

Gazette Supplement



University of Oxford Strategic Plan 2013–2018

May 2013

Vision

1 The University of Oxford aims to lead the world in research and education. We seek to do this in ways which benefit society on a national and a global scale. Over the period of this Plan we will build on the University's long traditions of independent scholarship and academic freedom while fostering a culture in which innovation plays an important role.

2 The University of Oxford's distinctive structure, born of its history, is a source of strength. Its colleges offer environments which are both supportive to individual scholars and characterised by a defining and enduring sense of community. The personal sense of academic identity that they provide is life-long.

3 This Plan covers the period 2013–2018. It sets a high-level agenda for the University. We have shaped the Plan to meet the following aspirations:

(a) To develop our capacity to generate and share knowledge in the UK, Europe, and globally, ensuring significant contributions to public policy-making and economic growth.

(b) To work effectively with other institutions and organisations, where such partnerships can lead to outstanding research and teaching.

(c) To enhance structures for collaboration across departments, colleges, and the University.

(d) To fulfil the aims that no potential student should be deterred from applying to Oxford by financial or other

barriers and that no student's success should be hampered by financial difficulties.

(e) To ensure, through a commitment to the personal education of each student, a quality of education and experience which enables students to apply the values, skills, and intellectual discipline they have acquired in their future lives and careers, and which generates a lifelong sense of connection with Oxford.

(f) To contribute effectively to the cultural, social, and economic life of the city of Oxford and the Oxfordshire region.

(g) To recruit and retain the best academic staff and ensure that under-represented groups have equality of opportunity in recruitment, personal development, and career progression in all areas of employment in the University.

4 We will monitor progress against our priorities, commitments, and aims using relevant performance indicators, benchmarks, and targets. Through this we will maintain focus on the Strategic Plan, ensuring that it continues to meet academic needs, enables us to respond to the external environment, and is updated as appropriate.

5 The annual planning and budgeting process will provide the framework for making the Strategic Plan operational at divisional and service level.

Priorities

6 We have identified two overarching priorities for development over the period of this Plan. These priorities span our core strategies and open up the potential for new and enhanced activity on the part of staff and students, departments and colleges.

Priority 1: Global reach. To develop the University's position as a global forum for intellectual engagement, through the proactive communication of ideas generated at Oxford and through openness to new ideas generated elsewhere.

7 The University of Oxford is active worldwide across the broadest range of disciplines and, with Oxford University Press, our global involvement in education from pre-school level onwards puts us in a unique position to influence and engage with the world. This global reach in itself draws students and staff of the highest international calibre to the University, taking Oxford's way of engaging with the world with them when they depart. We will seek opportunities to co-ordinate the University's activities more effectively, and we will build upon Oxford's excellence in, and commitment to, the delivery of education for all.

8 A great university both conveys the knowledge created by its community and is open to new ideas generated elsewhere. We will maintain the freedom for individuals and research groups to decide what to research, while making it clear where and how to access Oxford expertise. We will seek to develop external collaborations, noting that these may be most effective in those areas where research and teaching strengths are complementary, while supporting connections between research groups at the level of individual projects.

9 An enhanced online presence will form part of this strategy. Digital technology is revolutionising the manner in which knowledge is created, collected, and communicated across the globe. The

University will position itself so that it can engage speedily and effectively with digital initiatives generated by our staff, students, alumni, and those outside the University. We will create a strong and coherent online presence in order to direct those seeking knowledge about any area of academic study to relevant work carried out at Oxford. We will further develop our globally available teaching resources and collections for our own community, for our distance-taught students across the world, and for learners everywhere.

10 The University's extensive network of libraries and museums offers unique opportunities to learn and engage with resources. We will continue to enhance our collections to the benefit of future generations. Access to the University's collections will be improved through programmatic digitisation, extending appreciation of the role Oxford plays in preserving and sharing the record of human existence and cultural achievement. Access to our museums, galleries, and scientific collections contributes significantly to our public engagement on regional, national and global scales, and we will continue to promote this through programmes of events and exhibitions and by fully exploiting the opportunities offered by the web, social media, and other innovative modes of transmission.

11 'Oxford Open Access' will enhance the Oxford Research Archive (ORA) as a permanent and secure online archive of research materials produced by members of the University. Copyright permitting, these materials will be made freely accessible by the Bodleian Libraries.

