

Strategic Plan 2018-23

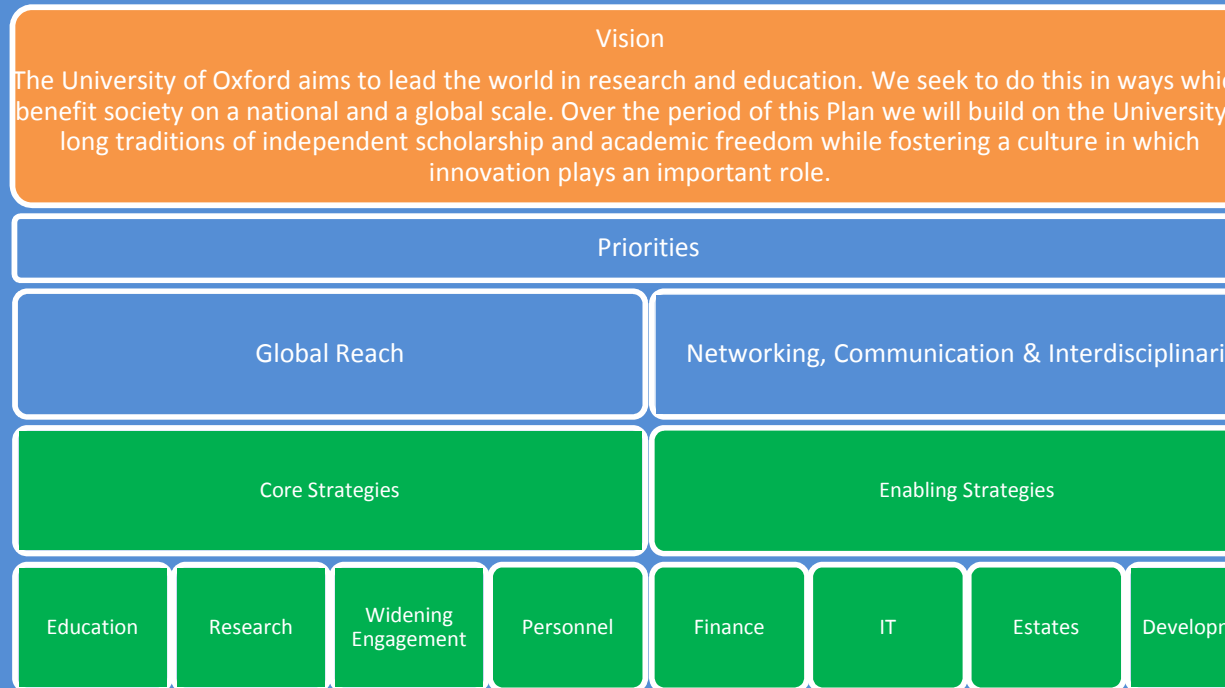
Open Meeting

Dr David Prout, PVC Planning and Resources

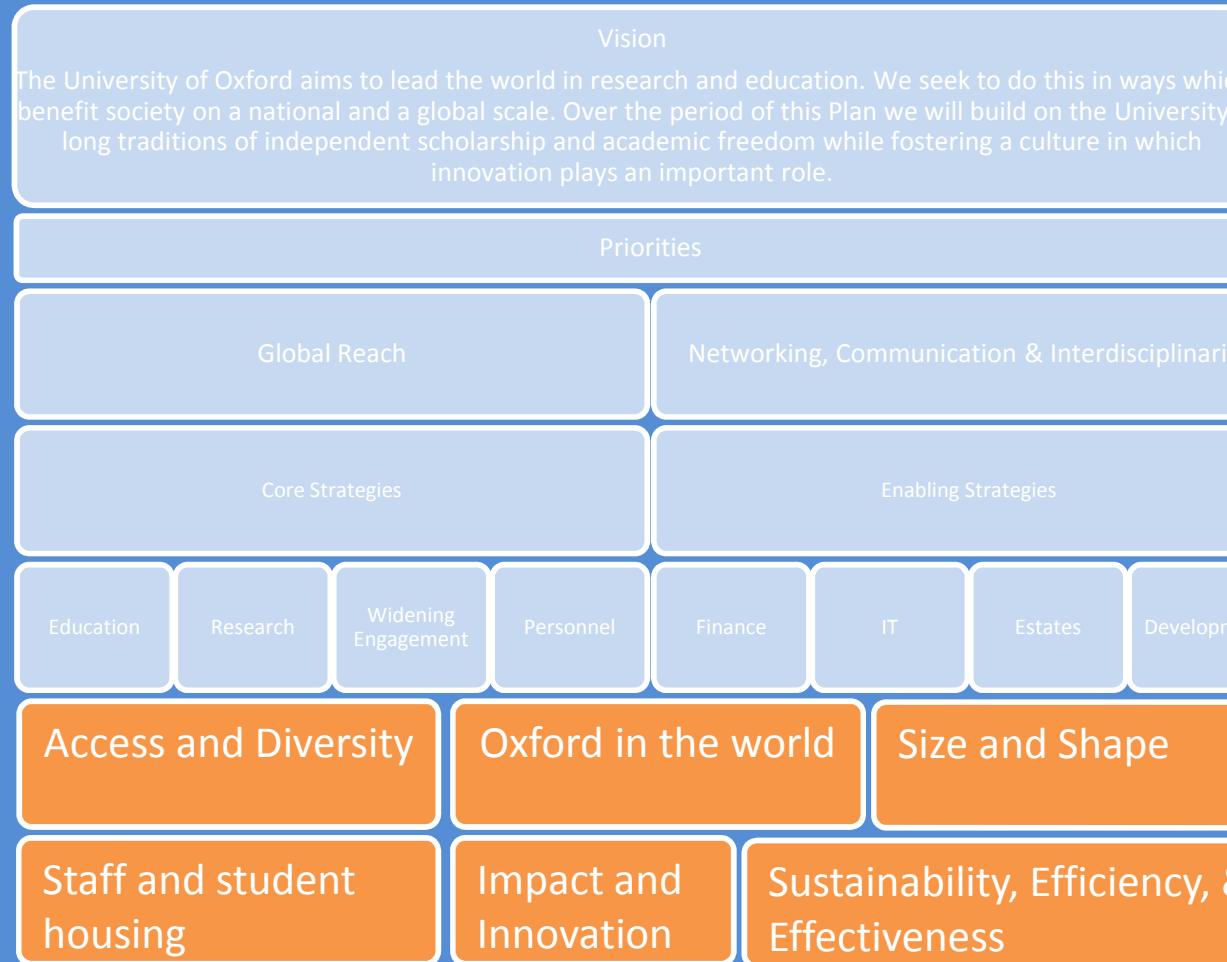
Dr Mike Glover, Director Planning and Council Secretariat

18 April 2018

2013-18 Strategic Plan



Consultation: views on six proposed priorities



Responses from individuals and divisions

- Retain overall structure
 - More concise, keep it simple, review tone.
 - Reflect divisions' priorities from autumn plan
- Refinement of priorities
 - Greater prominence to people in view of the importance to delivering the plan
 - Equality and diversity applies to staff and all
 - Use 'sustainability' rather than 'efficiency and effectiveness'

Current thinking informed by consult

Mission

Vision

Themes and Commitments

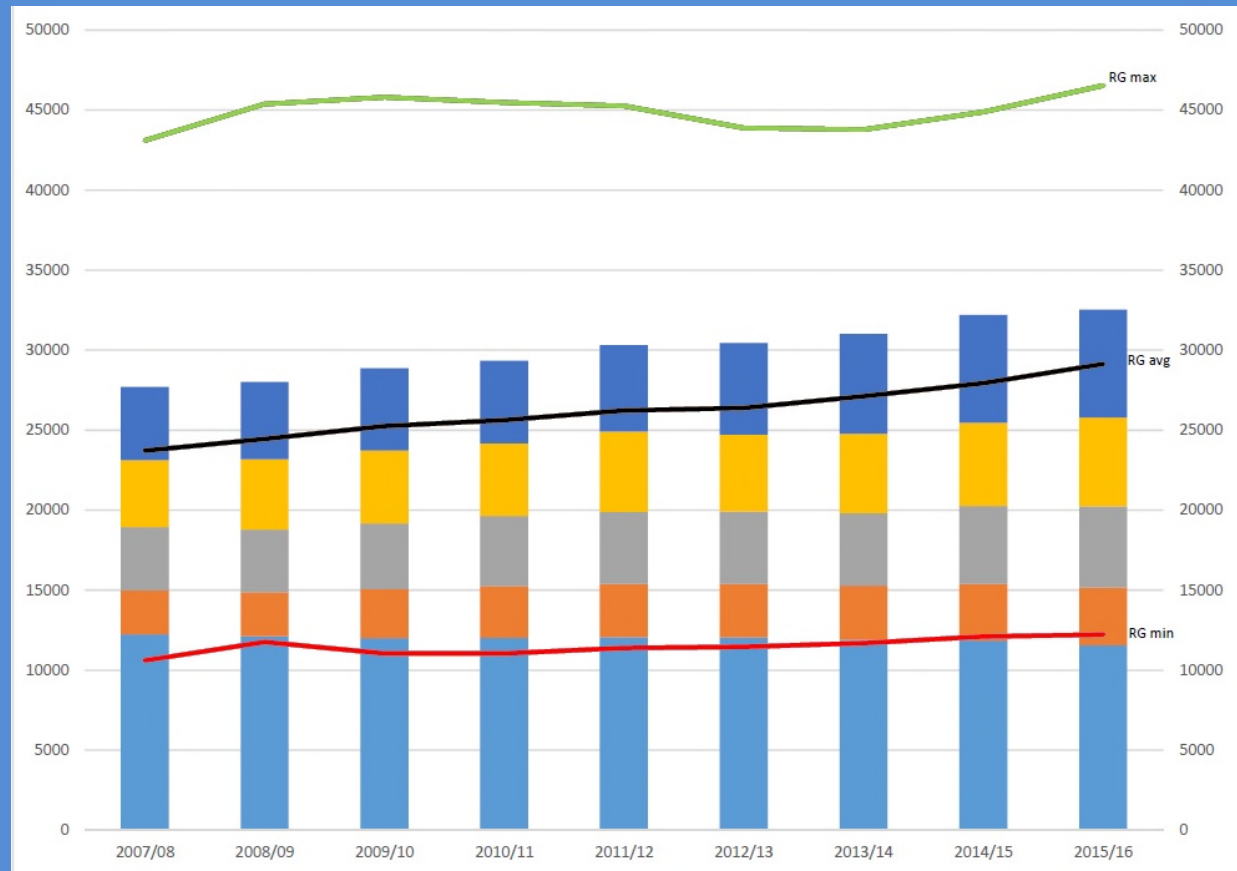
Education

Engagement and Partnership

People

Research

2018-23 Strategic Plan consultation



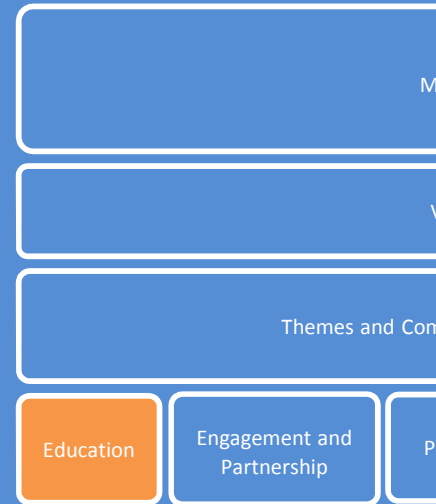
Mission: The advancement of teaching and research and its dissemination by every means

Vision:

