose, and promoting shared values and identifying clear norms and goals.
- The concept of **social value** plays an important role in strategic procurement at King's, as demonstrated by our commitment to require our cleaning and security contractors to pay the London Living Wage and our prohibition of the use of zero hours contracts. We will continue to realise this principle in terms of our contribution to Service and our relationship to our wider community through the supply chain.
- We will work with the **Diversity and Inclusion** team to ensure we embed ways of working that enable us to hear from the breadth of our diverse communities and we will ensure that all voices are equally included throughout the development and implementation of the Service strategy to provide a focus on equality.
- We will continue to support and enable our **student and staff sustainability champions**, and through the combined actions of those at King's we will reduce our environmental impact. Our ambitious targets include having a net zero carbon footprint by 2025 and achieving a 70 per cent waste recycling rate.
- We will explore establishing a **consultancy programme** to support local, national and international organisations on pro-bono, at cost and/or for-profit rates.



Combined, these priority initiatives will provide investments in Service projects across King's, and improve the capacity to deliver and scale-up appropriate projects, as well as using King's institutional support to deliver social value.

“ Do your little bit of good where you are, it's those bits of good put together, that overwhelm the world. **Desmond Tutu, Archbishop emeritus, King's alumnus** ”

2

AMBITION

Generating Big Ideas

AMBITION 2

Big Ideas have shaped King's existing reputation for Service for nearly 200 years.

We are already widely recognised for our innovative creation of the King's Maths School and our speedy and effective response to the Ebola crisis. Both these examples show how King's can shape and transform local communities and societies across the world, even beyond what is expected or required of a world-class university.

Picking a few Big Ideas to support will enable us to accelerate and scale-up as we pursue the Service vision. We will aim to develop a steady flow of ideas for which King's will be known for in five years' time and beyond, in the way that we are already renowned for our Maths School and our Ebola response. To do this we must develop an approach to generating and evaluating

'Big ideas' that will carry us forward into the future, delivering on the ambitions set out in *King's Strategic Vision 2029*.

There are already a number of Big Ideas currently being developed at King's or in the early stages of incubation, as described below. We will continue to develop these ideas, and will also create processes that allow new ideas to emerge and develop from everyone in the King's community.

KING'S SIERRA LEONE PARTNERSHIP (KSLP)

was a member of the Ebola Response Consortium which co-ordinated the response in Sierra Leone to the largest Ebola outbreak in history. KSLP played a key role in the Ebola response in Freetown, working within Connaught Hospital and with the Ministry of Health and Sanitation to curtail the outbreak. KSLP helped develop national guidelines for suspect case definition and developed safe isolation and testing protocols.



KING'S MATHS SCHOOL was founded in 2014 as a free sixth-form school. In 2017 it was marked outstanding in all categories in its first Ofsted Report, and in 2018 it was named the *Sunday Times* State Sixth Form College of the Year. The first cohort of students received high examination grades, with 100 per cent achieving A* or A grades in Mathematics. The second cohort attained the highest A Level results of any school in the UK.



The **KING'S CIVIC LEADERSHIP ACADEMY** will deepen King's relationships with partner charities and increase its impact on society by giving 100 undergraduate students 300 hours of meaningful work experience, together with a £3,000 bursary and access to an influential network of people to advise and support them. As a result, students will enhance their employability and become part of an influential group of civic leaders from under-represented backgrounds. Our master's scholarships will enable a further 100 graduates from disadvantaged backgrounds to study in their chosen field, including a proportion of scholarships for Service-related subjects such as nursing and teaching.

More than 60 million people have been displaced fleeing Syria and other conflict zones and the **KING'S SANCTUARY PROGRAMME** is our collective response to the greatest humanitarian crisis since the Second World War. It provides the largest number of scholarships for refugees from any UK university, as well as other support such as free legal advice, help with homework for refugee children in London and dental care in refugee camps. Sanctuary's flagship DFID-funded project, the Partnership for Digital Learning and Increased Access (**PADILEIA**), gives access to higher education for refugees and host communities in Lebanon and Jordan. Through online learning in well-equipped study hubs, delivered and supported in collaboration with local partners and student mentors from King's, these young people will receive recognised awards, enabling them to continue in education.