12 Oxford is both a national and an international resource for education. A mix of home and international students at both undergraduate and postgraduate level enriches the academic environment and best serves our vision of the University as a global hub for intellectual engagement. Working closely with the colleges, we will develop our approaches to the recruitment and support of undergraduate and postgraduate international students and we will continue to develop scholarship schemes to support overseas students. We will also develop opportunities for staff and students to gain international experience while working or studying at Oxford.

Priority 2: Networking, communication, and interdisciplinarity. To build on Oxford's multiple disciplinary strengths and enable collaborations in new and developing areas.

13 Many of today's research questions cut across traditional subject boundaries. Examples include biomedicine, philosophy of mind, energy, the environment, information, and the issues of our origins. Strong core disciplines therefore need to be combined with mechanisms to promote collaboration. We will build upon our current disciplinary strengths to encourage intellectual cross-fertilisation.

14 The opportunities for major discoveries are found quite commonly at the interfaces between traditionally distinct subject areas. We will enable opportunities for research in novel areas that sit between traditionally distinct subjects by promoting activity across departmental and divisional boundaries.

15 Oxford has long pioneered multidisciplinary degrees. The depth of expertise at Oxford across the broadest range of subject areas, and our college communities, which bring together scholars across many disciplines and at different stages of their academic careers, make the University the natural place of study for those who wish to learn across subject boundaries. New thematic research collaborations will lead to new study opportunities for undergraduates and postgraduates. We will develop policy to support interdisciplinary study where the case is made for it.

16 Sharing resources, advanced facilities, and collections is a useful way of developing research interdisciplinarity through bringing individuals together who have common interests. We will explore opportunities to join forces with institutions and organisations internationally where such collaboration will enable us to address issues of global significance that require large-scale as well as interdisciplinary collaboration.

17 The natural interactions that colleges afford academics and students ensure Oxford an advantage in promoting interdisciplinary working. Our strategy to build on this advantage will include working to establish college associations for research academics without college affiliation and arranging research conferences and international events through colleges. We will also partner with colleges to establish ways of building academic clusters in selected subject areas. Divisional doctoral centres and colleges will work together where facilities can be shared.

Core strategies

18 Our core strategies set out how we propose to build upon Oxford's existing strengths and share the knowledge we create with the wider world. They are also informed, as relevant, by our new overarching priorities. Each strategy is expressed as a series of commitments.

Research

Commitment 1: to maintain originality, significance and rigour in research within a framework of the highest standards of infrastructure, training, and integrity.

19 We believe that deciding what to research is a matter for the individual researcher or research group. This belief reflects the value we accord to the principle of academic freedom, enabling the pursuit of academic enquiry subject to the norms and standards of scholarly undertaking, without interference or penalty. This freedom to seek out truth and understanding, whether through theoretical or empirical means, will ensure that our strong core disciplines flourish.

20 The maintenance of a sustaining research environment is crucial to the University's research standing. We will enhance the infrastructure which supports research at the highest level, including libraries, laboratories, museums, and information systems.

21 We will provide appropriate training in research methods and conduct at all career stages from research student to principal investigator.

Commitment 2: to empower the creative autonomy of individuals to address fundamental questions of real significance and applied questions with potential to change the world.

22 The unparalleled breadth and depth of Oxford's expertise enables us to lead the international research agenda across the spectrum of the sciences, the social sciences, and the humanities. Our commitment to the range and depth of our disciplinary work is reflected in sustenance of both applied research and that which may not necessarily yield immediate impact.

23 Increased engagement with research councils, government departments, and industrial collaborators will enhance our capacity to set research questions in the context of key international themes. Development of translational activities, of international consultancy and of spin-out

creations will ensure that Oxford's research endeavours and expertise continue to shape the world.

Commitment 3: to maintain and develop resources, and invest in subject areas of long-term worth.

24 The University plays a key role in preserving subject areas which may be vulnerable nationally but have not been identified as a priority for government support. This curatorial responsibility encompasses maintaining and developing resources for subsequent generations and training the research leaders and teachers of the future.

Education

Commitment 4: to ensure that our undergraduate and graduate admissions processes identify students with outstanding academic potential and the ability to benefit from an Oxford course whatever their background.

25 We will build on the good evidence we already have that summer schools and teachers' conferences encourage successful applicants from a diverse range of backgrounds, alongside exploring targeted programmes of mentoring and bridging provision. We will draw on our experience and evidence to make a co-ordinated contribution to the national widening participation agenda. We will seek evidence of the impact of the collegiate University's financial support packages on our undergraduate access targets and use it to develop our work with potential university applicants, schools, and teachers.