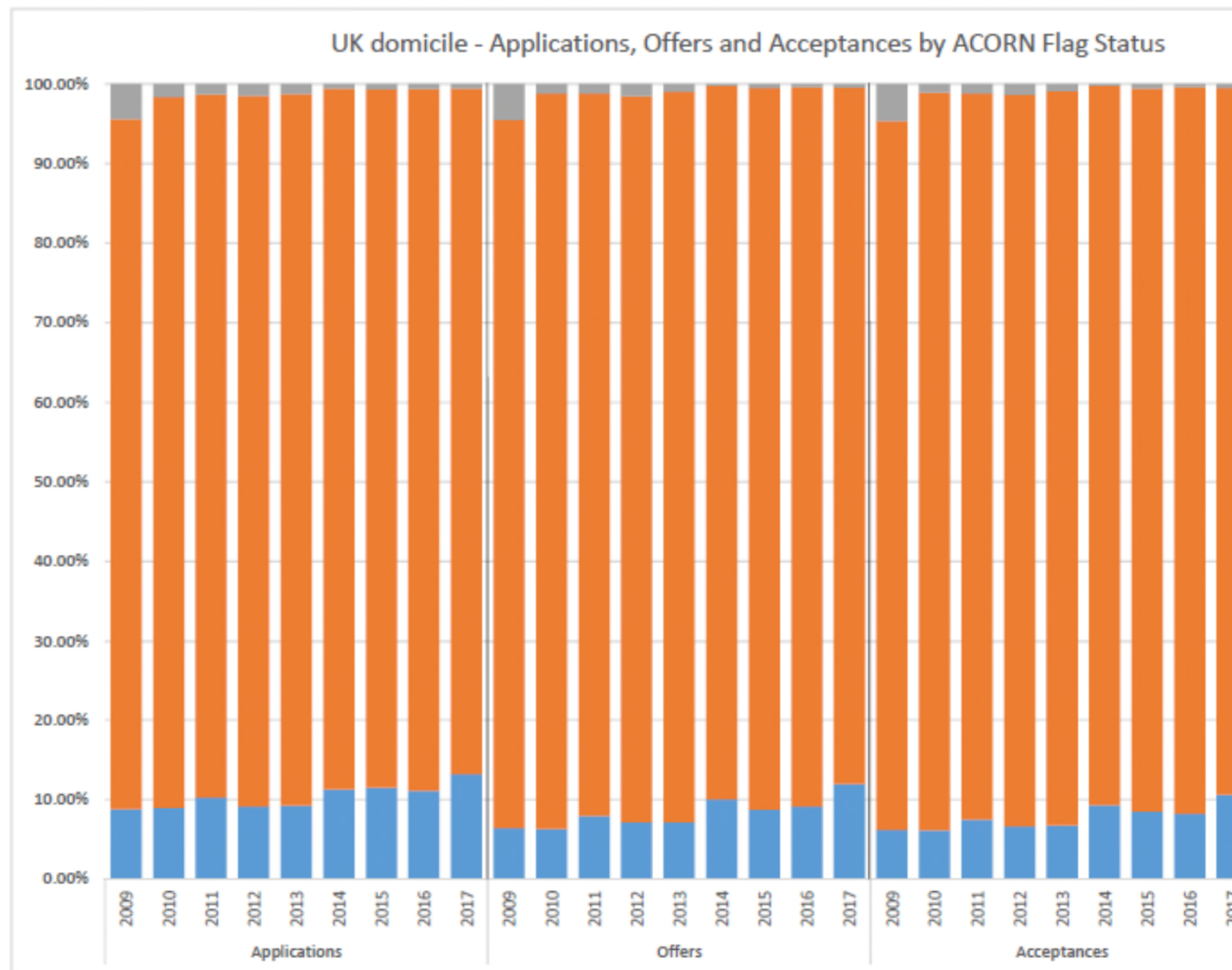
- Calls for brevity,
- 'Equality and diversity, including access and inclusion for all students and staff'
- Colleges' potential to enable and support interdisciplinarity

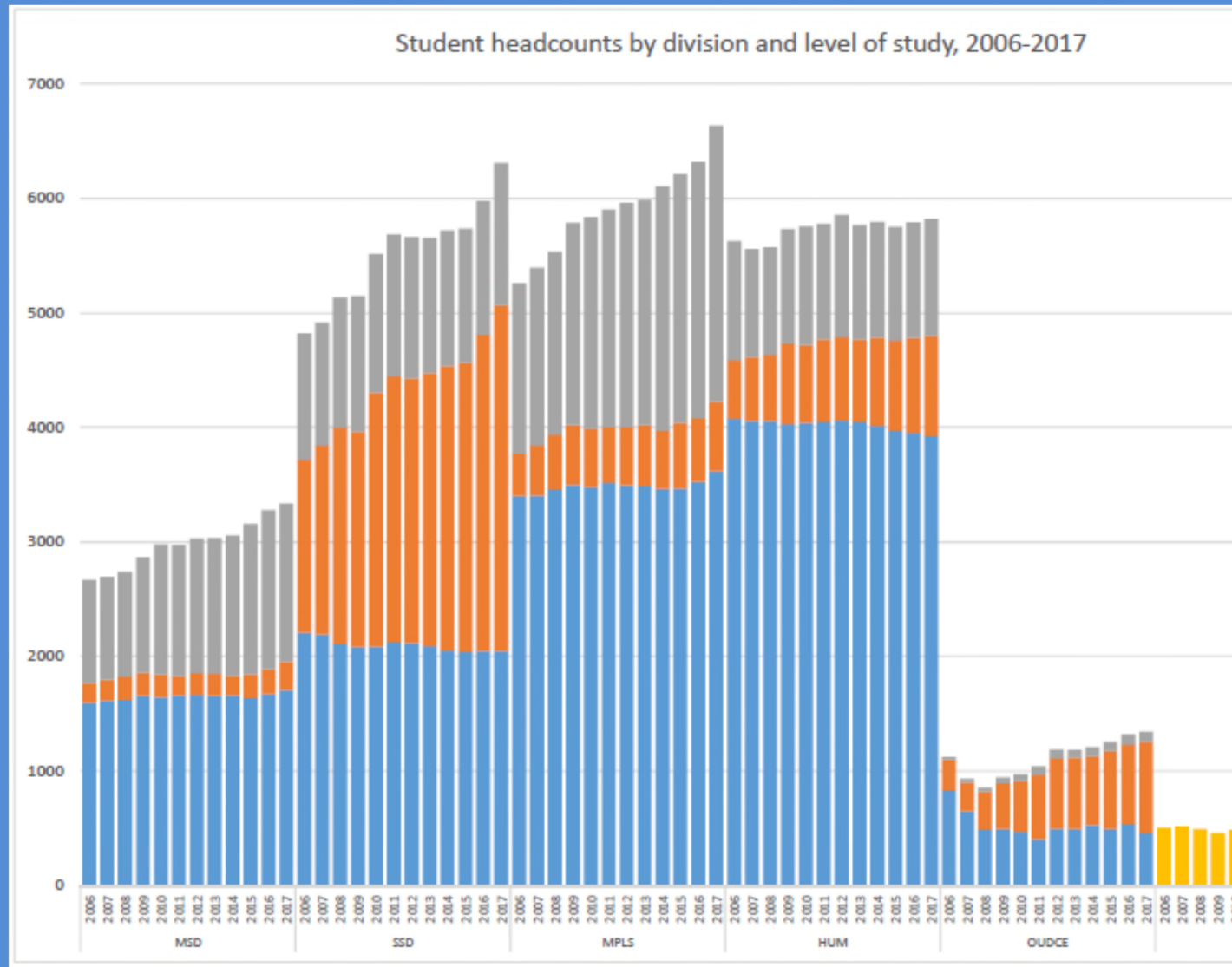


Oversight by Education Committee

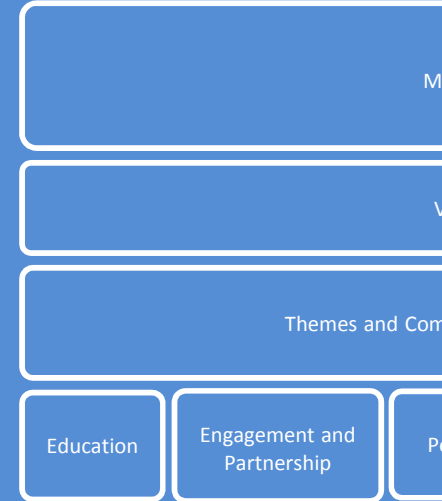


Through a commitment to the personal education of every student, we will provide a quality of education and learning experience which equips students with the values, intellectual discipline that will enable them to make a contribution to society.





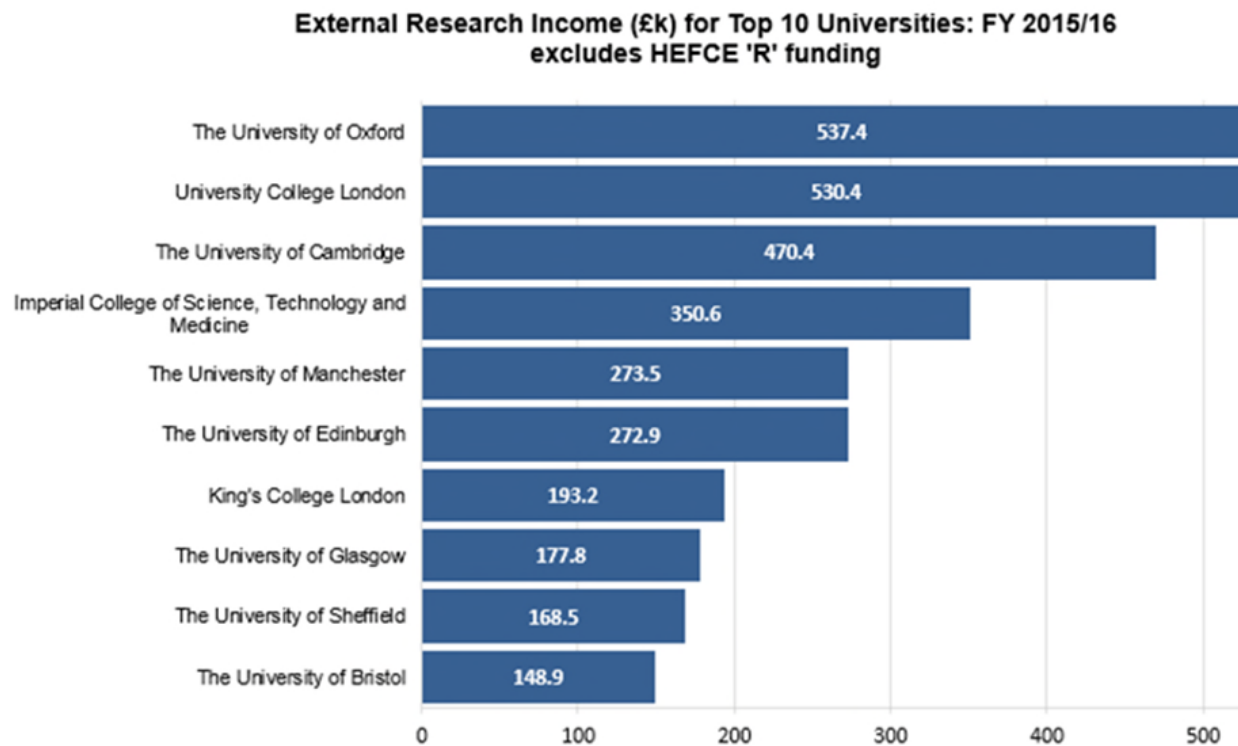
Oversight by Research and Innovation Committee



To promote challenge led, curiosity driven research

To empower the creative autonomy of individuals and
to address fundamental and applied questions with
potential to change the world .