NATIONAL CULTURAL HUBS King's has developed a distinctive role in London's cultural landscape, establishing 'hubs without walls' at the interface with London through which people and ideas can flow freely. King's now plans to extend these hubs nationally, connecting with regional partner universities and enabling King's to act catalytically in other parts of the country. The nature and activities of the hubs will be developed in partnership, based on assets and needs, but might include 'swapped' internships with local cultural partners, student society links, cultural leadership training or a two-city Cultural Challenge. Working in partnership, the universities' combined convening capacity can be deployed to strengthen and enable coalitions between regional and London-based cultural organisations to deliver mutual benefits.

The **ALLIANCE FOR A CAVITY FREE FUTURE (ACFF)** is a dental health charity which works to ensure that every child born in 2026 and thereafter will remain cavity-free throughout their lifetime – a simple but powerful idea. The ACFF is based within the Dental Institute at King's and brings together a worldwide group of experts who work to promote integrated clinical and public health action to help dramatically reduce both the prevalence and impact of dental caries. The Global Office, based at King's, co-ordinates 27 Country and Regional *ACFF Chapters* (active in over 40 Countries) and leads a number of global events and meetings, including an annual ACFF Summit at the FDI World Dental Federation meetings. ACFF activities are supported by strategic engagement through a Corporate and Social Responsibility grant from an International Oral Health Company.

The **KING'S GLOBAL HEALTH PARTNERSHIP** are working in Somaliland, Sierra Leone and the Democratic Republic of Congo to support governments to strengthen health care and its outcomes by empowering people, strengthening organisations and enhancing systems. They work alongside partners to deliver projects such as improving health education; setting up mental health services; instituting a trauma system, and preparing for any future outbreaks of Ebola. The aim now is to scale up how the Partnership draws on expertise from across the university and the King's Health Partners NHS Trusts, harnessing the volunteer energy of a wider group of staff, students and alumni.



AMBITION 2

STRATEGIC GOAL 4 BIG IDEA GENERATION AND EVALUATION

Our aim is to generate, test and deliver game-changing ideas, at scale, that make a significant and innovative contribution to society, beyond education and research.

As summarised in figure 2 we will put in place a process that allows new Big Ideas to be generated, strengthened, tested and evaluated through peer-to-peer appraisal and co-creation. Central to this process will be idea generation workshops and idea development pathways.

PRIORITY INITIATIVES FOR 2018-19 TO 2020-21

- We will establish **Big Idea generation workshops**: half-day workshops which will introduce the concept of 'big ideas' to a diverse audience across King's with the aim of generating fresh options that could become flagship initiatives around Service. The workshops will be facilitated, and some will involve mixed groups with staff and students from across King's, while others might be focused on particular segments or groups. The workshops will also involve an initial process to evaluate and filter the ideas to identify some 'strong contenders'.
- We will establish a **Big Idea development pathway**, as summarised in figure 2. The support at the early stages of the process (idea generation and early stage development) will largely involve expertise and resources from within the Service team. As the ideas develop and move through the growth and scale-up stages, the role of the Service team will increasingly be to link the projects and activities into other resources, support and infrastructure that is available either within King's and/or through partners or other organisations.

These priority initiatives will allow new ideas to be surfaced at King's and provide new institutional support for their early stage development.

“ Big ideas are little ideas that no-one killed too soon.
Seth Godin, Blogger



Figure 2 Pathway for generating and evaluating Big Ideas

3

AMBITION

**Working
together
on shared
goals**

AMBITION 3

The five strategic priorities in the *Strategic Vision 2029* were designed to interact with one another as illustrated on page 4.

Shared goals are where Service priority initiatives crossover with another of King's strategic priorities (ie Education, Research, London or International). In these cases we will work together to deliver the shared goal.

These shared goals are explicitly identified as part of the Service strategic framework, with the aim of identifying one per strategic priority. For Education, we focus on Service-led learning; for Research on the impact and societal contribution of research; for London on King's Local Partners, and for International on global leadership. We will review and update these shared goals every three years to ensure that we continue to drive forward the collective aspirations set out in our *Strategic Vision 2029*.



