

Gazette Supplement



University of Oxford Draft Strategic Plan 2013–18

November 2012: Draft 2

Our vision

1 The University of Oxford aims to lead the world in research and education, and to share its work on a national and global scale. We shall realise this vision by taking forward new and transformative approaches to research, teaching and engagement with society, informed by Oxford's long traditions of independent scholarship and academic freedom.

2 Oxford's distinctive structure, born of its history, is a source of strength. The colleges of Oxford University offer environments which are both supportive to the individual academic and student and characterised by a defining sense of community. They give students a personal sense of academic identity that is life-long. Our alumni play an increasingly important part in the life of the University, and enhance the character of Oxford's engagement across the world.

3 The University's success and reputation are built upon the continuing quality of our scholarship and the richness of our resources. Our goal is to enhance research and learning in ways that both support individual achievement and promote collegial joint enterprise. In what follows we set out a comprehensive view of this strategic plan in the form of four sets of objectives:

(a) First, we outline the major *strategic challenges* that we set ourselves as an institution.

(b) Second, we identify the two key *new priorities* which we believe will enable us to respond with agility to the changing world we inhabit and to be at the forefront of shaping that change through the outstanding quality of what we do. These new priorities work across all our core activities.

(c) Third, we review our approach to these *core* activities, as articulated in our four *core strategies* for research, education, wider engagement with society, and personnel and equality, and set out how we will maintain that constancy of excellence which has drawn such a rich concentration of intellectual resource to the University over the centuries.

(d) Finally, we show how these aims and priorities may be facilitated with *enabling strategies*.

4 Our Strategic Plan is only one part of our strategic planning process. We will monitor progress against our identified priorities, core strategies and enabling strategies at divisional, service and institutional level through an annual planning and budgeting process which will include identifying appropriate performance indicators, benchmarks, and targets. We will also review the Strategic Plan annually to ensure that it continues to meet academic needs and enables us to respond appropriately to the external environment.

Strategic challenges

5 The world we live in is increasingly integrated socially, economically and culturally, and through information and communications technology. We believe that universities, with the potential to reach many more millions of people than would ever have been possible through student and staff recruitment, hold a responsibility for shaping civilised societies through effective communication of findings from academic endeavour. **The first challenge we set ourselves, therefore, is to develop our capacity to generate and share knowledge beyond the immediate environment of Oxford University, globally, nationally, and regionally.**

6 Universities exist for the wider public good. We must ensure that our research not only continues to be transformative at an academic and scholarly level, but that it also contributes to public policy and practice. We also have a responsibility for enabling Oxford University staff and students to contribute to the local and regional community. **Our second challenge is to identify effective ways to contribute more to public policy-making, and to the cultural, social, and economic life of the city of Oxford and the Oxfordshire region.**

7 As countries across the world invest heavily in higher education, new competitors are emerging. We believe that in this global age self-sufficiency can no longer be enough. Where there are possibilities for work which speaks to our key mission, potential competitors are also potential collaborators. **Our third challenge, therefore, is to identify where we can flexibly and effectively support joint activities with other world-class institutions, to the benefit of both research and teaching.**

8 Oxford academics work at the forefront of their disciplines across the full breadth of the University's activity. As new research challenges emerge from the rapidly changing and increasingly competitive world in which we operate, we must ensure that essentially artificial lines drawn between traditionally different disciplines do not hamper our ability to respond. Oxford's collegiate structure provides a natural culture for the development of interdisciplinary ideas, bringing together staff and students from across the disciplines on a daily basis; we believe we can do more to harness this activity and to avoid barriers arising elsewhere in the University's structures. **Our fourth challenge is to establish more**

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effective structures for interdisciplinary collaboration across departments and the wider collegiate University.

