



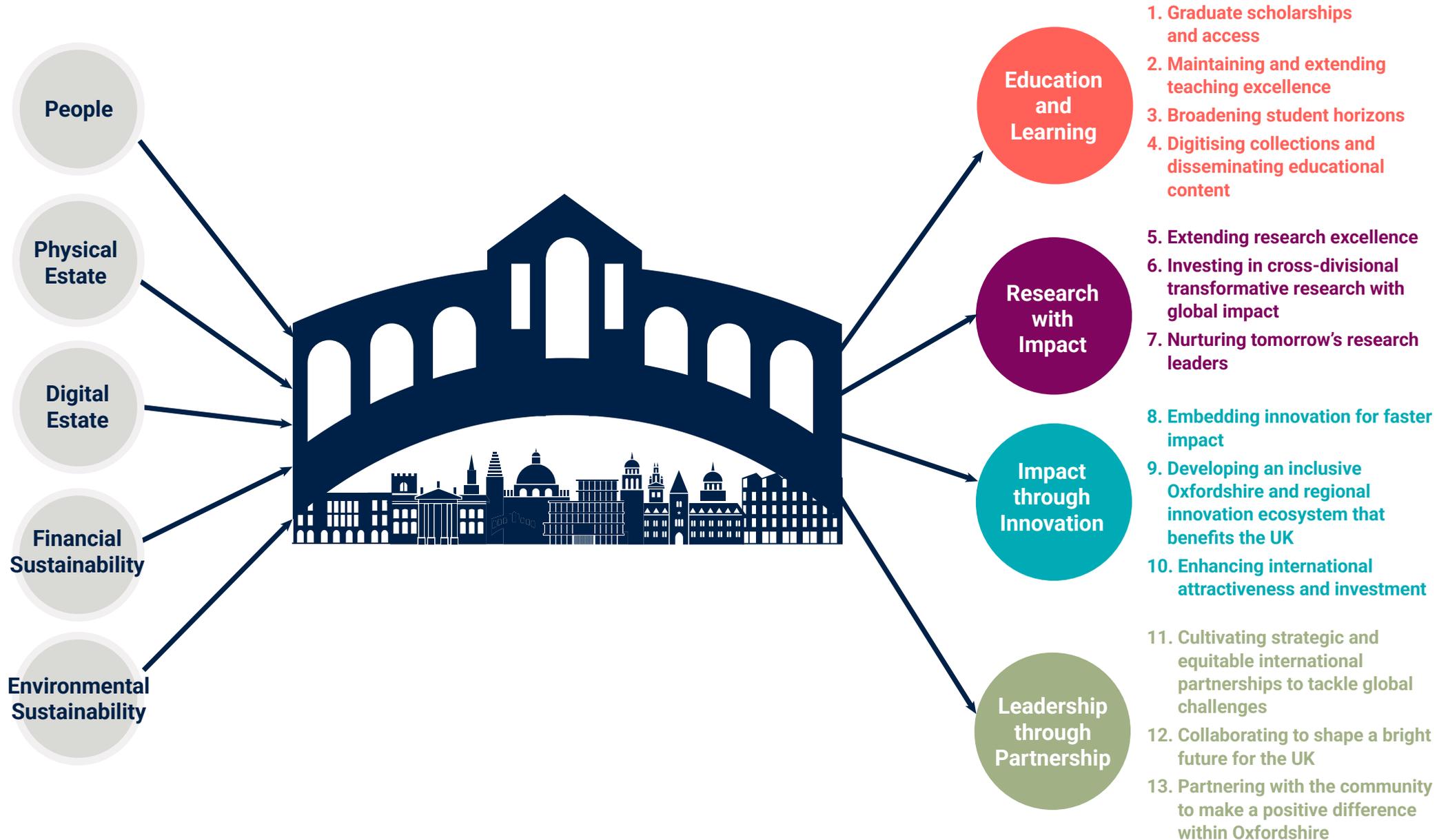
UNIVERSITY OF
OXFORD

Strategic Plan

2025–2030



Summary of priorities for the next five years:



Vice-Chancellor's Introduction

The University of Oxford is one of the world's great institutions with a near 900-year history of excellence in our core mission of teaching and research. As a global brand it is a flagship for the United Kingdom. Oxford brings substantial benefits to societies across the world in terms of health, wealth, knowledge creation and culture, but we want to do more. Its Collegiate structure fosters interdisciplinary exchange that creates an environment without parallel worldwide. Oxford is naturally a collaborative institution that builds on this heritage of collegiality and excellence – Oxford Excellence. It is how we lead, through respectful partnership and trusted relationships with those who share our vision and purpose.