To continue to invest in the widest breadth of subjects



Data Source: HESA FSR 2015-16 / BI Report > Research Funding Metrics > [Sector comparison – research income & QR](#)

Number of research related agreements completed FY2007/08 to FY 2016/17



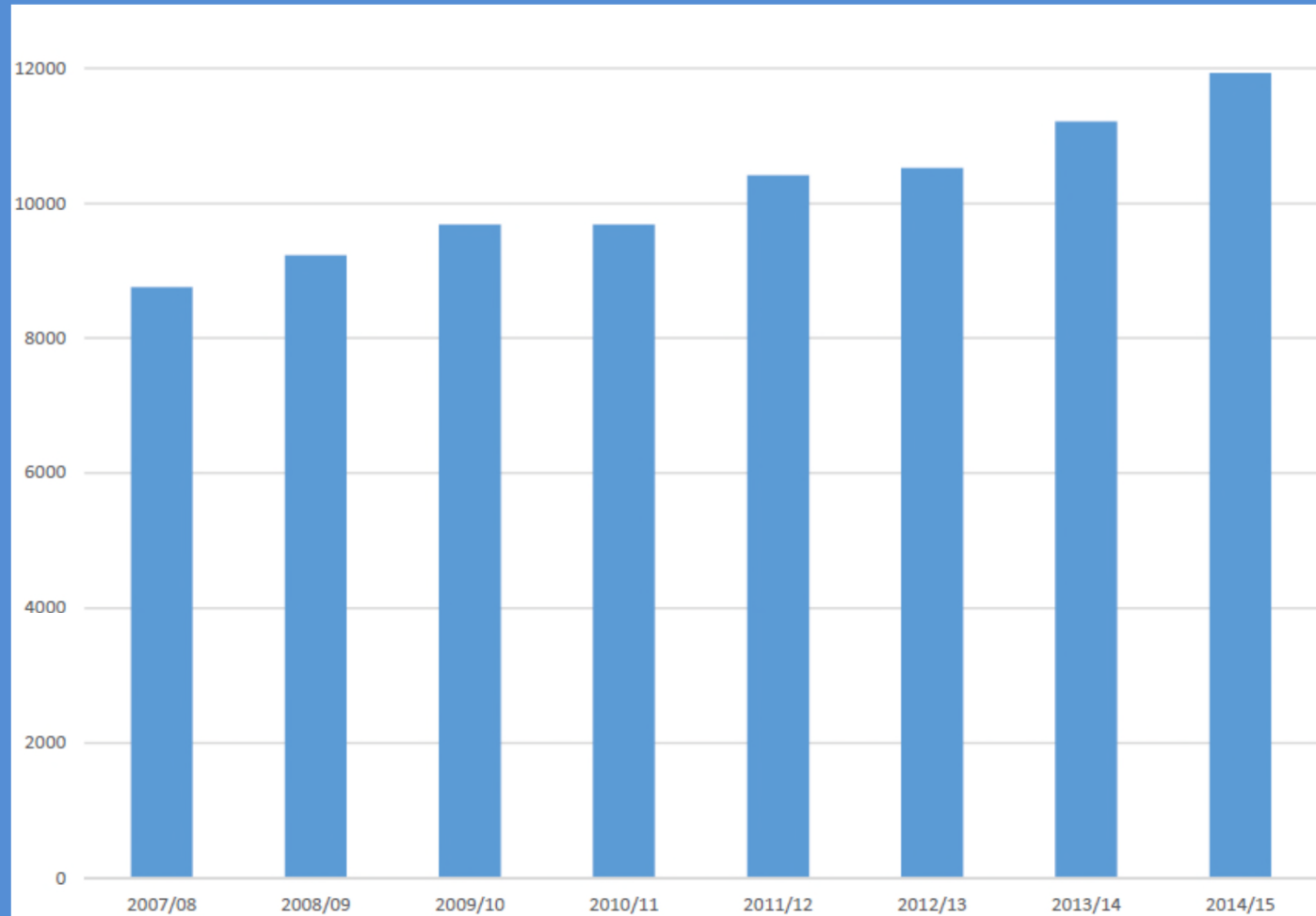
Data Source: BI Reports > Research Activity Reports from GoPro > [Research Contracts \(Funding and Other Contracts\)](#)

Oversight by Personnel Committee

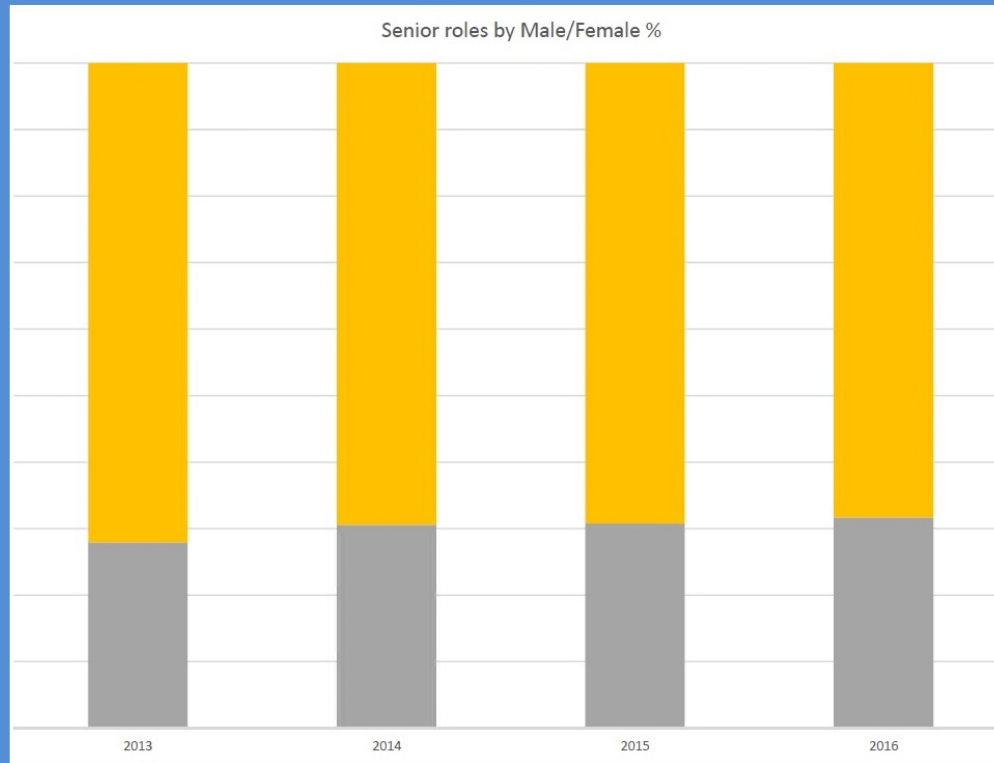


Our people are the foundation of the University's success and will thrive in a fair and inclusive workplace. We will continue to recruit and retain the best staff, ensuring that under-represented groups have equality of opportunity and ensure that all our staff are rewarded fairly and enabled to develop so that they can succeed and advance their career at Oxford.

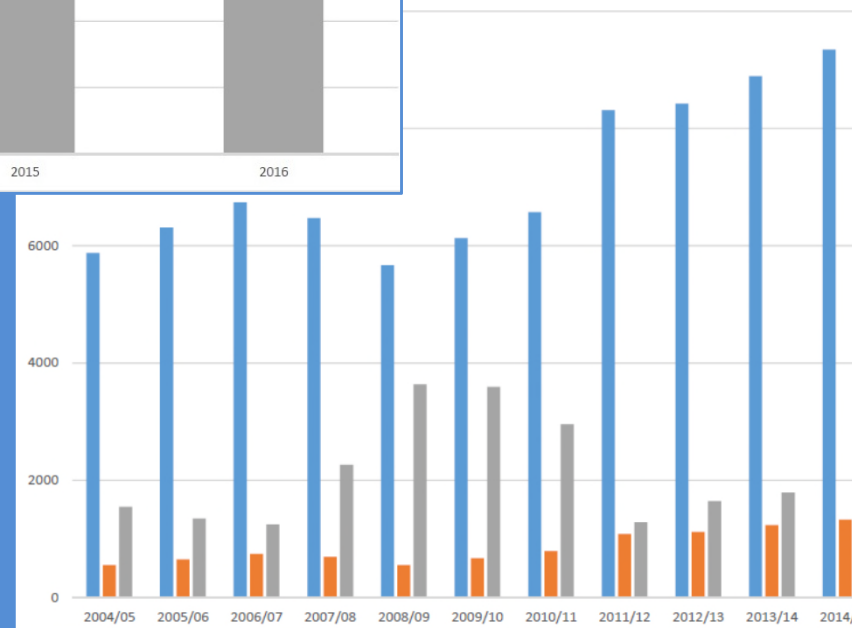
All Staff employed by the University (FTE)



HESA datasets, extracted March 2018



HESA datasets, extracted March 2018

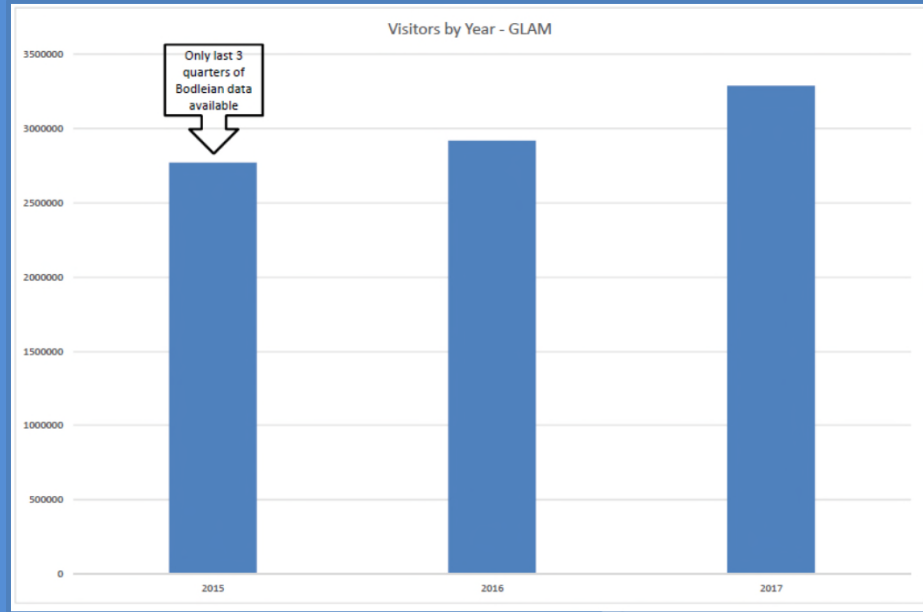


Oversight by a range of committees in view of the pervasive nature of this theme

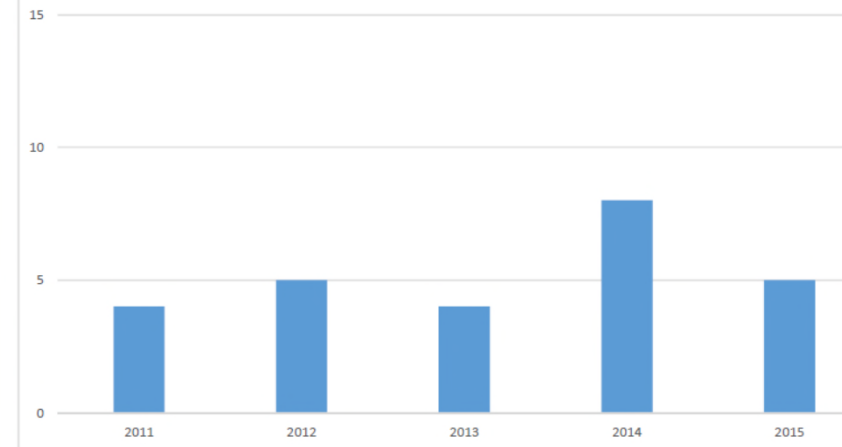


The endeavour to widen engagement pervades C activities, informing research, enhancing teaching learning, and increasing our impact on the world.