AMBITION 3

STRATEGIC GOAL 5 EDUCATION – SERVICE-LED LEARNING

We will work together to embed civic engagement and Service-led learning across King's so that students develop not just intellectually, but also personally, ethically and spiritually, fostering the character and wisdom needed to achieve the most with our collective talents.

Service will be recognised and enhanced as a distinctive feature of education at King's, reflecting our strong commitment to student success and high-quality teaching, as well as our long tradition of combining academic degree studies with opportunities to reflect upon beliefs and values, as evidenced in our original award, the AKC. We will embed service into the King's culture, with the dual aims of supporting our communities and enriching student learning. This will include building on and strengthening current initiatives, formalising volunteer and community work, and embedding 'learning through service' into new and existing programme content and structures. We will deepen our partnerships within London, nationally and internationally to provide new and distinct opportunities.

PRIORITY INITIATIVES FOR 2018-19 TO 2020-21

- We will undertake an **audit of existing Service-led learning** opportunities at King's, and recognise, accredit and extend the role of Service across new and existing modules and programmes, including building contemporary issues and challenges into the curriculum.
- We will run a King's-wide **competition for the development of new Service-led learning modules**, for undergraduate and postgraduate students, and will fund the development of around 10 new modules.
- We will develop a **Service-led learning toolkit**, informed by the audit and the competition for new modules.
- In 2019-20, we will invite **each faculty to develop at least one new Service-led learning module** to be made available to all students across King's in interdisciplinary cohorts (by 2020-21).

These priority initiatives will be the first steps ensuring that, by 2023, and where appropriate, all undergraduate and postgraduate taught students at King's have the opportunity to take one Service-led learning module as part of their degree. Service-led learning opportunities will also continue to be available to students on a co-curricular basis if they prefer, or in addition to an accredited Service module.

“ The best way to find yourself is to lose yourself in the service of others. **Mahatma Gandhi, Pacifist** ”



AMBITION 3

STRATEGIC GOAL 6 RESEARCH – SOCIETAL IMPACT

We will make the world a better place through world-leading and outward-looking research focused on meeting societal need.

King's will focus on enquiry-driven, disciplinary research that is not only high-quality and high-impact but also increasingly enables multi- and inter-disciplinary collaborations which can be readily turned into insights and new solutions for the many and diverse challenges faced by London, the country and the world. Our research tackles global issues and adds value to the UK economy. It helps local and international communities lead healthier and happier lives; makes the planet safer, fairer and cleaner by influencing policy and practice, and stimulates creative possibilities by exploring our understanding of identity, cultures and society.

PRIORITY INITIATIVES FOR 2018-19 TO 2020-21

- We will strengthen **strategic co-ordination of partnerships** and collaborations in London and beyond, with industry, the public and private sectors, to find further synergies that deliver societal benefit nationally and internationally.
- We will **develop broad translational strengths** across many disease areas and technologies in health, including a focus on biotechnology for our Guy's Campus; on medical technology for our St Thomas' Campus, and on health informatics for our Denmark Hill campus. We will develop sector-leading expertise in evaluating the social impact of business activities, built on our track record of excellence in social sciences and public policy research.
- We will leverage research outputs to maximise, capture and convey academic, economic and societal impact, as evidenced through the submission of an **outstanding portfolio of impact case studies for REF 2021**.
- We will build awareness of the benefit to society of research through engaging with the public, **improving our connectivity and porosity** through sector-facing institutes and hubs, enabling dialogue, inspiration and learning through events and outreach activities.



These priority initiatives will reaffirm Service as a driving force for research at King's, continuing a long and distinguished record in advancing theory, methods and application; adding value to economic performance; influencing behaviours, policy and culture, and enhancing quality of life.

“ Science and everyday life cannot and should not be separated. **Dr Rosalind Franklin, Scientist and King's alumna**

AMBITION 3

STRATEGIC GOAL 7 LONDON – KING’S LOCAL PARTNERS

We will work together to establish and embed King’s Local Partners, a year-round programme of engagement with our local boroughs, culminating in an annual King’s Civic Challenge competition.