At a time of global unrest, political turmoil and with rapid advances, such as Artificial Intelligence, in how information and truth is uncovered, disseminated and curated, places like Oxford University are more important than ever. We are helping current and future generations navigate the world they experience, and to understand how to produce and evaluate knowledge, to discriminate fact from fiction, to take on the global issues of our time, and to model pluralism and inclusion. The world is certain to change in the coming years, and Oxford needs to be ready to adapt.

This strategic plan sets our ambition and goals for the next five years in meeting such challenges. It is not an exhaustive list of all the activity we anticipate happening across the Collegiate University in the next five years – every department and College have their own plans and priorities – but it describes the areas where we have a strong sense of collective endeavour and where success will occur because we are a Collegiate University. By 'firing-and-wiring' together, we will evolve this great institution so that we remain fit for purpose in our core mission and extend our excellence to better deliver, with grace and humility, leadership in the world.

In generating the four themes, we were mindful of three things:

- (1) Our desire to maintain excellence in our core mission of teaching and research whilst recognising the need and opportunity afforded by extending their remit to impact through innovation;
- (2) Our ambition to remain a world-leading and globally-competitive institution through recruitment and retention of the very best students and staff from all backgrounds, supported by a culture of inclusion, so that we have a thriving talent base to deliver;
- (3) Our responsibility, at this critical point in our history, to generate economic growth and opportunity for the United Kingdom, to create sustainable capacity at source in our global partnerships, to tackle the greatest challenge of our century, climate change, to champion truth and academic freedom and to illustrate the benefit to society of vibrant, independent and self-governing universities.

We recognise that to deliver on our vision the following enablers are critical but warrant further support and investment: People; Digital Estate; Physical Estate; Financial Sustainability, and Environmental Sustainability. We are acutely aware of the need to drive further efficiencies across the organisation as well as deepen our commitment to be net zero in our operations. Although these are financially challenging times for the higher education sector, we are optimistic too about the abundance of opportunities that will support our ambition – not least through the generosity of our alumni and other supporters as we build towards a major fund-raising Campaign.

The bedrock beneath our plans is our ongoing commitment to the pursuit of excellence, enabled by equality, diversity and inclusion; equality in the opportunities we give our students and staff to fulfil their potential; a diversity of people, ideas and perspectives; and an inclusive culture where everyone feels welcomed, respected and can thrive. These are necessary conditions of our continued excellence and how we have remained the number one University for a record-breaking ten years in the THE's World Rankings. Our success is measured by the strength of our research and teaching, and the impact of our engagement with the world. This is secured on the foundations of the culture and community we build together.

This is an ambitious plan. The full range of metrics is summarised at the end of the document. If successful, by 2030, amongst many things, we will have:

- Nurtured the next generation of global leaders in science, social science and the humanities through our unique Collegiate environment.
- Maintained our world-leading position in research and innovation providing much-needed but collaborative leadership with partners from the public and private sector as well as outstanding new physical spaces, such as at Begbroke and Osney, to work within.
- Raised £4bn in philanthropy primarily to underpin core costs, Graduate scholarships and priority building projects across the Collegiate University.
- Created at least one new Graduate College.
- Worked with Government to create the Oxford Cambridge Growth Corridor and be enroute to developing a world-beating innovation ecosystem for the region and country.
- Achieved top-3 position in the Russell Group for % outputs rated 4* (the highest rating) in REF 2029.
- Extended our work to engage in ever more meaningful ways with our local communities for mutual benefit.

Professor Irene Tracey, CBE, FRS, FMedSci

The University starts from a position of great strength in education and learning. We attract excellent students at all levels and offer them an outstanding academic experience, based on close partnership between the University and its colleges. We focus primarily on full-time residential modes of study, with an emphasis on close contact between students and world-leading academics, exemplified by the undergraduate tutorial system. Education, learning and research are underpinned and enabled by the outstanding collections in our gardens, libraries and museums. This unique resource has the potential, if digitised and made more widely available, to enhance education, research and discovery of knowledge.