2018-23 Strategic Plan consultation



Oxford University Innovation - Spinouts by Year
(where University holds Intellectual Property)



Oversight by PRAC and Finance Committee

Commitments relating to

- Finance
- Estates
- IT
- Alumni Relations and Development



Governance and Implementation

Theme

Education

Research

People

Engagement &
Partnership

Resources

Responsibility for delivery

Education Committee

Research & Innovation
Committee

Personnel Committee

GLAM Board, Research &
Innovation, and
Education Committees

PRAC and Finance
Committee

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Strategic.plan@admin.ox.ac.uk

Strategic Plan 2018-23

Open Meeting

Dr David Prout, PVC Planning and Resources

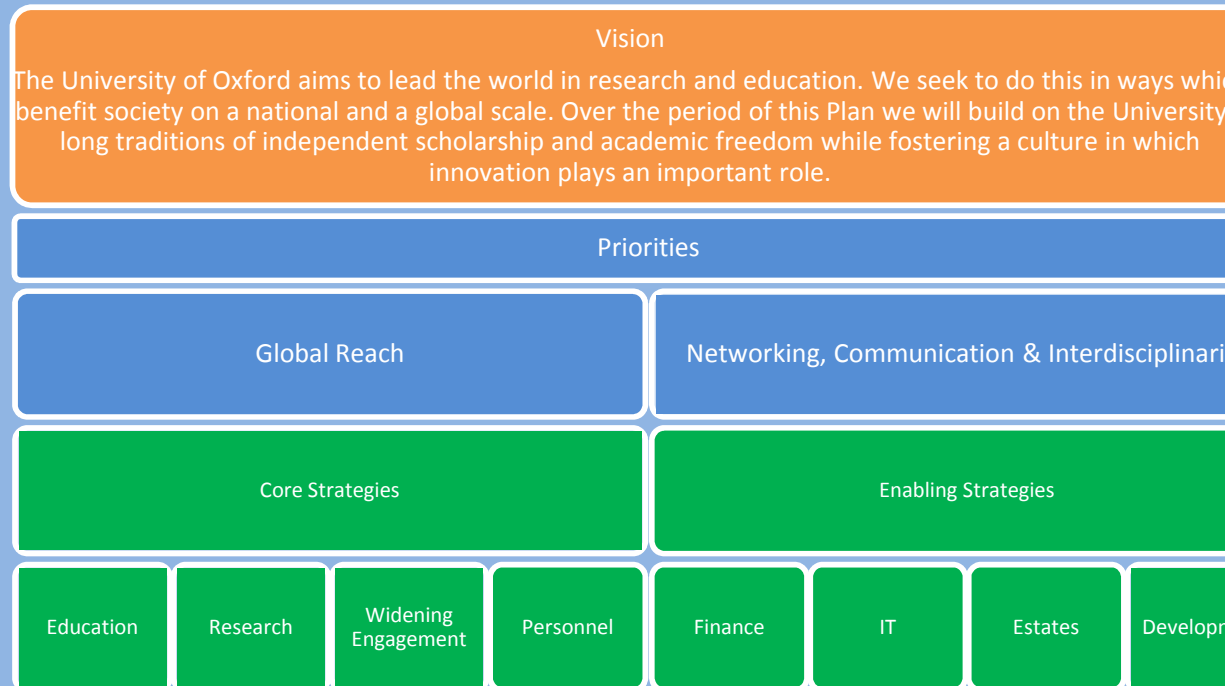
Professor Martin Williams, PVC Education

Dr Mike Glover, Director Planning and Council Secretariat

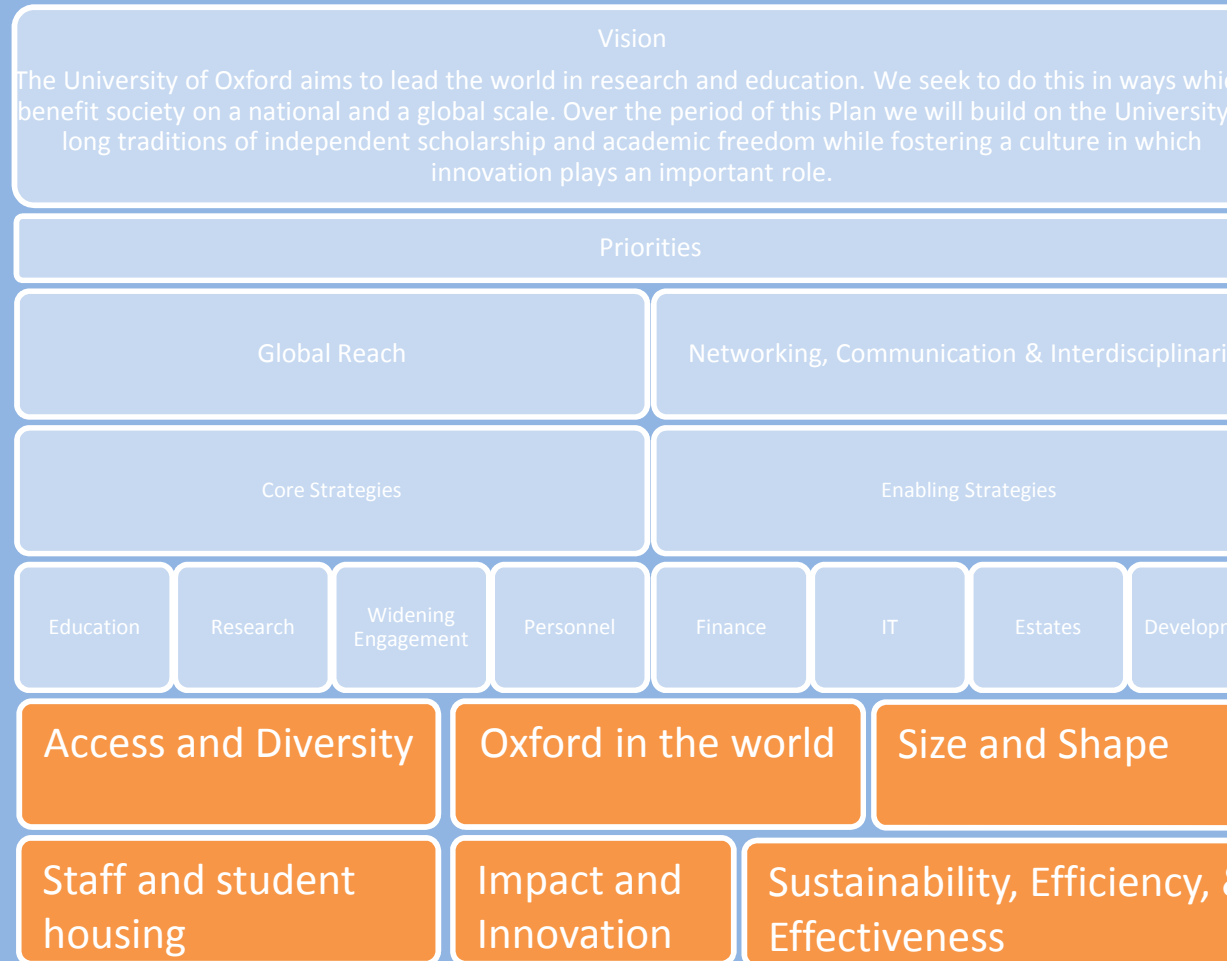
26 April 2018

10 May 2018

2013-18 Strategic Plan



Consultation: views on six proposed priorities



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Current thinking informed by consult

Mission

Vision

Themes and Commitments

Education

Engagement and Partnership

People

Research

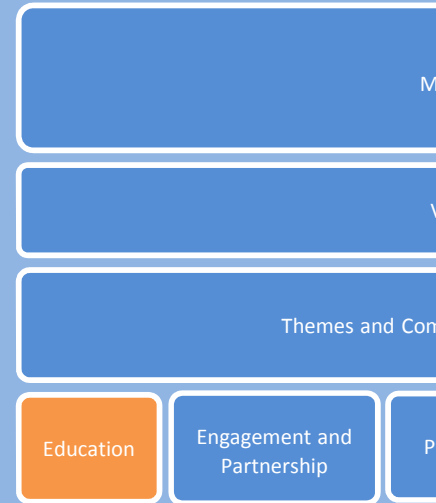
Mission: The advancement of teaching and research and its dissemination by every means

Vision:

- Calls for brevity,
- 'Equality and diversity, including access and inclusion for all students and staff'
- Colleges' potential to enable and support intercollegiate



Oversight by Education Committee



Through a commitment to the personal education of every student, we will provide a quality of education and learning experience which equips students with the values and intellectual discipline that will enable them to make a positive contribution to society.