King’s Local Partners initiative will be shaped around priorities that are shared with local boroughs, identified through internal and external consultation. These priorities are education and attainment; health and wellbeing; stronger, more resilient, communities; and business and enterprise. The initiative will build on collaborations already in place to create structured opportunities that contribute to King’s Education, Research and Service ambitions. New activity will be developed in partnership with local authorities, charities, voluntary organisations, community groups and schools, and will aim to deliver mutual benefits for local communities and for King’s.

PRIORITY INITIATIVES FOR 2018-19 TO 2020-21

- We will establish the **King’s Civic Challenge**: an annual, high-profile flagship initiative that will invite staff and students to collaborate with local authorities, charities, organisations and community groups to identify local challenges and opportunities, and propose imaginative new approaches or solutions, pitching ideas to solve social problems on our doorsteps in front of a team of experts, to win seed-funding to put their ideas into practice.
- We will establish and promote a **King’s Board Bank** to identify and then match staff, students and alumni who have an interest in supporting locally-based charities with appropriate vacancies at board level.
- We will establish **Community Open Days** across King’s, building on existing ‘Family days’ and recognising our potential to contribute to healthy, happy and thriving neighbourhoods.
- All of this will be underpinned by the establishment of a **Civic Charter**, in partnership with our local authorities, and the development and maintenance of strong local relationships. This will include the promotion of Southwark-based, Westminster-based and Lambeth-based volunteering opportunities for King’s communities; regular targeted communications with partner organisations, and the hosting of local hackathons and ‘idea sand-pits’ to surface ideas for strategic collaborative research and education projects.

Combined, these priority initiatives will ensure that King’s deepens its relationships within its home boroughs, supporting local communities and generating knowledge that benefits London, the country and the world.

“ The streets of London have their map, but our passions are uncharted. What are you going to meet if you turn this corner?
Virginia Woolf, Writer and King’s alumna



AMBITION 3

STRATEGIC GOAL 8 INTERNATIONAL – GLOBAL LEADERSHIP

We will work together to establish King's as a centre for transformational global leaders.

Global leadership is an example of a profile-raising initiative that delivers King's aspiration to serve to shape and transform societies across the world. Our vision is to make King's more visible on a global stage as the university of choice for young global leaders seeking to lead interdisciplinary change and contribute to global problem solving. In 2018, we will be launching two transformative initiatives: the International School for Government and the Global Institute for Women's Leadership. Along with existing programmes such as the African Leadership Centre, these will form the foundations for this strategic goal.

PRIORITY INITIATIVES FOR 2018-19 TO 2020-21

- We will map and research existing leadership provision at King's. We will conduct **an audit of King's provision of global leadership training**; map global higher education leadership provision and create case studies for analysis, and identify innovations in UK provision to inform thinking at King's.
- We will transform and expand King's Global Leadership offering by extending the Principal's Global Leadership Award for undergraduates and establishing an award for postgraduates; mapping cross-faculty pathways and identifying programmes to highlight, including flexible and blended learning. We will develop a unique **Global Leadership programme** which will comprise dedicated parallel mentoring, organisational attachments and knowledge transfer training; creating a global network of change leaders, and establishing regional fellowships to attract the very best students from all over the world to King's.



Combined, these priority initiatives ensure that King's provides a distinct and valuable offering for future global leaders.

“ It always seems impossible until it's done. **Nelson Mandela, Statesman**

4

AMBITION

**Being
accountable**

AMBITION 4

The final theme – being accountable – is a public commitment to ensure that we deliver on the ambition we originally set out in *King’s Strategic Vision 2029* and have amplified in this *Framework*.

This has two strategic goals: the first is to develop approaches to assessing and measuring the impact of Service activities, and through that evaluate and learn what works in this important but emerging university mission. Working with other institutions we wish to identify and share good practice, and develop a ‘learning by doing’ approach that puts evaluation at its centre.

The second strategic goal is to ensure that we have appropriate governance processes in place to provide oversight of the strategic goals and priority initiatives identified in this document. In addition, we set out how the Guiding Principles identified in *Strategic Vision 2029* will aid, inform and govern the implementation of the Service strategic priority.



AMBITION 4

STRATEGIC GOAL 9 EVALUATION AND LEARNING

Our aim is to be able to evaluate Service activity and its impact on the communities with which we engage, as well as being able to compare and benchmark what we do against other universities.