Our approach to Education and Learning is at a strategic crossroads, with ambitions in many parts of the University for growth and diversification. There is also a widespread, contrasting desire to consolidate activity, recognising capacity constraints, the limits of expansion within a crowded city and a strong wish to protect the traditional model of an in-person, small-group Oxford education. The transformative potential of AI has profound implications for teaching and learning at Oxford, and has prompted both excitement and caution.

Over the period of the next strategic plan, we will maintain our existing strengths and ensure our personalised approach to education and learning remains financially sustainable. We will also prioritise several areas of activity in order to enhance rather than erode Oxford's distinctive educational offering. We will help students and staff learn to explore new opportunities afforded by AI – ethically, appropriately and with due consideration to its impacts on our environmental sustainability commitments.

We will strengthen our efforts to ensure that an Oxford education is accessible to the most able students from all backgrounds, and is supported by a vibrant and inclusive student life. We have already made significant progress in widening access to our undergraduate degree programmes, and will increase the accessibility of postgraduate study at Oxford.

Building on strong foundations and over a century of innovation in Oxford Lifelong Learning, we will make use of developments in digital education and flexible modes of study to reach new audiences.

We will also diversify the content of our educational offer, including more opportunities for breadth and skills development within our existing degree programmes.

Supporting these ambitions, over the next 5 years we will focus efforts on 4 core objectives:

- 1. Graduate scholarships and access:** we will enhance the excellence of our postgraduate student community by:
 - a) supporting the best students from all backgrounds to be admitted to and to thrive at Oxford
 - b) increasing University and college scholarship funding for all graduates and securing comprehensive funding packages for international students
 - c) creating at least one new graduate college.
- 2. Maintaining and extending teaching excellence:** we will maximise the reach and impact of our world-class teaching by:
 - a) ensuring parity of esteem for education and research, so that teaching excellence at all career stages is supported and rewarded
 - b) further developing our targeted approach to online education, focusing on non-award-bearing non-matriculated courses, characterised by small student groups and academic-led provision, to complement Oxford's flagship tutorial teaching
 - c) offering an inclusive educational experience which values individual difference and allows all students to fulfil their academic potential
 - d) continuing to champion the critical thinking and originality that define academic excellence, while seeking to harness the transformative potential of AI for our students, staff and academics.
- 3. Broadening student horizons:** building on the multi-disciplinary foundations established by colleges, we will further broaden student skills and horizons, and develop leaders for the future by:
 - a) ensuring all students on taught courses are offered the opportunity to work on complex problems in multi-disciplinary teams
 - b) increasing opportunities for students to pursue leadership, entrepreneurship and life skills courses and activities outside the examined curriculum.
- 4. Digitising collections and disseminating educational content:** we will widen access to our outstanding cultural and scientific collections enabling new educational opportunities and new forms of research at a global scale. We will aim to have 100% of our collection recorded online, with priority items fully digitised by 2030.

Research and Discovery



To sustain our reputation for research excellence spanning subject fundamentals to applications and impact, we must focus on research quality in all that we do and across all disciplines. An increasingly data-rich research environment helps to broaden our understanding of our research profile and research environment in all its diversity.

Increasingly we are able to see and compare the take-up and impact of our ideas and insights in an international context. To grasp international opportunities, we must be restless in exploring and developing new ways to promote and support the quality and ambition of our research. A key part of this support is to ensure we explicitly define, enable and reward research excellence, from individual scholars to multidisciplinary teams; from discovery research to research with societal benefits. We will make available and support researchers to use and develop the latest AI tools to accelerate and enhance their research, and lead the exploration of the wider implications of AI on research. In line with our commitment to the priorities of the [Concordat for the Environmental Sustainability of Research and Innovation Practice](#), we will take shared action in understanding, managing and mitigating the environmental impact of conducting research to achieve the transition to sustainable practices.