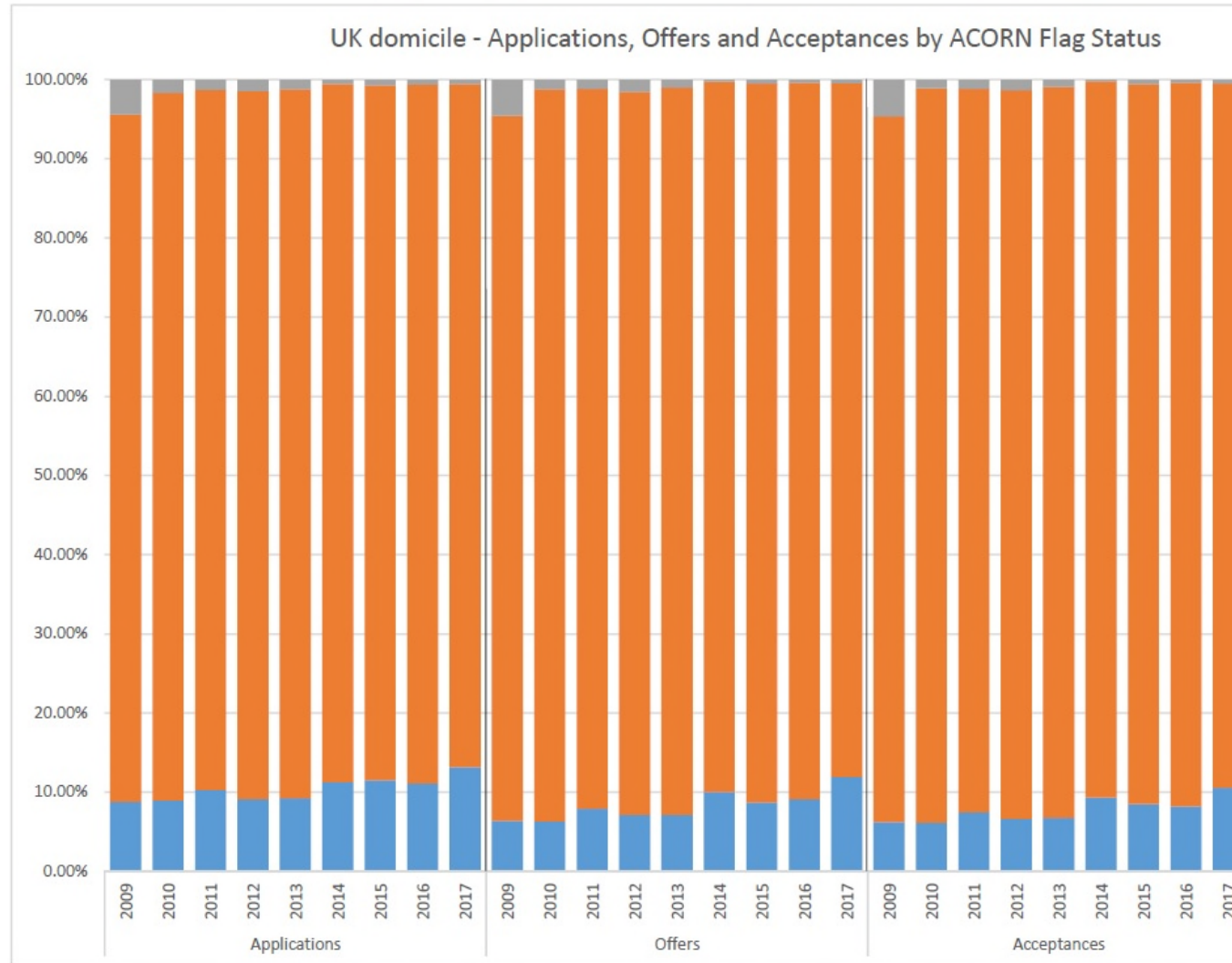
Proposed Commitment 1

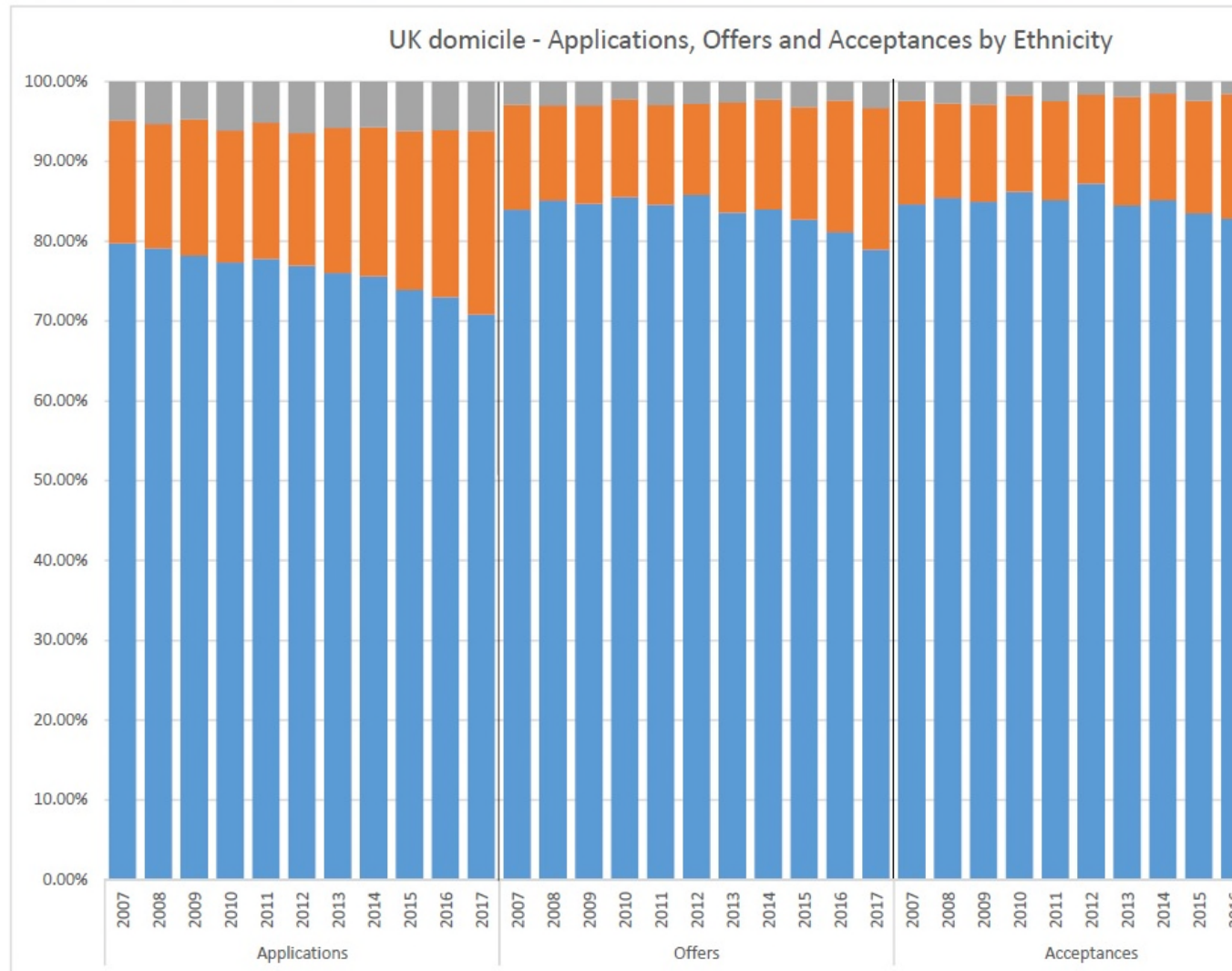
***To attract and admit students from all backgrounds
outstanding academic potential and the ability to
from an Oxford education.***

Education

Engagement and
Partnership

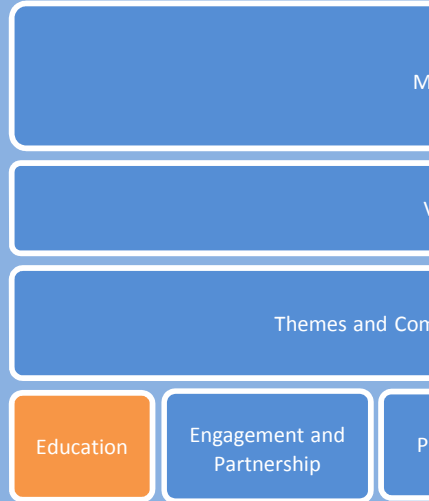
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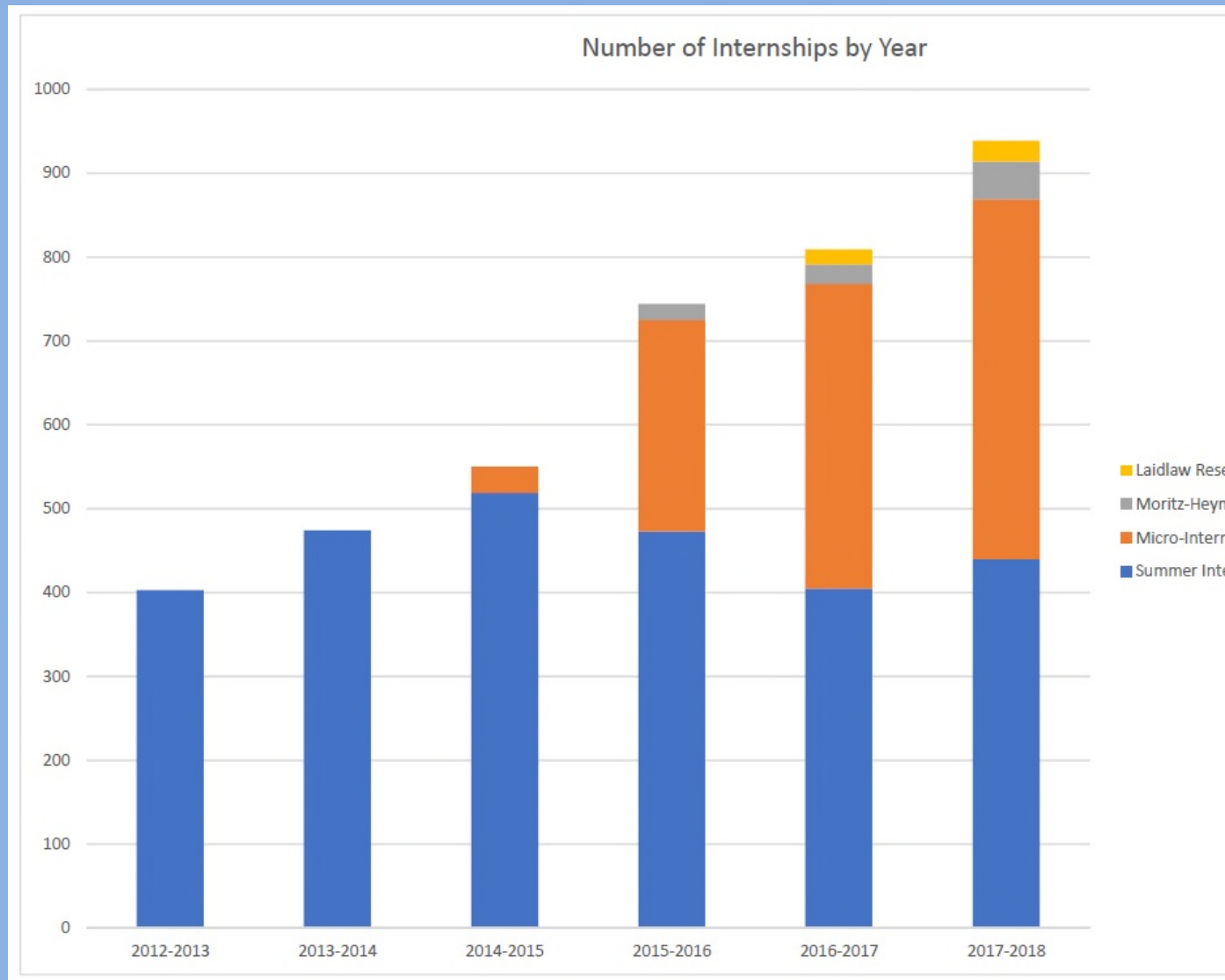




Proposed Commitment 2

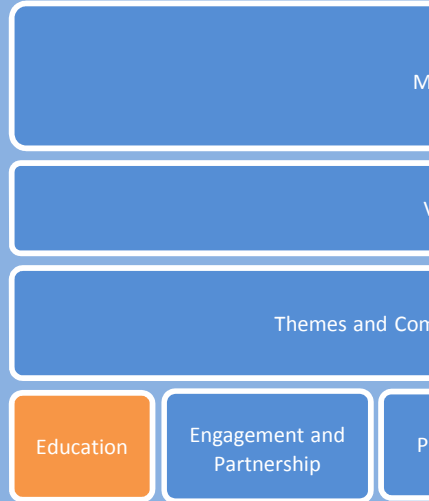
To offer an excellent academic experience for all our students, and ensure that Oxford fully equips graduates to excel in whatever they choose to do.