9 The University's employees are of prime importance to the achievement of its aims; it is essential to recruit and retain the best-qualified staff, and to do so requires that there should be no barriers, real or perceived, that might limit the opportunity for any individual to make the fullest possible contribution to the academic work, administration or governance of the University. The University is committed to promoting all aspects of equality and diversity amongst its staff and, in particular, to addressing the under-representation of women wherever it occurs, either in the case of certain subjects of study or, more generally, amongst more senior posts. **Our fifth challenge over the planning period is to address culture and practice across the University, and to provide appropriate support and training, in order to ensure that women have equality of opportunity for personal development and career progression and feel fully valued as members of the University community.**

10 The burden of meeting the cost of studying at university is increasingly being placed on the individuals who benefit. We remain concerned about the effect the implementation of increased fees could have on access. Our concern encompasses both undergraduates, faced with fees three times higher than their recent predecessors, and graduates, who may be deterred from further study by the perception of debt. The generosity of the funding schemes we already have in place reflects this concern. **Our sixth challenge over the planning period is to continue to build on our scholarship and bursary schemes, working to ensure that no potential applicant is deterred by financial barriers and that no student's success is hampered by financial difficulties.**

11 One anticipated effect nationally of the rise in undergraduate tuition fees is heightened expectation from students of the educational experience offered by universities. At Oxford, where student fees in any case only meet a proportion of the costs of providing an Oxford education, we do not take the view that students are consumers of an academic 'product'. Our commitment to continued enhancement of the student experience reflects a belief in the University as a community where students and staff come together in a shared academic enterprise. **Our seventh challenge is to work effectively with undergraduate and graduate students**

to ensure excellence of provision and a quality of education which enables them to apply the values and intellectual discipline learnt in academic study to their future lives and careers.

New priorities

12 In relation to these strategic challenges, we have identified two overarching priorities for development over the period of the next strategic plan, spanning our core activities. Enabling the University to shape and respond to the rapidly shifting external environment in new and significant ways, these priorities have the potential to be transformative for departments and colleges, and for staff and students.

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.

13 We shall achieve this through:

- developing more effective structures to enable sustained research collaborations and partnerships with other world-class institutions
- exploring new opportunities to advance high-quality research by the University abroad
- developing approaches to international engagement that take advantage of the breadth of activities of the academic divisions, the Department for Continuing Education, Oxford University Press and other areas of the collegiate University, and that strengthen cohesion between these constituent parts
- enabling greater digital access to Oxford's research, ideas, and collections
- expanding opportunities for staff and students to gain international experience while studying or working at Oxford
- refining our approaches to the recruitment and support of undergraduate and postgraduate international students.

14 A great university facilitates the flow of ideas. It disseminates effectively the knowledge created by its own community and is open to new ideas generated elsewhere. The University's academic divisions, its colleges and its Department for Continuing Education, are active worldwide across the broadest range of disciplines. With Oxford University Press, our global

involvement in education from pre-school level onwards puts us in a unique position as a university to influence and engage with the world in which we live. This global reach in itself draws students and staff of the highest international calibre to work and study in Oxford, taking Oxford's way of engaging with the world with them when they depart. We will seek opportunities to integrate our activities, and build upon Oxford's excellence in, and commitment to, the delivery of education for all.

15 Major universities in modern times need to work in sustained partnerships with centres of excellence elsewhere in the world. We will seek to develop partnerships in an increasingly coordinated fashion at the institutional level, noting that these may be most effective in those areas where research and teaching strengths are complementary, while encouraging and catalysing connectivity between research groups at the level of individual projects. 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.

16 An effective online presence will form part of this strategy. Digital technology is revolutionising the manner in which knowledge is communicated across the globe. The University will network its activity digitally in order to direct those seeking knowledge about any area of academic study to relevant work in the field carried out at Oxford. Access to the University's collections will be improved through an enhanced virtual presence, extending appreciation of the role Oxford plays in preserving and sharing the record of our civilisation. Over the life of the plan, we will work to strengthen the coherence of Oxford's digital presence, and will further develop our teaching resources and courses that are available globally. We will expand the University's contribution to the public understanding of science and other outreach and engagement activities.

17 Oxford's collections are outstandingly rich, and we have a responsibility to preserve our libraries and museums and their collections to enable the dissemination of knowledge to future generations. Similarly, we have a responsibility to improve our virtual presence and our global outreach to this generation. We will develop our programmes of activities linked to events and exhibitions based on the University's collections, and explore other innovative approaches to attracting new visitors (physical and virtual) to the collections.