26 Graduate students at research and master's level are fundamental to the provision of the next generation of leaders, innovators, academics, and public servants across the world. We will seek to shape the debate about the future of funding of postgraduate education in the UK.

27 We will build on our success in developing scholarship schemes such as the Moritz-Heyman undergraduate scholarship programme, the Mica and Ahmet Ertegun graduate scholarships in the Humanities, and the Clarendon Fund graduate scholarships, to generate further schemes at undergraduate and postgraduate level. Being able to offer full funding to our postgraduate taught and research students is strategically crucial if the University is to be able to compete internationally to secure the most able students. Colleges and divisions will work jointly to establish

targets for the proportions of their intake at undergraduate and graduate level to be supported by bursaries and scholarships.

28 We will keep under review our undergraduate and graduate admissions processes to ensure equality of treatment for all applicants and the effectiveness and consistency of good practice. These reviews will encompass policy on attracting and identifying the best home and international students, and policy on continuing education and the admission of part-time students.

Commitment 5: to ensure that the best Oxford experience is the typical experience, for all undergraduate and postgraduate students, and that Oxford fully equips graduates for the best of the diverse range of opportunities for study and employment available to them.

29 The distinctiveness and excellence of Oxford's teaching is recognised worldwide as deriving from a collegiate education system which supports students while challenging them to excel. The tutorial system is the cornerstone of this approach for undergraduates. We will ensure that senior academics provide general oversight of each undergraduate's educational development as well as providing the majority of his or her college teaching. The principle of an individualised educational experience shaped through ongoing support from a senior academic also underpins our approach to postgraduate study. We believe that this approach enables students to learn to think critically and independently and is the most effective way to prepare graduates for the challenges of operating in our information-rich society.

30 We will seek to ensure that teaching and assessment at Oxford provide an equal opportunity for all students to achieve and demonstrate their full academic potential. To inform this work, we will monitor the academic progress and outcomes amongst students from different backgrounds.

31 For postgraduate research students in some subject areas the opportunity to work within a research team or within a doctoral training centre provides a vital element of academic exchange and training. We provide a range of opportunities for all research students to broaden their skills in preparation for careers both within and outside academia. We will continue to enhance these opportunities, while also ensuring that students at all levels experience the intersection of research and teaching.

32 We will work in partnership with Oxford University Students' Union (OUSU) to improve how we obtain and use feedback from undergraduates and postgraduates. We will also seek feedback from graduates reflecting on their full student experience and from alumni for the perspective they can contribute to the relationship between an Oxford course and a subsequent career.

33 As we enter the planning period at least 10% of our undergraduates and at least 6% of our graduates study or work abroad as part of their course. A quarter of our part-time graduates live and work abroad. It will be increasingly important for Oxford to build on this by expanding the number of international study opportunities to attract the best students and to enable graduates to be effective in their careers and as global citizens. We will expand summer opportunities for students, identify additional courses with potential for a study abroad element, and seek opportunities to expand study abroad for postgraduate research students.

34 We are committed to providing professional development training of the highest quality through Master's and other programmes in identified areas and for key professions. We will also explicitly identify the professional and employability skills inherent in our courses, develop further opportunities for funded internships, and encourage students to engage with wider communities while still at Oxford.

35 The inclusion of our alumni in helping students achieve their potential will be vital. We will build productive long-term relationships between alumni and current students on the basis of mentoring, careers advice, internships, and recruitment.

Commitment 6: to ensure that the unique richness of the collegiate University's academic environment is both retained and refreshed.

36 The success of Oxford as an academic community depends upon a broad spectrum of members of that community contributing to its educational mission through teaching. Those contributions, however, must always be organised so that there is clear oversight and ownership of the teaching of each student, whether undergraduate or postgraduate. Departments and colleges need to work together for the benefit of students to create coherent and effective methods of course delivery through an appropriate mix of tutorials, class teaching, lectures, and practical work. We will use information

from our recent review of teaching to inform focused reconsideration of how teaching can be best delivered. Within this context a systematic and consistent approach to providing teaching opportunities for doctoral students and post-doctoral researchers, including assuring the quality of that provision, will be developed.