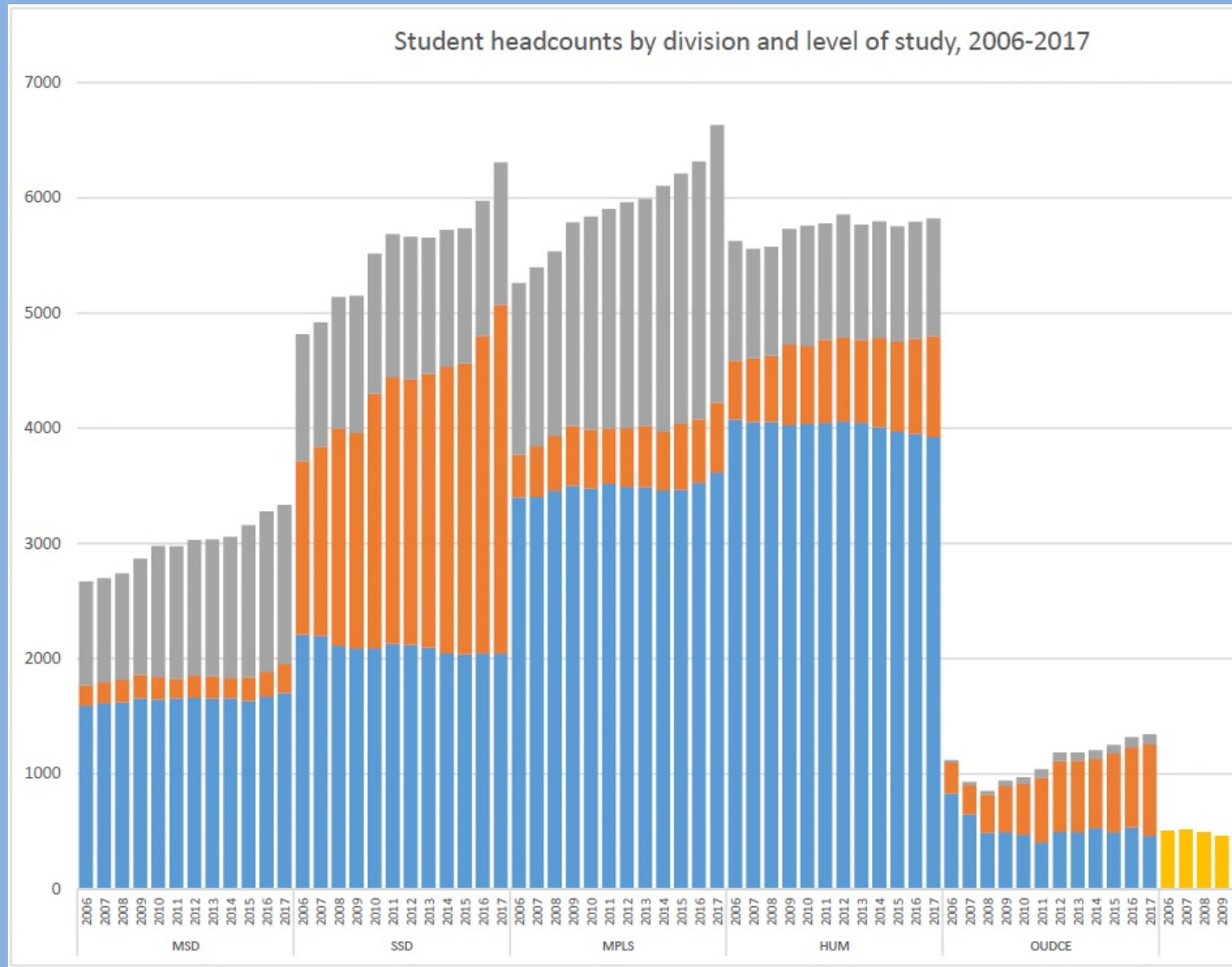




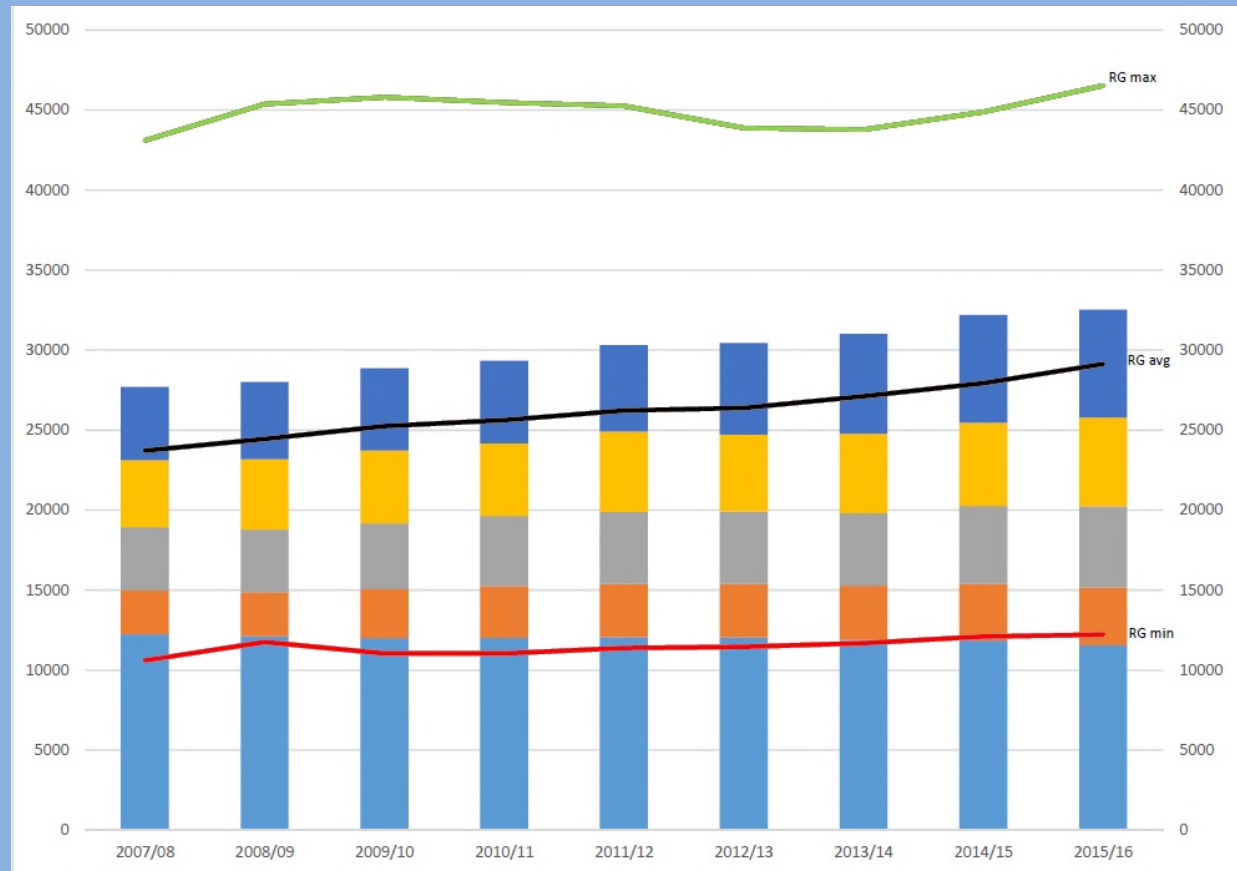
Proposed Commitment 3

To retain and refresh the collegiate University's rich academic environment.





2018-23 Strategic Plan consultation



Proposed Education Priorities

- Substantially increase the number of undergraduate places for students from groups who are currently under-represented at the University.
- Significantly increase the number and proportion of our graduates who receive full funding.
- Reduce gaps in attainment by gender, ethnic origin and socioeconomic background.
- Increase student numbers in strategically important subject areas while maintaining quality.
- Increase the availability of skills training and funded internships for students at all levels.
- By 2023, in partnership with the private sector, to have started construction of additional accommodation to house at least 1,000 students.

Governance and Implementation

Theme

Education

Research

People

Engagement &
Partnership

Resources

Responsibility for delivery

Education Committee

Research & Innovation
Committee

Personnel Committee

GLAM Board, Research &
Innovation, and
Education Committees

PRAC and Finance
Committee

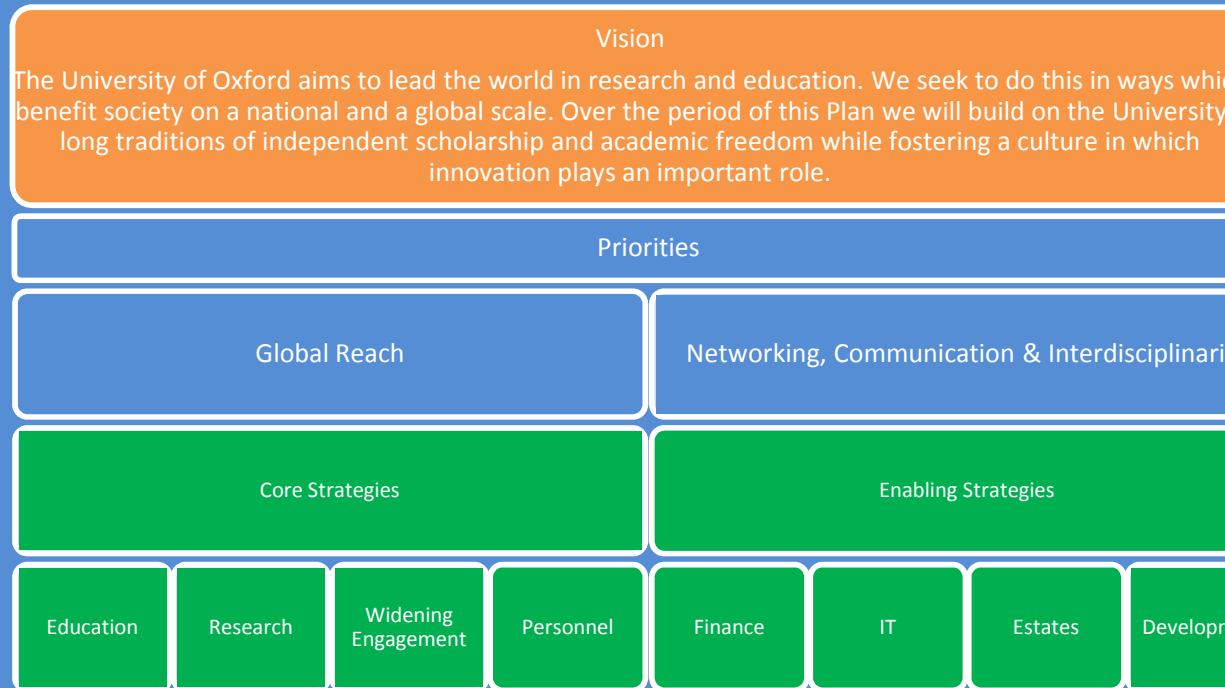
Strategic.plan@admin.ox.ac.uk

Strategic Plan 2018-23 Open Meeting

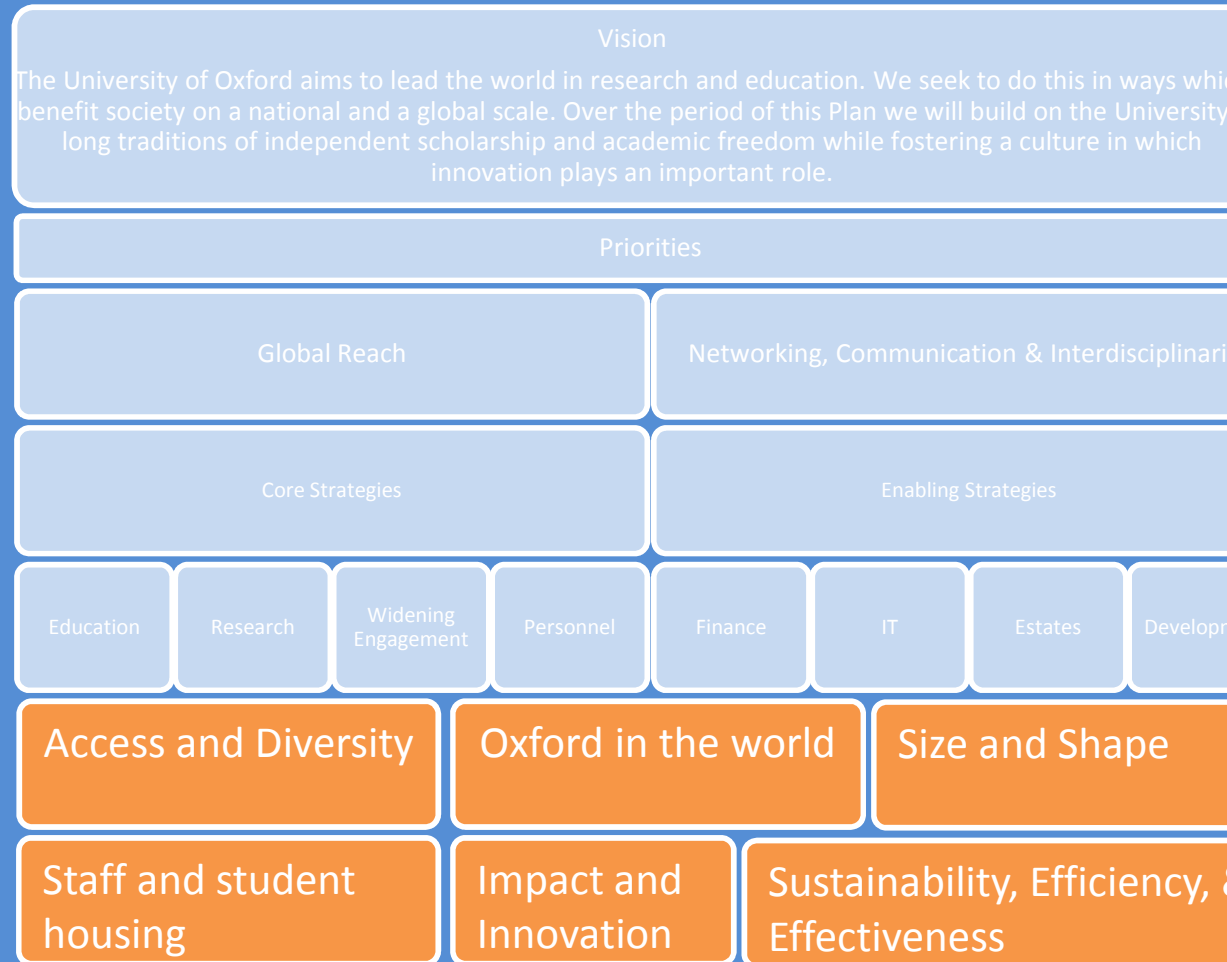
Dr David Prout, PVC Planning and Resources,
Dr Mike Glover, Director Planning and Council Secretariat
Professor Ian Walmsley, PVC, Research and Innovation
Professor Anne Trefethen, PVC, Academic Resources and Information Systems