As we roll out this strategic framework it will be important that we learn what works – and what does not work – and feed those lessons into future activities. We will put in place a series of projects that will seek to assess and measure the impact of Service activities, and from that undertake formative evaluations to improve our effectiveness as we deliver on our plans. Where appropriate we will work with other universities, building up national and international partnerships in assessing Service-type activities.

PRIORITY INITIATIVES FOR 2018-19 TO 2020-21

- We will look at established models that have been developed for the private sector to assess 'shared value' and 'social impact'. One such framework is the **External Rate of Return** that has been developed by Robyn Klingler-Vidra (Lecturer in the Department of International Development at King's) and Mark Florman (Visiting Professor at King's).
- We will develop a **benchmarking framework**, where we can compare and contrast other universities' commitments to Service-type activities beyond education and research, and use that to learn from others.
- **University rankings** can act as a barrier to Service and similar engagement activities, as league tables tend to draw heavily on metrics relating to education and research. A consortium of three global universities – King's College London, the University of Chicago and the University of Melbourne – will commission a study that asks how institutional engagement can be incorporated into global league tables.
- Recognising the broad range of impact that we have on wider society, we will commission an independent study to assess the overall **economic and social impact** of King's.
- As part of King's business planning processes, and using what we learn from the above priority initiatives, we will review our performance against various **Key Performance Indicators** (KPIs) that are designed to reflect the different types of activity undertaken at the university.

Combined, these priority initiatives will provide mechanisms to assess and measure the impact of Service activities, and will allow us to evaluate and learn by doing and improve our overall effectiveness in delivering on our ambitions.

“ To understand God's thoughts, one must study statistics ... The measure of his purpose. **Florence Nightingale, Nurse, founder of the Nightingale Home and Training School for Nurses**



AMBITION 4

STRATEGIC GOAL 10 OVERSIGHT AND GOVERNANCE

Our aim is to be accountable for the delivery of the Service strategic priority through appropriate oversight and reporting.

This document is a public declaration of what we want to do over the next three to five years. As we begin to deliver on these plans it is important that we are held to account by the King's communities and those who we are partnering with. We will need to be transparent, empathetic and adaptable in the way we work. To facilitate this, we will put in place an oversight group, publish regular reports on what we have been doing and ensure that we align our behaviours with the Guiding Principles set out in our *Strategic Vision 2029*.

PRIORITY INITIATIVES FOR 2018-19 TO 2020-21

- In order to ensure the **oversight of the Service strategic framework** we will put in place governance arrangements that are equivalent to those for Education and Research (ie reporting into Academic Board and through to Council). This will be subject to and informed by King's ongoing Governance Review (reporting July 2018).
- We will publish a short, publically-available, **annual report** that describes what we have achieved against the plans set out in this framework

In figure 3 below we set out how the **Guiding Principles** identified in *Strategic Vision 2029* will aid, inform and govern the implementation of this *Framework*. These priority initiatives will deliver effective oversight and governance of the Service strategic priority for King's.

Figure 3 Guiding Principles

| | | | |
|--|---|--|--|
| <p>1</p> <p>Be an exceptional institution in all that we do, focusing on excellence and making a distinctive contribution to society. This means ... going above and beyond what is expected or contracted of a world class university</p> | <p>2</p> <p>Create an inclusive environment where all individuals are valued and able to succeed. This means ...working to encourage everyone at King's to engage with Service activities no matter who they are</p> | <p>3</p> <p>Build on the accomplishments of our predecessors and improve the university for future generations by providing effective stewardship. This means ...developing approaches which encourage, engender and embed quality Service activities across King's</p> | <p>4</p> <p>Use the best evidence and critical inquiry, and learn from our successes and failures to prepare ourselves for the future. This means ...measuring, evaluating and listening to feedback and continually improving the impact of Service activities</p> |
| <p>5</p> <p>Enable meaningful connections between our students and staff to local, national and international communities, creating a porous boundary between what we do and those communities with which we engage. This means ... working in effective and empathetic partnerships with community organisations</p> | <p>6</p> <p>Take a holistic approach to Education, Research and Service to enable our students and staff to develop character and wisdom for the benefit of others. This means ... the benefits of Service are clear, actioned and articulated in all that we do at King's</p> | <p>7</p> <p>Demonstrate open mindedness and tolerance and expect to challenge and be challenged in protecting freedom of expression. This means ... inviting challenge from different perspectives and being accessible to different parts of the King's community</p> | <p>8</p> <p>Share an unrelenting ambition to deliver our Strategic Vision to make the world a better place. This means ... redefining the public purpose of universities, in the UK and internationally</p> |