Oxford's outstanding collections across its gardens, libraries and museums offer exciting possibilities for research and discovery of knowledge. We have an opportunity to deliver research-based solutions to the major challenges and opportunities of the 21st century, including climate change and biodiversity loss, clean energy, resilient democracies, global health, what it is to be human, artificial intelligence, and the quantum realm. In many cases, to effect impact with global reach and significance, we will need to develop further our national and international partnerships. In some areas we already have significant research strength while in other areas we need to recruit outstanding international researchers, which will require collaboration across the collegiate University and with external partners in new ways. Recognising the research benefits that diverse perspectives and backgrounds bring to our research, we should facilitate greater dynamism in movement between academia, the private sector and government, as well as NGOs and cultural institutions. We will continue to improve our research culture as a prerequisite of research excellence.

To stimulate and meet the ambition of research with impact at scale, we should support the next generation of research leaders to conduct their

research robustly, securely and effectively across geographies and disciplines, and always to share their successes to inspire others. Recognising the current inefficiencies in retaining talent in a precarious funding environment, we should take a more structured approach to supporting career transitions of research funded staff and retaining our brightest early career researchers, as well as our most promising students.

To rise to the challenges and opportunities that we have identified, over the next 5 years we will focus efforts on 3 core objectives:

5. **Extending research excellence:** we will strengthen and grow our research excellence across all disciplines by:
 - a) creating a new academic framework so that researchers at all career stages are stretched, supported and rewarded for research of outstanding ambition and quality
 - b) recognising and rewarding all who support research excellence including data scientists, instrument and technique specialists, software engineers, curators and others
 - c) making greater use of reliable internal and external data to better understand the excellence and impact of our research profile and environment in all its diversity, including national and international benchmarking of inputs and outputs in strategic areas.
6. **Investing in cross-divisional transformative research with global impact:** we will show international leadership and impact in challenge areas by:
 - a) identifying bold challenge areas across the University where our transformative research could change the world, supported by aligning internal resources, such as the Strategic Research Fund, with externally leveraged funds
 - b) developing new regional, national and international research partnerships that accelerate research and impact at scale including novel modes of engagement and researcher mobility.
7. **Nurturing tomorrow's research leaders:** in partnership with colleges, we will build capacity and expertise to grow tomorrow's research leaders by designing and implementing an Oxford Research Fellowship Scheme connected to career progression.

Impact through Innovation

Oxfordshire has a rapidly growing and dynamic innovation ecosystem, which has a unique concentration of national infrastructures and connections between universities, research institutions, hospitals, science parks and businesses. It has the potential to accelerate the University's impact on society and the economy by developing solutions to global challenges, providing researcher mobility, employment and entrepreneurship opportunities for our graduates and staff, building an inclusive local economy, and attracting investment.

Successful innovation ecosystems require entrepreneurial culture, talent, available finance, high quality support, market access and the right policy environment. With the Government now supporting the Oxford to Cambridge (Ox-Cam) Growth Corridor and an Oxford Growth Commission, we are poised and enabled to accelerate our ambition to create a world-leading innovation ecosystem.

Oxford's entrepreneurial landscape is diverse and evolving rapidly, driven by a new generation of innovators across all career stages. Currently, Oxford University Innovation (OUI) Ltd plays a central role in supporting the University's innovation ecosystem, and we recognise and empower a broader range of routes to impact. We will strive to ensure that entrepreneurs, regardless of background or chosen route, are given the tools and support they need to thrive and to deliver real world impact. Supporting this ambition, and enabling entrepreneurs to develop their ideas to their full potential, is Equitable Innovation Oxford (Equinox) a major University-led initiative that aims to remove barriers to innovation and accelerate inclusive economic growth across the region.

Over the next 5 years, we will increase and accelerate our contribution to these elements through University-wide culture change through 3 core objectives:

- 8. Embedding innovation for faster impact:** Working across the Collegiate University (departments, divisions, colleges), and supported by OUI and Oxford Science Enterprises (OSE), we will embed impactful innovation as a key University activity by:
- a) ensuring every student, member of staff, and recent alumni from whatever background has the opportunity and incentive to explore the societal and economic impact of their ideas.