3 May 2018

2013-18 Strategic Plan



Consultation: views on six proposed priorities



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Education

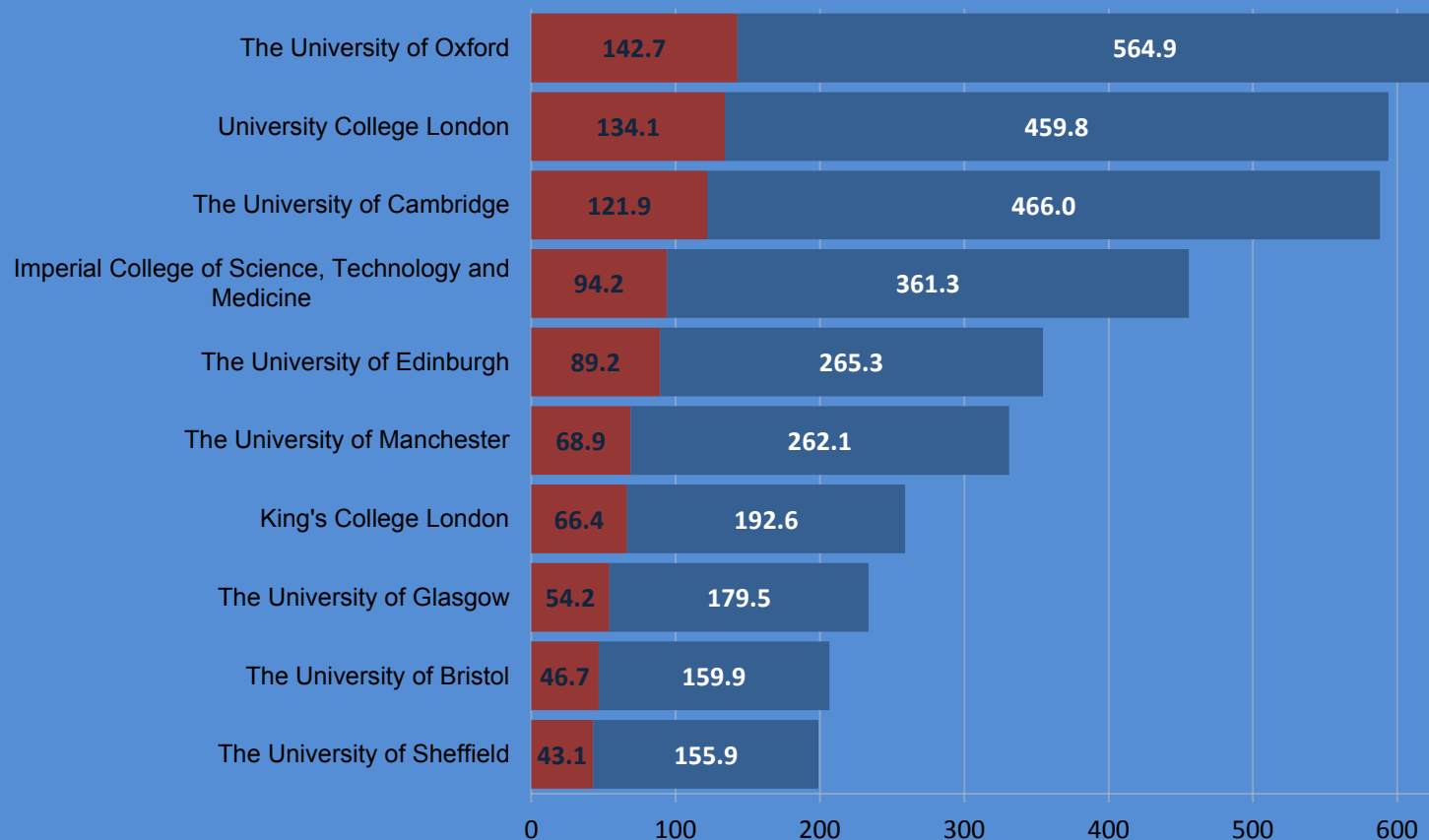
Engagement and Partnership

People

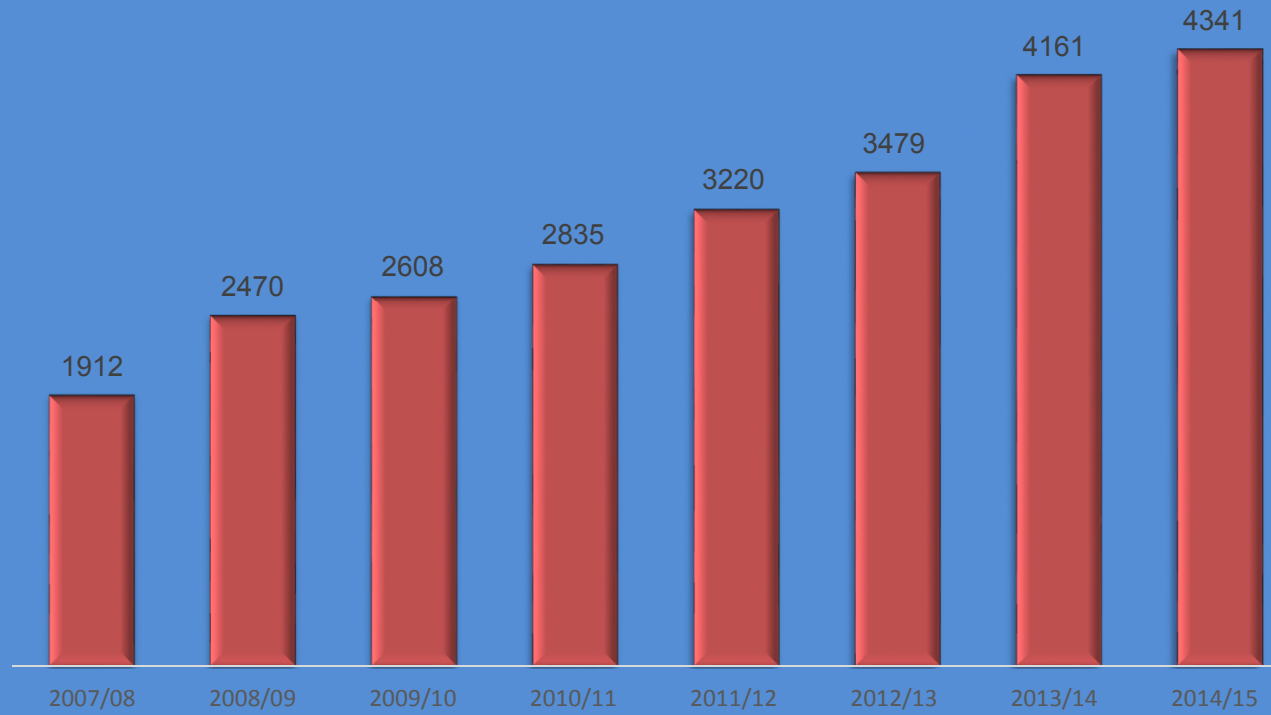
Research

Oversight by Research and Innovation Comm

Research Income plus QR: (£k) Top 10 Universities 20



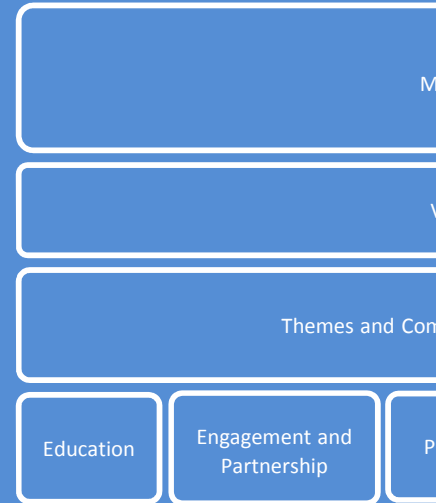
Research related agreements over time 07/08 to 16/17



Data Source: BI Reports > Research Activity Reports from GoPro > [Research Contracts \(Funding and Other Contracts\)](#)

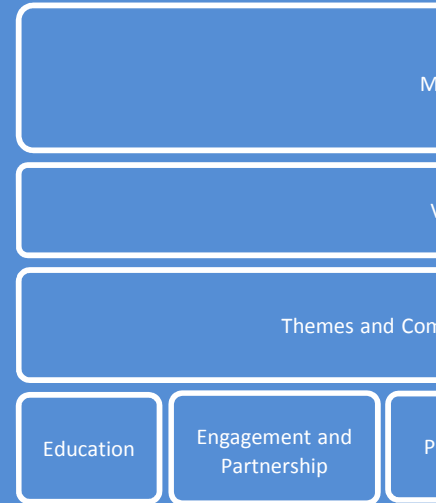
Proposed Commitment 1 (yet to be considered by R&I Committee)

To promote both challenge led and curiosity driven



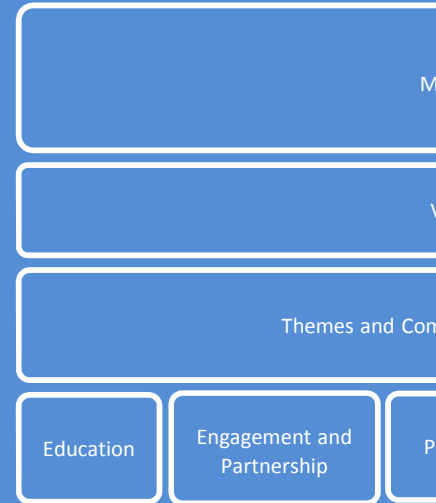
Proposed Commitment 2 (yet to be considered by R&I Committee)

***To empower the creative autonomy of individuals
teams to address fundamental and applied questions
the potential to change the world.***



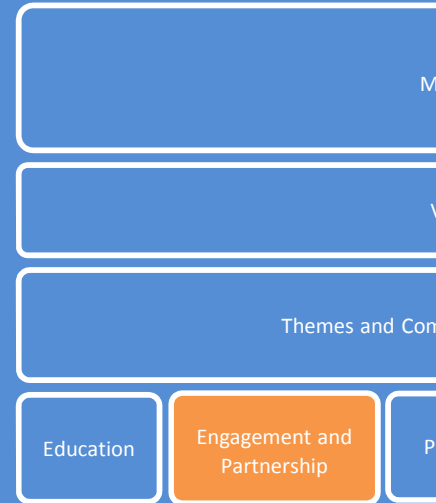
Proposed Commitment 3 (yet to be considered by R&I Committee)

To continue to invest in the widest breadth of subj



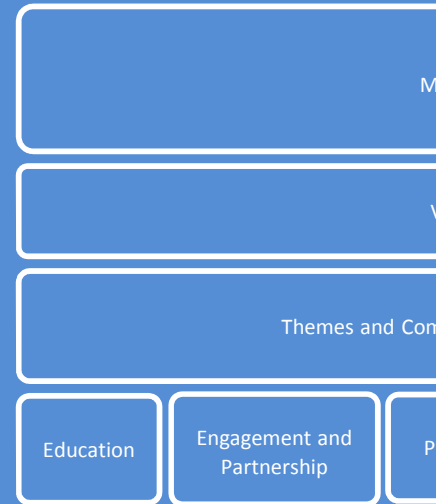
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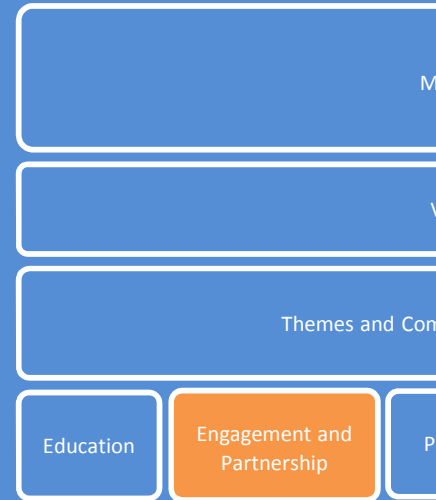
To work with partners to create a world class regional innovation ecosystem.



Proposed Research Priorities

- Increase the number of PGR students
- Substantially increase the number of funded postgraduate students by 2023.
- Invest substantially in the research environment including the establishment of new museums and information systems by 2023.
- Increase the scale and scope of our central research fund (JFF), to increase our capacity to pump prime and to match fund major research in the area.
- Seek to diversify our sources of research income by increasing funding secured from industry and foundations.

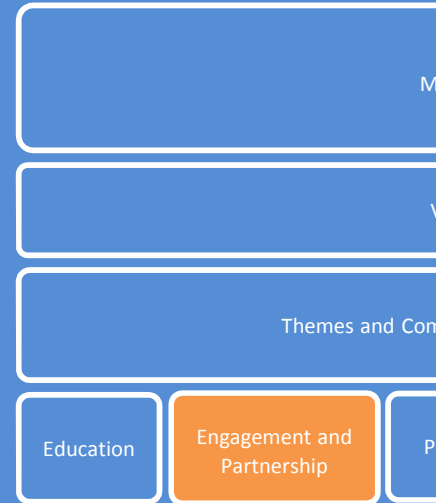




We are committed to engage with the public, young and old, and to continue to grow the knowledge exchange and innovation culture in the Oxford region and globally. In turn this enhances our research and teaching excellence, attracting the best and most creative students, academics and researchers and increases our economic, social and cultural impact.

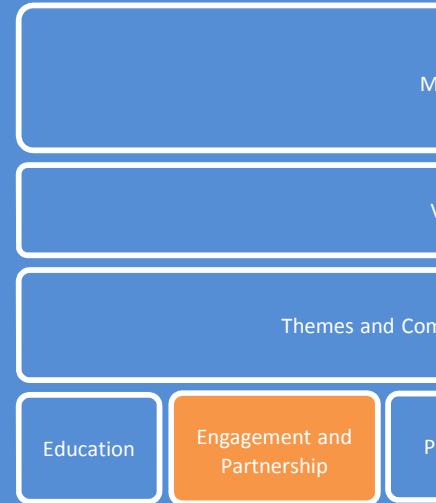
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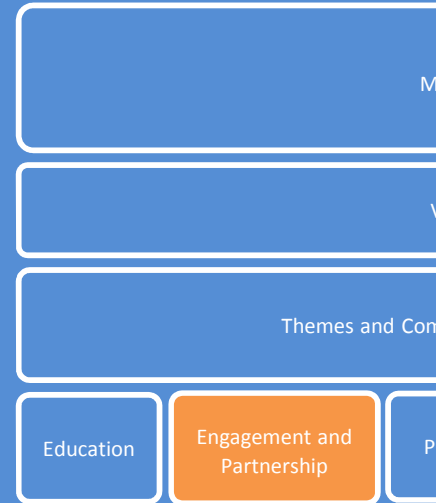
Proposed Commitment 2
(yet to be considered by a
range of committees)

***To build a strong and constructive relationship with
local and regional community.***

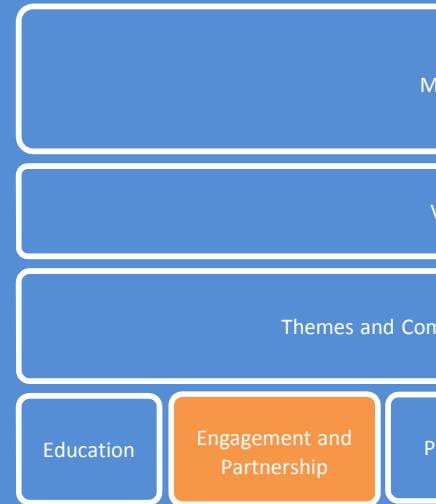


Proposed Commitment 3
(yet to be considered by a
range of committees)

To engage with the public and policy makers to share research and education and to share our research and expertise as widely as possible.