MAKING IT HAPPEN

This framework for the Service strategic priority sets out our priorities for the next three to five years. Yet for this strategy to have its intended impact and contribute to achieving *King's Strategic Vision 2029*, it must be widely owned across the university.

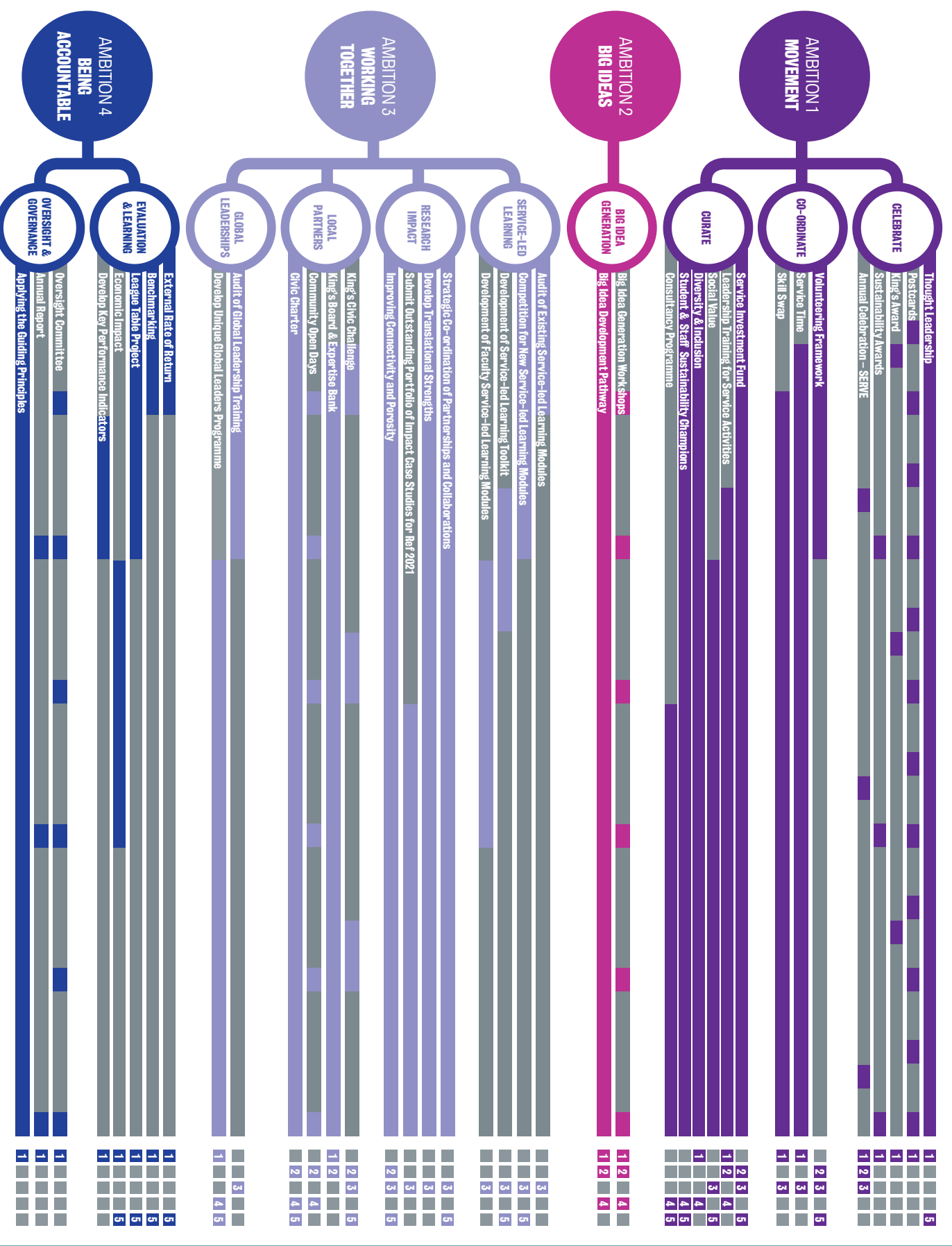
The process that led to this document is a first important step in that collective ownership, with over 400 people involved in shaping our plans. But our ambitions will only be realised as a result of the collective actions and commitment of individual students, staff and alumni, from our institutes, from our nine faculties, from our Professional Services, from the university leadership and from our partners and stakeholders. Working together, we can help shape and transform local communities and societies across the world.