37 We believe that the size of the student population should be determined by the University's capacity to provide a high-quality education to every student. The University will maintain its current policy of determining the number of students according to the quality of applicants and its ability to provide an excellent education for them. A joint review with divisions and colleges, commenced in 2012-13, will identify areas of excellence where expansion is sought and in particular where such expansion is necessary to maintain research standing. It will also determine the degree to which expansion in some areas may be achieved by contraction in others through re-balancing of the overall student population, and the measures that need to be put in place to ensure that any growth in any area is within resource constraints.

38 Student education is delivered in partnership not only between colleges and academic departments but also with library, laboratory, and other services. We will review our resourcing and provision to ensure that effective integration between key University and collegiate services such as Careers, Counselling, Admissions, and Disability Services enables consistently high levels of student support.

39 We believe that sporting and cultural provision contribute strongly to a rounded academic experience. We will continue to work to improve the facilities that the collegiate University offers its students in these areas.

40 Strengthening Oxford's global and digital online presence, as signalled in our new priorities, will ensure students studying at Oxford have improved access to materials. We will develop a digital education strategy which builds on our expertise in online learning to communicate knowledge created within the University. This will benefit all students, whether studying full-time, part-time, or through the flexible courses offered by the Department for Continuing Education, as well as staff, alumni, and wider society.

Widening engagement

41 The endeavour to widen engagement with society pervades Oxford's activities, informing research, enhancing teaching and learning, and increasing our impact on society.

Commitment 7: to serve society by promoting and contributing to economic, cultural, and social advances through the accessibility of Oxford's ideas, skills, and expertise.

42 Enterprise and innovation are fundamental to Oxford's continuing research success. They position Oxford and its environment as a place of opportunity which will attract the best researchers and students from around the world. We will foster creative, entrepreneurial activity by our staff and students and stimulate collaboration with research users to increase uptake of research outputs.

43 The expertise and knowledge of our academics, staff, and students will inform and advise a wide range of organisations. These will include industry, government agencies, non-governmental organisations, and community groups locally, nationally, and globally.

44 The University will promote more interaction with business and industry, including through continuing professional development, collaborative research, translational activities, consulting, licensing, spin-out companies, and commercial ventures. There will be a focus on working in partnership and on developing skills and innovative services to drive sustainable economic growth. We will enhance our technology transfer activities, maximising social and economic benefits worldwide through the application of Oxford's research outputs and expertise.

Commitment 8: to share the fruits of research as widely as possible.

45 We will contribute specialist knowledge to public debate and the impact of our research will be enhanced by a stronger digital presence. The public will be involved in the University's research activities through workshops and presentations on key issues in society and as co-researchers and contributors to research projects. Podcasts, blogs, arts and science festivals, and open days will further open up the transmission of our research.

46 Oxford University Press furthers the University's objectives of excellence in scholarship, research, and education through its diverse and highly international publishing programme. OUP will find new and additional ways of supporting its users and customers, for example through teacher education, delivering digital learning and assessment platforms, and creating online research tools.

Commitment 9: to develop a strong and constructive relationship with the wider communities of Oxford by contributing to the cultural, health, social, and economic wellbeing of the local and regional community.

47 We will ensure that the University has a co-ordinated and consistent programme of wider community engagement to enable it to play its part in enhancing the life of the city economically, culturally, and environmentally, and to develop long-term relationships with the local community. We will work with local government and cross-sector partnerships to promote the region as a hub for knowledge-intensive activities, and we will encourage inward investment to both start up and scale up new ventures. We will build on the University's growing links with the Harwell Oxford science, innovation and business campus, expand research and business incubation at our Begbroke Science Park, and intensify spin-out activities including through Isis Innovation. We will encourage more of our graduates to work in or create businesses and social enterprises in Oxfordshire.

48 Our involvement in providing for clinical research, health education and training and enhancing high-quality patient care will be maintained through NHS and University agreements with local NHS trusts as well as through collaborative working with local authorities, industry and charities. Specifically, working with both the Oxford University NHS Trust and Oxford Health Foundation Trust we are part of a National Institute of Health Research Biomedical Research Centre and a National Institute of Health Research Biomedical Research Unit that aim to improve the translation of basic scientific developments into clinical benefits for patients and to reinforce the position of the UK as a global leader in healthcare related research. We are also part of an Academic Health Science Network in the Thames Valley and the adjoining areas that aims to provide evidence-based best care for our patients and population, to innovate and, in so doing, to deliver new opportunities to create wealth.