Proposed E & P Priorities



- Expansion of the innovation districts in and around Oxford, including Begbroke Science Park and Osney Mead.
- Continuing investment in digital tools, infrastructure and capabilities, becoming a leader in Open Science, and global access to collections and resources.
- Continue to grow the diversity of public engagement through education programmes delivered through the Gardens, Libraries and Museums.

Governance and Implementation

Theme

Education

Research

People

Engagement &
Partnership

Resources

Responsibility for delivery

Education Committee

Research & Innovation
Committee

Personnel Committee

GLAM Board, R&I and
Education Committees

PRAC and Finance
Committee

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Strategic Plan Open Meeting 18 April 2018

The presentation provided by Dr Prout and Dr Glover set out the plan in broad terms. The points considered in discussion related to:

1. Comments on the Vision

1. Suggestion that the Vision should be 'Excellence in teaching and research' rather than seeking to lead or offer leadership. This suggestion received wide support at the meeting.

2. Comments on themes

2.1. Education

1. Need to quantify goals and aims over the next five to ten years, particularly those related to aspirations for student numbers, of all types: UG/PGT/PGR/PT.

2.2. Partnership and Engagement

1. **Alumni** should be included within the Partnership and Engagement theme, as opposed to the resources theme. The wide range of valuable contributions alumni make to the University, extend significantly beyond fundraising, which should be reflected by their place in the plan.
2. Greater emphasis should be made of the role GLAM and its component departments have to make to Partnership and Engagement.

2.3. People

1. Reflection on the plans to improve the broad area of staff retention, which covers many issues including academic work load*, housing, pay, and pensions. Much work is required to continue efforts of recent years in these and related activities, which relate to the University's reputation as an employer. The University's plans to build subsidised accommodation for staff was referenced, noting that this alone isn't a panacea. (*Comment was made that the workload of administrative staff should not be overlooked).
2. A discussion of Equality and Diversity, and why it doesn't have higher prominence noted that E&D has relevance is embedded in each of the themes. Formal oversight is provided by the Equality and Diversity Panel, chaired by PVC(E&D), which reports to Personnel Committee. This will be clearly articulated in the Implementation Plan.

3. Other comments on the content of the plan

1. Reference should be made to the democratic nature of the institution, which is one of Oxford's fundamental strengths and values. Oversight of the Plan's delivery will be undertaken at the direction of Council, on behalf of Congregation.
2. Can the entrepreneurial, creative and innovative approaches developed by departments continue, as they plan future matters related to funding, space, staff and students?
3. The Language Centre, and teaching of languages signals our openness to the world. The University values staff and students from overseas; can greater emphasis be made of the Language Centre's importance?

4. Comments on the approach to developing and presenting the plan

1. More quantification should be included in the plan, particularly to set out exactly how many students of what type are planned over the next five years.
2. What should the relationship be between individual colleges' plans and that of the University's Strategic Plan?
3. Would a cross cutting, matrix approach be a more effective mechanism to defining and developing the University's plan?
4. How will the process evolve over the coming months, and how open will it be?

5. Summary of how the plan will be developed

1. A digest of the points discussed at the open meetings will be made available on the web, along with a synthesis of the key points raised by the committees over the coming weeks.
2. Once issued to Council (in third week) a draft of the plan will be uploaded to the website for colleagues to review.
3. At least one further open meeting will be convened to provide an opportunity for feedback on the draft strategic plan.
4. At the recommendation of Council, Congregation will be invited to approve the plan during Michaelmas Term.
5. Over the coming months an implementation plan will be developed to provide further details of the priorities, and how progress with achieving them will be monitored. Committees will be assigned responsibility for delivery of activities within their remit.

112 attendees

Strategic Plan Open Meeting (Education), 26 April 2018

The presentation provided by Dr Prout, Dr Glover, and Professor Williams focussed on Education. The points considered in discussion related to:

1. The extent to which colleges are likely to constrain any planned growth of graduate student numbers.
2. The current position on 'needs blind' admissions, the University's likely position on bursaries, and the extent to which any provision should be extended to international students. The plans to increase the number of students that the University supports financially were noted.
3. The extent to which it is possible to measure 'Oxford equipping its graduates to excel' - noting that this could extend beyond attainment whilst at the University, to subsequent employment. It was highlighted that HESA (the Higher Education Statistics Agency) will be collecting Destination of Leavers from Higher Education 15 months after students graduate, rather than 6 months as has been the case hitherto.
4. A discussion as to whether the University's values would be included in the plan.
5. The current and potential future plans for on line courses, noting this could be a mechanism to address some diversity targets.
6. The extent to which departments would be expected to subsidise the costs of PGT students, or whether the Development Office could be called upon to support this objective.
7. Whether there is a plan to mirror Cambridge's approach of offering all PDRAs a college place.
8. The opportunities afforded by the Language Centre to contribute to individuals' skills training.
9. The evolution of the subject mix in colleges, some of which are becoming more specialised, and the impact that this would have on their ability to support the interdisciplinarity agenda.

It was noted that the implementation plan would include targets for specific activities related to the priority areas, but not specifically related to students' employment status.

37 attendees

Strategic Plan Open Meeting (Research, Engagement and Partnership), 3 May 2018

The presentation provided by Dr Prout, Dr Glover, Professor Walmsley, and Professor Trefethen focussed on Research and Partnership & Engagement. The points considered in discussion related to:

1. An overall sense that as currently drafted the University's standing and activities are implicit in the plan, they should be explicit, specifically in relation to:
 - a. **Excellence in research**
 - b. **Global aspirations**, which link to overseas global citizenship.
 - c. **Partnership and collaboration with industry**, which could be strengthened to support aspirations associated with income diversification.
 - d. **Public engagement**, and the need to be clear on how the expectations upon individuals will be implemented (i.e. referenced in workloads, acknowledged in PDR, included as employment/promotion criteria). There is an opportunity for the University to be a trailblazer in this regard.
2. The need to enhance the University's **support of the development of Early Career Researchers**, (noting that this is of relevance to the 'People' Strategy).
 - a. Challenges associated with **recruiting and retaining excellent staff** (at all levels) when they can live for half the price in other parts of the UK.
 - b. The **ECR forum** has been tasked with developing plans for ECR. Mindful of those already implemented at Cambridge and Imperial.
 - c. Noting that 30,000 students and ECRs are associated with Oxford currently.
3. People
 - a. **An explicit commitment should be made to EU citizens** who are staff and students at Oxford to emphasise that they continue to be valued members of the University.
 - b. Low level of financial reward 'merit pay' for quality work.
 - c. Oxford is a very expensive place to live for all staff and students.
4. Challenges associated with implementing any growth in student numbers in the context of the collegiate University.
5. Clarity regarding the '**Innovation ecosystem**' across the academic divisions,
 - a. The challenges Oxford is facing in association with the 'shift' in investment from the south to the north of the country.
 - b. The relationship between the Strategic Plan and the existing Innovation and Digital Strategies.
6. **Outreach** to the public
 - a. Noting that outreach to the public occurs across the University: at the departmental and divisional level, as well as through the Gardens, Libraries and Museums.
 - b. The opportunity for GLAM institutions to be more than the 'shop window' and the potential for two way engagement between academic departments and the Museums, Gardens and Libraries to enhance the research agenda.
 - c. How should academic departments and GLAM's institutions engage with the public, mindful of the REF expectation in this regard?
 - d. In order to establish the benefits that the University provides local citizens we ought to ask them what they think about us!
7. Structure of the plan
 - a. Should '**Open Science**' (which applies to all disciplines, and extends into Education and Public Engagement) be included as a commitment in Research, or Engagement and Partnership?

- b. Could more emphasis be placed on developing countries – to celebrate the scale and scope of current work, and demonstrate our commitment to addressing global challenges?
- 8. Opportunities to enhance the **physical infrastructure for laboratory based research**
 - a. Financial mechanisms sought to enable the funding of renewal for equipment in departmental research facilities which recover their costs.
 - b. Investment in support for the 'everyday' equipment that external funders are unwilling to fund. Failure to invest in such equipment impedes research progress.
- 9. **Summary of how the plan will be developed**
 - a. A digest of the points discussed at the open meetings will be made available on the web.
 - b. Once shared with Council members (in third week) a draft of the plan will be uploaded to the website for colleagues to review.
 - c. A further round of consultation on the Council-endorsed draft will be issued later in Trinity term.
 - d. At least one further open meeting will be convened to provide an opportunity for feedback on the draft strategic plan.
 - e. At the recommendation of Council, Congregation will be invited to approve the plan during Michaelmas Term.
 - f. Later in Trinity Term the development of an implementation plan will begin, to provide further details of how progress with achievement of the plan will be monitored, including assigning responsibility of delivery to relevant committees.

86 attendees

Strategic Plan Open Meeting (Education), 10 May April 2018

The presentation provided by Dr Prout, Dr Glover, and Professor Williams focussed on Education. The points considered in discussion related to:

- 1) The plan's **structure**
 - a. Each of the main five areas (Education, Research, Engagement and Partnership, People, and Resources) have a series of **commitments** that set out the overall ambition for the particular area. In an effort to create a concise plan not every element of the University's activities are explicitly referred to.
 - b. A series of **priorities** have been developed in each area, setting out the plans for change over the duration of the plan.
 - c. Further details of how the priorities will be delivered will be included in the **implementation plan**.
 - d. Committees will be assigned responsibility and oversight of the delivery of the priorities.
- 2) **Student numbers**
 - a. It was confirmed that the plans for aggregate growth in PGT in some divisions, and PGR student numbers in others, reflected the priorities expressed by academic divisions, and that further work was required as part of the implementation plan to accommodate any such growth.
 - b. Clarity was sought regarding the increased number of graduate students, and how the proportion of increased numbers of graduates would be funded.
 - c. The feasibility of completing the graduate accommodation units before 2023 was questioned; could any of the units be completed within five years?
 - d. The likelihood of including explicit targets for international student numbers in the plan was queried.
- 3) Concern was raised that the **small group teaching delivered by senior academics through the tutorial system** was not explicitly included as a priority. It was noted that one of the Education commitments refers to the continuation of tutorial provision.
- 4) People commitments were not explicitly presented but related discussions were held around the following points:
 - a. the **continuation of tutorial provision** relates to the people priority associated with supporting academic staff to balance competing demands on their time, including variation of duties over their career
 - b. The possibility of **redistributing teaching and administration duties** between academic staff on different types of contract, which also relates to variation of duties.
- 5) The need to be mindful of **potential conflicts between the plan's various priorities** was emphasised, noting that the governance structures around the implementation of the plan will enable prioritisation, and the management of potential conflicts.
- 6) **Summary of the next steps for developing the plan**
 - a. A digest of the points discussed at the open meetings will be made available on the web.
 - b. A draft of the plan will be uploaded to the website on May 11 for colleagues to review, in advance of Council considering the draft on May 14.

- c. A further round of consultation on the Council-endorsed draft will be issued later in Trinity term.
- d. At least one further open meeting will be convened to provide an opportunity for feedback on the draft strategic plan.
- e. Council will be invited to consider the plan at its 12th week meeting of Trinity Term.
- f. At the recommendation of Council, Congregation will be invited to approve the plan during Michaelmas Term.
- g. Later in Trinity Term the development of an implementation plan will begin, to provide further details of how progress with achievement of the plan will be monitored, including assigning responsibility of delivery to relevant committees.

28 attendees