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18 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. We will continue work to develop scholarship schemes to support overseas undergraduate and postgraduate students across the academic divisions.

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

19 We shall strengthen our interdisciplinary activities through:

- developing interdisciplinary research themes by building upon and networking existing activity in a fashion that enables intellectual cross-fertilisation
- enabling opportunities for research in novel areas that sit between traditionally distinct subjects by promoting activity across departmental and divisional boundaries
- developing courses that draw upon the richness of Oxford's intellectual environment across multiple disciplines
- sharing resources such as advanced facilities between departments and beyond Oxford
- enhancing the use of the University's collections to promote interdisciplinary research and teaching opportunities
- working with partner organisations to address issues of global significance, many of which are interdisciplinary in nature
- seeking to embed the role of colleges in the University's interdisciplinary research structure.

20 Many of today's research questions cut across traditional departmental and divisional 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 by networking our activity and encouraging intellectual cross-fertilisation.

21 The opportunities for major discoveries are found quite commonly at the interfaces between traditionally distinct subject areas. We will provide incentives for the development of new research at such interfaces and ensure that administrative barriers are eliminated.

22 New thematic research collaborations will lead to new study opportunities for undergraduates and postgraduates. The depth of expertise at Oxford across the broadest range of subject areas, and our college communities, which bring together scholars across many disciplines, make the University the natural place of study for those who wish to learn across subject boundaries. We will review delivery at undergraduate level and at graduate level and develop policy on the sequenced promotion of interdisciplinary learning.

23 The sharing of resources, advanced facilities, and collections is a useful way of developing research interdisciplinarity by bringing together individuals who have common needs. We will promote this across the University and beyond Oxford. We will explore opportunities to join forces with top institutions internationally to address issues of global significance that require large-scale as well as interdisciplinary collaboration.

24 The colleges provide Oxford with an unparalleled advantage in terms of promoting and effecting interdisciplinarity. Quite apart from the natural interactions that colleges afford academics and students, our strategy for the future will include the following:

- partnering with the colleges to establish ways of clustering academic interaction that focuses on a particular theme
- developing doctoral training centres using college facilities
- working to establish college associations for research academics without college affiliation
- arranging research conferences through colleges
- working with colleges to facilitate connectivity with world leaders and international organisations.

Core strategies

25 While our overarching priorities identify those areas where we aim to transform Oxford's activity over the planning period, our core strategies set out how we propose to build upon Oxford's strength and diversity in research and education, and to share these with the wider world.

Research

Oxford is committed to maintaining originality, significance and rigour in research in a framework of the highest standards of infrastructure, training and integrity.

26 We shall further this aim through:

- supporting our excellent core disciplines
- keeping academic autonomy at the heart of our research
- ensuring access to the best facilities, databases, and materials resources
- providing appropriate training in research methods and conduct to our students and staff.

27 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 enquiry, without interference or penalty. This freedom to pursue truth and understanding, whether through theoretical or empirical means, will ensure that our strong core disciplines flourish.

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

Oxford is committed to empowering the creative autonomy of individuals to address fundamental questions of real significance and applied questions with potential to change the world.

29 We shall further this aim through:

- supporting high-risk, long-term research, independent of immediate constraints
- setting research questions in the context of key international themes
- maintaining a critical mass of academic staff of high achievement or potential across a range of disciplines
- increasing engagement with external communities that may both inform and develop our research.

30 Oxford leads 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

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not necessarily yield immediate impact or is in areas of little obvious interest to the government of the day. Oxford, however, is of the world, not apart from it, and we will ensure that key themes identified by us, and by other key bodies, inform research direction.

31 Research at the highest level requires people of outstanding talent. Oxford has a vital role to play in the promotion of global mobility for academic staff. The University will implement strategies to recruit and retain established world leaders in their fields while mentoring and encouraging the development of current staff.

Oxford is committed to maintaining and developing resources, and investing in subject areas of long-term significance.

32 We shall further this aim through:

- developing the leading researchers of the future
- empowering research students to carry out original and significant research
- curating significant research data, library and museum collections
- evaluating the sustainability of research activity and resourcing this according to academic principles.