49 The University's engagement with local schools is wide ranging, including Initial Teacher Training, collaborative research projects, action learning sets, a leadership development programme and OUP's employee volunteering programme. Tutoring of local school children is among the large portfolio of community volunteering activities undertaken by students through the Oxford Hub. The University's Department of Education will work to strengthen and co-ordinate links between Oxford schools, the department, and the wider University, and will work with organisations in Oxford to co-ordinate these activities with other volunteering programmes and business initiatives.

50 We will continue to encourage use of the University's libraries, museums, parks, and sports facilities by the public, and will develop the museums' and libraries' vibrant programmes of outreach activities. The opportunity to study with the Department for Continuing Education will continue to be realised through both face-to-face programmes and online learning.

51 As one of the original signatories of the Low Carbon Oxford charter, we are committed to city-wide collaboration on environmental matters, including the identification of applied research to deliver low carbon solutions locally.

Personnel

Commitment 10: to recruit and retain high-calibre staff from across the world.

52 Research and teaching at the highest level require people of outstanding talent. Oxford has a vital role to play in the promotion of global mobility for academic staff. We will analyse the size and composition of applicant pools to inform a review of recruitment arrangements which ensures that we are reaching potential candidates across the globe, including those working outside the university sector. Our general salary levels will be set to support the recruitment of high-calibre staff in an international market, while also providing the flexibility to use additional measures to retain staff of international repute or in areas where there are critical skills shortages. We shall ensure equity of treatment of staff through regular gathered field exercises to reward merit and contribution.

53 We will also continue to review the balance of duties between college and department for academic staff with joint appointments and their possibilities for career progression, including our use of

academic titles and our approach to the recognition of distinction.

54 The number of staff in dominantly research appointments has increased substantially in the past ten years and continues to build. We will keep under review the proportions of staff in each of our academic divisions and will work to develop the integration of research staff within the collegiate University.

55 We will improve our services to ensure a smooth transition to Oxford for staff recruited from overseas. This will include ensuring that individuals, departments, and divisions are properly supported on immigration matters, and providing improved information on relocation and support for dependents. We will continue to lobby for immigration policy which facilitates international mobility for staff and students.

Commitment 11: to work towards an increasingly diverse staffing profile.

56 The University's pursuit of excellence in an increasingly competitive world environment makes it imperative that there should be no barriers to the identification and nurturing of talent. The University has an obligation to ensure equality of opportunity, while the broad range of cultural and other experiences a diverse workforce brings will help the University maintain and develop its international outlook. We will aim to develop an increasingly diverse staffing profile through both recruitment and career development.

57 We will strive to embed awareness of equality and diversity across all our activities. A dedicated Equality and Diversity Panel will develop and monitor policy and strategy to promote equality of opportunity in respect of both staff and students.

58 The University will ensure that all departments across the scientific disciplines engage with Athena SWAN, or equivalent initiatives, so as to enable women better to develop their careers, and to make greater contributions to all aspects of University life. The consequent changes to culture and practice will offer benefits to all staff, not least through the fostering of an improved work-life balance. Principles of good practice learned from Athena SWAN will be applied also in the humanities and social sciences to maximise the benefit to individuals and to the University.

59 The personal and professional development of under-represented groups will be supported through targeted courses and mentoring programmes. Programmes will be provided in academic and administrative leadership with a focus on increasing the involvement of staff groups currently under-represented at senior levels in the University. Attention will be paid to ensuring that those involved in University governance are as representative as possible of the full range and balance of University staff.

Commitment 12: to develop all staff to enhance their effectiveness and contribution to the University's goals.

60 The University will strengthen support arrangements for all groups of staff, including courses for personal and professional development, mentoring and the use of regular opportunities to review progress and promote career development. We will continue to grow our provision for educational development, including study towards externally accredited teaching qualifications.

61 The University's new priorities have been identified for the potential they have to be truly transformative. Achieving our ambition, and generating and managing the resources required, will require enhanced leadership and management capability and effective succession planning. Schemes for the professional development of support staff, from apprenticeship to senior level, will be defined and implemented.

Enabling strategies

62 Staff and students require the best facilities for their work. To support our academic communities with appropriate libraries and museums, seminar rooms, laboratories, IT systems and research equipment, significant capital investment is required. To ensure that facilities can be sustained responsibly into the future, long-term strategic planning is necessary, underpinned by coherent strategies for Finance, Estates, Information Technology, and Development. The University therefore aims to achieve an operational surplus (calculated as earnings before interest, tax, depreciation and amortisation) of at least 5%, taking into account the increasing cost of replacing assets through inflation or rising expectations of functional suitability.