- b) putting in place a sustainable, structured programme of entrepreneurship skills development for students, early career researchers, and recent alumni.
- c) continuing to provide high-quality support for commercialisation and venture creation.
- d) diversifying sources and increasing the value of translational funding and capital available for companies at all stages so they can better scale-up.
- e) making sure our equity allocation in University spin-outs remains competitive for attracting continued investment.

- 9. Developing an inclusive Oxfordshire and regional innovation ecosystem that benefits the UK:** We will co-create and promote a joined-up vision for Oxfordshire as a globally leading innovation ecosystem which delivers social and economic impact, facilitated by the Oxford Cambridge Growth Corridor plans, by:

- a) partnering with regional stakeholders (local authorities, local communities, universities, NHS, Ellison Institute of Technology, corporates and third sector) in its co-creation and promotion, using Equinox as the vehicle to deliver at pace and scale. We recognise too the role our spin-out ecosystems can play in providing skills training, apprenticeships as well as the higher-end employment opportunities. Generating a larger talent base will be a focus as will attracting global industries to move into the region to fast-track the talent required.
- b) collaborating with OUI, regional and national partners to ensure inclusive growth, long-term sustainability and the global competitiveness of Oxfordshire.
- c) working closely with the University's Estate Services, OUI, innovation districts' partners, developers and planning authorities to maximise availability of innovation space meeting a range of scales and technical need.

- 10. Enhancing international attractiveness and investment:** We will deliver accelerated global impact through enhanced international networks, by:

- a) building a strong global network giving access to investors, corporates and entrepreneurial talent.
- b) creating a physical international presence for Oxford's innovation activity.
- c) putting in place mechanisms for identifying, growing and maintaining major strategic partnerships.
- d) creating a support network to provide mentorship and advice for early stage spin-outs and start-ups.

Leadership through Partnership

The world faces major global challenges, with climate change, threats to democracy and rapid technological change. Universities have an important leadership role to play in finding evidence-based solutions to these challenges, envisaging alternative futures and upholding values such as truth, open debate and free speech. To deliver impact, we will work in partnership with other universities, government, business and non-profit organisations. This applies at global, national and local levels. Our leadership ethos is the golden thread linking our four themes where we use our global brand, convening power and excellence for the betterment of society and the planet.

As well as being a global university, we have responsibilities and opportunities close to home. Locally and nationally, the University and colleges are working to share expertise and facilities on a more open and equitable basis, and to ensure the University remains accessible and relevant to as many people as possible, regardless of background. Our gardens, libraries and museums, sporting heritage and commitment to lifelong learning have long underpinned our civic engagement, alongside our collaboration with local schools and hospitals. Striving to overcome the historic Town and Gown divide, we aim to build strong and meaningful relationships with the wider community across Oxfordshire, and to effectively narrate the University's societal relevance and public purpose.

Our approach to leadership will be grounded in humility and built on inclusion and participation. In all our partnerships, we aspire to be authentic and to treat others with respect and kindness. Wherever possible, our collaborations will be based on co-creation with communities, and lead to sustainable and equitable outcomes. We will support our staff and students to make a difference individually and collectively through their work, voluntary activities and access to leadership education. We will ensure that we are internally integrated across the collegiate University.

Our 3 objectives for the next 5 years are:

11. **Cultivating strategic and equitable international partnerships to tackle global challenges.** We will collaborate to create and share knowledge for the global public good, by:
 - a) developing proactive partnerships with international organisations, and across governments and NGOs, to maximise our international influence and ensure that our research shapes international policy-making in areas such as climate and the environment, while strategically leveraging our overseas offices and alumni networks to enhance our collective impact
 - b) cultivating a carefully curated network of flagship university partnerships, in Europe and globally, that are built upon established research links, have the potential to address major global challenges, and are strategic, transparent and outcomes-driven
 - c) supporting communities and higher education institutions affected by conflict and crisis by sharing our collections and digital resources, and supporting pathways to higher education for refugees and displaced people.
12. **Collaborating to shape a bright future for the UK.** We will play our part in ensuring that UK universities thrive, and drive inclusive and sustainable economic growth, by:
 - a) strengthening our national policy engagement and impact in Westminster and Whitehall by improving interaction between researchers and policy-makers, playing a convening role and having a more strategic presence in London
 - b) working collaboratively with other UK universities, within and beyond our region, to support the overall success and sustainability of UK higher education
 - c) ensuring positive community impact across the country, including through our schools' access and outreach programmes.
13. **Partnering with the community to make a positive difference within Oxfordshire.** We will share our facilities and expertise to address inequality within our region and create a more locally inclusive university, by:
 - a) offering opportunities for young people in Oxfordshire, including through our local primary and secondary school programmes, and by adopting a systematic approach to work experience and apprenticeship opportunities
 - b) building bridges through sport, culture and life-long learning opportunities, by developing and sharing our facilities, and by co-creating sporting, cultural and educational events and activities with local organisations – including through the Cultural Programme based in the performance and public spaces in the new Schwarzman Centre for the Humanities
 - c) guiding local policy and practice through enhanced engagement and service, including by involving students and staff in volunteer and research opportunities with local organisations.