33 The University maintains a curatorial responsibility. This encompasses training the research leaders and teachers of the future and maintaining and developing resources for subsequent generations. We also have a key role in preserving subject areas which may be vulnerable nationally but have not been identified as a priority for enhanced government support. This will require us to ensure that resource allocation within the collegiate University reflects academic priorities rather than external funding streams.

Education

ACCESS AND ADMISSIONS

Oxford is committed to ensuring 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.

34 We shall further this aim through:

- developing the evidence base for the effectiveness of our widening access activity
- using this evidence base to develop our work with potential university applicants, schools, teachers, and awarding bodies

- ensuring effectiveness and consistency of good practice across our admissions processes
- realising transformative and sustainable scholarship schemes at both undergraduate and postgraduate level for students from all over the world.

35 Our approach to widening access will always be evidence-based. We will seek evidence of the impact of the collegiate University's financial support packages on our undergraduate access targets. 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. However, Oxford will never be able to reach all those with the potential to benefit from higher education, at Oxford or elsewhere, by working in isolation. We will draw on our experience and evidence to make a coordinated contribution to the national widening participation agenda.

36 We will keep under review our undergraduate and graduate admissions processes. These reviews will encompass policy on attracting and identifying the best home and international students.

37 We will build on our success in developing scholarship schemes such as the Moritz-Heyman undergraduate scholarship programme and the Mica and Ahmet Ertegun graduate scholarships in the Humanities to develop further schemes at undergraduate and postgraduate level. 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 by the end of the planning period. These targets will reflect the aspiration that no undergraduate or postgraduate student should be unable to study at Oxford because of the cost.

STUDENT EXPERIENCE

Oxford is committed to ensuring 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.

38 We shall further this aim through:

- ensuring that the individual academic and personal support characteristic of the Oxford tutorial informs the delivery of our courses across all areas and levels of study

- developing opportunities for study abroad and funded internships
- ensuring that professional and employability skills are explicitly identified across all our courses
- encouraging students to contribute to society at a local, national, and international level
- involving alumni in the provision of mentoring and internships for our students.

39 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 - an individualised educational experience shaped through ongoing support from a senior academic - is the cornerstone of this approach for undergraduates. The principle of the tutorial system also underpins our approach to postgraduate study. We believe that this approach, centred on enabling students to learn to think critically and independently rather than simple transference of knowledge, is the most effective way to prepare graduates for the challenges of operating in our information-rich society.

40 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.

41 Oxford graduates influence societies across the world, contributing to the social, and cultural and intellectual, enrichment that is the foundation of a tolerant and civil society. We will heighten our articulation of the importance of the range of ways in which an Oxford education equips our students to engage with today's world.

42 As we enter the planning period only about 10% of students study abroad as part of their course. It will be increasingly important for Oxford to create international study opportunities, to attract the best students, and for graduates to be effective in their careers and as global citizens. We will expand summer opportunities for undergraduates, identify additional courses with potential for a study abroad element, and seek opportunities to expand study abroad for postgraduate students.

43 We will explicitly identify the professional and employability skills

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inherent in our courses, develop opportunities for internships, and encourage students to engage with wider communities while still at Oxford.

44 The inclusion of our alumni in helping students achieve their potential will be vital. We will seek increased alumni involvement in mentoring and the creation of internship opportunities, and we will also develop the careers advice which we offer to graduates.

ACADEMIC STANDARDS AND QUALITY

Oxford is committed to ensuring that the unique richness of the collegiate University's academic environment is both retained and refreshed.

45 We shall further this aim through:

- engaging all members of the academic community in improving the quality of education available to Oxford's students
- ensuring that any growth is merited by both the quality of applicants and academic opportunities
- developing library, laboratory, cultural and sporting facilities which are of the highest possible standard
- ensuring effective communication and integration between key University and collegiate services to deliver consistently high levels of student support
- building on expertise in online learning to communicate knowledge created within the University to the benefit of students, as well as alumni and wider society.

46 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 efficient methods of course delivery through an effective 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.