Finance, capital, and value for money

Enabling Strategy 1: to generate a sufficient recurrent surplus to sustain the University's infrastructure, collections and academic activities.

63 The University will embed a more coherent approach to budget setting and monitoring across divisions and services, looking to reduce overheads and to promote a more proactive approach to value for money and shared services. The level of investment in administrative services and support will be kept under review including through benchmarking activities against similar organisations.

64 The University will maximise revenues including through increased research funding, philanthropy, and licensing of intellectual property.

Enabling Strategy 2: to allocate unrestricted income to reflect the collegiate University's strategic priorities and commitments.

65 We will review our resource allocation, cost recovery mechanisms and use of unrestricted resources including HEFCE grant, fee income and long-term loan capital to ensure effective support of the University's strategic priorities and commitments.

Estates

Enabling Strategy 3: to invest in estate where this will facilitate new or improved ways of working, increased efficiencies, improved opportunities for interdisciplinary working, or the decommissioning or transformation of inappropriate spaces.

66 Over generations, the University has been responsible for the creation of some of the world's greatest buildings. Ambitious projects, such as the development of the Radcliffe Observatory Quarter, carry the potential to add to this legacy. Reductions in government funding require the University to review its approach to resourcing and investing in capital projects, and we shall implement a more proactive prioritised system of capital allocation.

67 More efficient and flexible use of space will reduce the pressure to fund maintenance of unnecessary estate, enabling resource to be re-directed. Effective shared use of space may also yield enhanced opportunities for research and education and improved shared central social and common spaces.

68 We will work with the academic divisions to facilitate responses to new opportunities for interdisciplinary research and education and with administrative services to identify where space may be used more efficiently.

69 We will balance capital spending on refurbishing, renewing and replacing the existing estate with the delivery of new buildings to meet research and education needs. While both types of investment can facilitate our academic plans, the former can enhance institutional sustainability by reducing maintenance costs and improving the suitability and flexibility of our current building stock.

70 The University will continue to address energy and sustainability targets, such as the Carbon Reduction Commitment and waste recycling, to ensure that we meet our own targets and priorities and the challenging local and national requirements.

71 We will continue to develop additional accommodation for graduate students in order to meet demand.

IT infrastructure

Enabling Strategy 4: to invest in information technologies that enhance the capacity of Oxford's academic communities to collaborate with each other and with global partners, and that support the student experience.

72 IT Services will work with Estates Services and colleges to develop flexible, technology-enhanced teaching spaces and with the Bodleian Libraries in ensuring the seamless delivery of digital knowledge resources.

73 The University will enhance the computing facilities available to support research, in particular by involvement in regional resource centres, by provision of infrastructure for effective data management, and by developing and deploying tools for collaborative working. We will also implement robust systems with minimum necessary functionality to support all aspects of the student experience in a cost-effective way.

74 The University is a challenging environment for the provision of high-quality, secure and robust communications technology due to the nature of the buildings, spaces, and federated systems. We will meet these challenges, and bring in new physical and wireless networking that will allow high-bandwidth and device-neutral communications capabilities.

75 The University has a large resource of digital assets; IT Services will work with academic departments and University collections to enhance their range and quality. With appropriate innovative infrastructures we will provide a platform for engagement with these materials by potential students, researchers, educators, and the general public. Building effective digital preservation environments will ensure the availability of these digital assets for future generations.

Alumni Relations and Development

Enabling Strategy 5: to realise the Oxford Thinking Campaign target to support the academic strategies of the University and colleges.

76 The Oxford Thinking Campaign is the largest University fundraising campaign outside North America by a considerable margin. The announcement in October 2012 of a revised goal of £3 billion provides the focus for our fundraising over the planning period. This ambitious target will require the University to co-ordinate with colleges and departments to maximise respective strengths, share resources, and develop initiatives which help us to engage with, and secure the support of, our alumni and donors.

77 We will ensure that fundraising and outreach efforts concentrate most strongly on those areas where the need is greatest and the strategic goals of the University are most strongly reflected.

78 Our objectives reflect the University's overarching priority to develop global engagement and international collaborations and the need to engage an ever larger proportion of the donor community, within the UK and abroad, alumni and non-alumni, in our priorities. We will identify new philanthropic and commercial opportunities for support such as trusts, foundations, and businesses. And we will use to maximum advantage the University's global reputation and its network of alumni and supporters to engage with institutions and individuals, especially with those that have no previous philanthropic relationship with Oxford.