But it is our deeds that define us, and we have provided an implementation plan that sets out the priority initiatives that we have identified in the preceding pages, and maps those against the 'five steps to serve a global society' as originally set out in *Strategic Vision 2029*. We will schedule our implementation plans for the next three years, after which we will review and refresh this framework. Inevitably, new ideas will emerge over the next three to five years and we will look to evaluate and update our plans on a regular basis.





FIVESTEPS TO SERVE
A GLOBAL SOCIETY
KING'S STRATEGIC
VISION 2029



1 **SERVICE ETHIC**
that is seen as unique to King's

2 **CIVIC ENGAGEMENT PROGRAMME**
for students, staff and alumni

3 **TANGIBLE DIFFERENCE**
to local and international communities

4 **SOCIAL MOBILITY**
and widening participation

5 **PARTNER OF CHOICE**
locally, nationally and internationally

The numbers in the grid above indicate how the strategic priorities contribute to achieving the five steps identified in King's Strategic Vision 2029.

A CLOSING REFLECTION OUR APPROACH TO SERVICE

There is no doubt that those who have taken part in the engagement process to put this document together have been overwhelmingly positive and excited by the potential for King's to make a difference through its commitment to Service.

As part of that conversation, we have been delighted to discover diverse examples of the many ways in which Service is already happening across King's, involving large numbers of staff, students and alumni.

Several members of staff have given an impassioned welcome to the fact that the university is now giving support (and to some extent, in their eyes, legitimacy) to the Service activities that staff have been carrying out for years.

This does, though, present a potential dilemma, which has been articulated during a few of the consultation conversations we have had. Does highlighting Service as one of King's strategic priorities threaten to 'institutionalise' these activities? In other words, might our attempts to advance the Service agenda in fact stifle or constrain what is already happening or kill off the energy and enthusiasm that sparks it into life of its own accord?

So how far should we go? Might it be sufficient simply to keep unearthing all these wonderfully varied examples of Service that already exist and celebrate what we already have, shining a light on the full extent to which those at King's serve?

A step up from this would be to help connect these activities (and ones that people are just starting to think about or get off the ground) so that they can learn from each other and look for synergies that can help increase the impact they make. That would answer another of the questions that has come up during the engagement: how do we add this to our already busy day-to-day work. The examples out there have lots of lessons on how to weave Service into the life of students, staff and alumni without needing permission or additional resources from King's.

But then there are clearly some bigger things that people want to work on which will need more commitment, more scale, more risk, more funding, more organisation. It is clear from the feedback so far that there is a strong appetite for King's to get behind some 'Big Ideas' and make these happen. This requires, of course, a more involved approach, with King's working as an institution, especially in terms of the appropriate governance to oversee which ideas are selected and how they are delivered.

Consequently, this Strategic Framework attempts to take the best of these three approaches – communicating, connecting and championing – to ensure that Service at King's plays its part in bringing about our vision: to make the world a better place.

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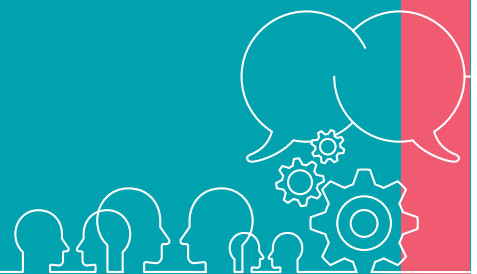
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*It's our deeds
that define us.*