47 Within this context a systematic approach to providing teaching opportunities for graduate students and postdoctoral researchers, including assuring the quality of that provision, will be developed.

48 We believe that the size of the University should be primarily determined by its ability to fulfil the principle of providing a highly personalised education to every student. The collegiate University will shape and balance the overall student population to ensure that, while planned expansion of the highest-quality activity is enabled, we continue to operate within overall capacity.

49 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 all parts of the University are working in the best interests of students.

50 We believe that sporting and cultural provision is a key support to a rounded academic experience. We will continue to work to improve the facilities that the collegiate University offers its students in these areas.

51 Our intention to strengthen Oxford's global and digital online presence will ensure students studying at Oxford will have improved access to digital materials based on Oxford's knowledge and collections.

Wider engagement

52 Wider engagement with society pervades Oxford's activities: our core research and teaching are inseparable from this mission. Oxford's research capability and capacity contribute to regional, national, and global enterprise and innovation. We also educate and train the research and entrepreneurial leaders of the future.

Oxford is committed to serving society by promoting and contributing to economic, cultural, and social advances through the accessibility of Oxford's ideas, skills, and expertise.

53 We shall further this aim through:

- integrating knowledge from many domains and across a wide range of disciplines
- generating new ideas and reflecting on the ideas of others
- contributing to innovation and enterprise
- contributing to local, regional and national communities.

54 Enterprise and innovation are key to Oxford's continuing research success. These position Oxford and its environment as a place of opportunity which will attract the best researchers and students from around

the world. The expertise and knowledge of our academics, staff, and students will help to inform and advise a wide range of organisations. These will include business, government agencies, NGOs, and community groups.

55 We will foster creative, entrepreneurial activity by our staff and students. The University will promote interaction with industry, including through collaborative research, consulting, spin-out companies, and commercial ventures and science parks. We will enhance our technology transfer activities, maximising social and economic benefits through the application of Oxford's knowledge and expertise worldwide.

Oxford is committed to sharing the fruits of research as widely as possible.

56 We shall further this aim through:

- demonstrating the value of research to society
- contributing to public engagement with research
- communicating Oxford's research to a wider and more diverse audience
- improving access to research outputs.

57 Research outputs need to be made accessible and comprehensible to non-specialist audiences. Our staff and students will contribute their specialist knowledge to public debate and discussions and the impact of our research will be enhanced by a stronger digital presence.

58 We will support the mission of Oxford University Press to disseminate knowledge resulting from research and scholarship.

Oxford is committed to contributing to the cultural, health, social, and economic wellbeing of the local and regional community.

59 We shall further this aim through:

- working with local partners both directly and through the Oxford Strategic Partnership (OSP) and Local Enterprise Partnership (LEP) to contribute to the expansion of Oxford's knowledge economy
- working with the Oxford University Hospitals NHS Trust and the Oxford Health NHS Foundation Trust to provide high-quality health services to patients in Oxfordshire and the Thames Valley
- working in collaboration with Oxford City Council, Oxfordshire County Council and local schools

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- helping to sustain a vibrant cultural environment by making accessible University libraries, museums, parks, and sports facilities
- working with local and regional partners to develop low-carbon solutions in the city and across the region.

60 Ensuring the maximum effectiveness from the University's local and regional contributions requires effective collaboration. We will ensure that the University plays its part in realising the strategic aims identified by the OSP and the LEP to enhance the life of the city economically, culturally, and environmentally, and to support the needs of the local community.

61 Nearly 60% of jobs in Oxford are in 'knowledge-intensive activities', including publishing, biomedical research, life sciences, and automotive engineering. Our contribution to local employment goes far beyond the 18,000 or so jobs across the collegiate University. Our development of spin-out companies and collaborative working with industry play a major role in the local knowledge economy, contributing to the creation of jobs in Oxfordshire. We will work with the LEP to encourage further inwards investment by developing the region's infrastructure and the skills of the Oxfordshire workforce.

62 The University's engagement with local schools is wide-ranging, including Initial Teacher Training, collaborative research projects, action learning sets, and a leadership development programme. Tutoring of local school children is among the large portfolio of community volunteering activities coordinated by the student-run Oxford Hub. The creation of a 'Deanery' structure by the University's Department of Education aims to strengthen and coordinate links between Oxford schools, the department and the wider University; this will in turn facilitate the OSP's aim, expressed in its Economic Growth Strategy, to coordinate these activities with other volunteering programmes and business initiatives.

63 Central to our vision is the desire to break down real and perceived barriers between the University and the local community to enable broad reciprocal engagement. We will continue to encourage direct use of the University's libraries, museums, parks, and sports facilities by the public, and we will develop the museums' 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 opportunities and online learning.

64 Economic growth in itself brings challenges and opportunities. Low Carbon Oxford is a city-wide programme of collaboration between private, public and non-profit organisations with the aim of ensuring Oxford's future as a sustainable and low-carbon city. As one of the original 'pathfinder organisation' 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 and equality

Oxford is committed to recruiting and retaining high-calibre staff from across the world to maintain and enhance the University's position as an international centre of academic excellence for teaching and research.

65 We shall further this aim through:

- recruitment arrangements which attract an excellent and diverse pool of candidates of international quality
- salary levels which are internationally competitive
- an appropriate balance of duties for academic staff with flexibility to suit different stages of career progression
- a working environment which in every respect values and supports all members of staff and promotes their career development regardless of gender, race, religion or other personal characteristics
- a smooth transition to Oxford for international staff.

66 We shall 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 must be set sufficiently competitively 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.

67 Appropriate remuneration is just one facet of our approach to staff retention. We shall also continue to review the balance of duties 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.

68 We shall 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 shall continue to lobby for reform of UKBA rules to facilitate international mobility for staff and students.

Oxford is committed to working towards an increasingly diverse staffing profile reflecting true equality of opportunity.

69 We shall further this aim through:

- recruiting as broadly as possible and using targeted initiatives to attract those currently under-represented amongst University staff
- developing culture and practice across the University in support of the employment and career development of women and of their full participation in University governance
- promoting practices and a working environment where all staff can feel properly respected and valued as individuals, and receive due support and acknowledgement for the contributions they make
- ensuring flexible working policies and practices enable appropriate work-life balance
- continuing to expand and enhance childcare provision and support for carers.

70 Policy, strategy, and monitoring in this area will be the remit of a dedicated Equality and Diversity Panel. The panel will also address related matters concerning the student body. We will strive to embed awareness of equality and diversity across all our activities.

71 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 will bring helps the University maintain and develop its international outlook.

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72 Over the life of the plan, the University will ensure that all departments across the scientific disciplines engage with Athena SWAN, or equivalent initiatives, so as to enable women to better develop their careers and to make greater contributions to all aspects of University life. The consequent changes to culture and practices will offer benefits to all staff, not least through the fostering of an improved work-life balance. Women's personal and professional development will be supported through targeted courses and mentoring programmes. 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.

73 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, and 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.

Oxford is committed to developing staff to enhance their effectiveness and contribution to the University's goals.

74 We shall further this aim through:

- a structured approach to career development for early-career academics and researchers
- opportunities to enhance excellence in teaching and the dissemination of knowledge
- enhanced leadership and management capability through appropriate training
- provision of training in new technologies which will be key for learning, research and future careers.

75 The University will strengthen support arrangements for newly appointed staff, including mentoring and the use of regular reviews to monitor progress and promote career development. Wherever it is needed to promote diversity and equality of opportunity, support for personal and professional development will be tailored to meet the needs of specific groups of staff.

76 Opportunities to develop the provision of educational development, including study towards externally accredited teaching qualifications, will be explored. The University is committed to the use of a broader range of social media opportunities to disseminate knowledge. Training will be provided in the necessary range of

skills required to use these opportunities effectively.

77 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 for such a transformation, 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 and the Academic Leadership and Development Programme will be relaunched.

Enabling strategies

78 Staff and students require the best facilities for their work. To support our academic communities with appropriate infrastructure to realise our strategic vision, significant capital investment is required. To ensure that these improvements can be sustained responsibly into the future, long-term strategic planning is necessary, underpinned by coherent strategies for Finance, Estates, Information Technology, and Development.

Finance, capital and value for money

To generate a sufficient recurrent surplus to sustain the University's infrastructure and academic activities.

79 We shall achieve this through:

- increasing efficiencies in the use of estate and other assets
- maximising value for money
- increasing revenues including through increased research activity, philanthropy, and licensing of IPR.

80 The University has a duty, not only to today's public but also to future generations, to ensure the continued promotion of learning through research, teaching and wider scholarship over the very long term. This requires the maintenance, renewal and replacement of the infrastructure, such as libraries, seminar rooms, laboratories, IT systems and research equipment, that supports our academic work. A challenge over the planning period is to ensure that the University achieves sufficient recurrent surpluses to enable continued infrastructure investment.

81 The University therefore aims to achieve an operational surplus (calculated as earnings before interest, tax, depreciation and amortisation) to enable maintenance of the estate. Current calculations suggest this surplus should be at least 5%, taking

into account the increasing cost of replacing assets through inflation or rising expectations of functional suitability.

82 Therefore, to achieve our ambitions and to assure a legacy for future generations, the University will embed a more coherent approach to budget-setting across divisions and services, bringing together academic and financial planning and looking to reduce costs through a more proactive approach to value for money and sharing of services.

To explore allocation of unrestricted income to ensure the method meets the collegiate University's strategic priorities.

83 We shall achieve this through:

- reviewing allocation of HEFCE/fee income
- reviewing use of OUP funds.

84 We shall consider our resource allocation mechanisms in the context of the University's academic priorities, drawing on improved information on teaching costs and student number plans, to assess whether they remain appropriate to the University's objectives.

Estates

To invest in estate where this will facilitate new or improved ways of working, increased efficiencies, improved opportunities for interdisciplinary working, and the decommissioning or transformation of inappropriate spaces.

85 We shall achieve this through:

- reviewing the University's functional estate to identify opportunities for consolidation, disposal, refurbishment and renewal
- identifying opportunities for increased shared use of facilities, including teaching spaces, and working with colleges
- identifying opportunities for prioritising the University's capital programme, while retaining flexibility to be responsive to philanthropic donations
- continuing to deliver on our sustainability targets.

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

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87 We shall work with 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.

88 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 site, carry the potential to add to this legacy. Reductions in governmental funding for capital development require the University to review its approach to capital project investment and we shall work to develop a more proactive prioritised system of capital allocation. We must also retain an ability to be responsive to philanthropic donations and make allowances for matched-funding requirements.

89 We shall work to develop an appropriate balance between future capital spending on improving the existing estate and reducing its backlog maintenance and continuing to expand through the delivery of new buildings to meet research and education needs.

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

91 We shall continue to consider the need to develop additional graduate student accommodation and in particular the need for family/partner-configured accommodation.

IT infrastructure

To invest in information technologies that enhance the ability of Oxford's academic communities to collaborate with each other and with global partners.

92 We shall achieve this through:

- investment in the digital learning experience
- development of infrastructure supporting interdisciplinary research
- enhancement of secure and robust communication networks
- support for open and linked data systems.

93 IT Services will collaborate with Oxford University Estates Services and colleges to develop flexible, technology-enhanced teaching spaces.

94 We 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.

95 The collegiate 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.

96 The University has a large resource of digital assets, and we shall work with academic departments and University collections to enhance their range and quality. With appropriate innovative infrastructures we shall provide a platform for engagement with these materials by potential students, researchers, educators, and the general public.

Development

To realise our Oxford Thinking Campaign target to support the academic strategies of the collegiate University.

97 We shall achieve this through:

- systematic prioritisation of needs across the University according to academic plans
- recruitment and retention of outstanding fundraisers
- strengthening our overseas operations and activities
- developing initiatives which capture the support and interest of our alumni and donors
- coordinating with colleges to maximise our respective strengths.

98 We will ensure that fundraising effort concentrates most strongly on those areas where the need is greatest and the strategic goals of the University are most strongly reflected. An effective approach to prioritisation will therefore be developed.

99 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.

100 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.