Enablers

Delivering these priorities for Education, Research, Innovation and Partnership will be underpinned by looking after the University's most valuable resources – our people, buildings and digital infrastructure – while ensuring that every aspect of our operation is managed in a financially and environmentally sustainable way in support of delivering the University's core mission.

People

Making Oxford an employer of choice is crucial for attracting and retaining the top talent and capabilities necessary to navigate the future successfully. We aim to ensure the University is a place of work that fosters an inclusive, supportive and safe work environment that allows individuals to meet their potential.

Over the next 5 years we will focus on:

14. delivering a transformative investment in our people by implementing the [People Strategy](#), positioning Oxford as a globally leading place to work. This will be achieved by creating an environment where people feel valued and supported, talent is enabled to thrive, and high-quality people services underpin our organisational success.
15. continuing to embed the recommendations of the [Pay and Conditions Review](#), including reviewing and enhancing the way workload is managed across the University, and refreshing the academic career and reward structure through the [Academic Career & Reward Framework](#).
16. ensuring Oxford is a collegiate University where everyone belongs and is supported to succeed, by delivering the University's [Equality, Diversity and Inclusion Plan](#), with a focus on strengthening a culture of belonging, increasing staff and student diversity and representation, ensuring our teaching, research and engagement practices are inclusive, and supporting and modelling academic and professional leadership.
17. delivering a more efficient and effective Professional Service provision for the University by implementing the recommendations of the [Strategic Review of Professional Services](#), including Shared Leadership Groups to provide collective ownership of services between UAS, divisions and departments.

This will be underpinned by high-quality People Services: efficient, digitalised processes and data-driven decision-making within People Services to support the University's broader academic and strategic goals.

Physical Estate

A world-class University requires world-class facilities which are safe and accessible to all. Significant parts of the University estate require substantial investment to upgrade and expand facilities, to make more efficient use of existing facilities and to mitigate key risks facing the estate. Investment in the physical estate is necessary to meet our sustainability goals and will go hand in hand with investment in the digital estate.

Over the next 5 years we will focus on:

18. taking forward the re-sequenced strategic capital plan – set out in a clear pipeline, with a focus on science and engineering infrastructure, supported by philanthropy
19. deploying the minor capital plan and repairs and maintenance budget increasingly for reuse and refurbishment rather than new build, to support improvements in efficiency, experience and environmental impact, and to focus on addressing the key risks to the Estate
20. developing metrics, incentives, technologies and mechanisms to drive more efficient and effective use of space
21. investing in our infrastructure and developing our supply chain in order to achieve our [sustainability targets](#)
22. developing the innovation ecosystem in Oxford by working with commercial partners to make best use of University land assets and infrastructure.

Digital Estate

Oxford's culture, processes and technology must evolve to meet the challenges and embrace the opportunities of the digital era. Investments will be made in our digital services and estate to build resilience from digital threats, and to maintain effective delivery of our core mission and the services that support this. Investment will also be made in training and support for staff to enable them to use digital technologies effectively, enabling Oxford to preserve its unique place in the world by being digitally fit for the future.

Over the next 5 years we will focus on:

23. understanding the role of Artificial Intelligence, specifically in relation to our core mission and the delivery of Professional Services
24. enabling the delivery of the digital education strategy, and the evolution of services and infrastructure to support research
25. protecting ourselves from digital threats and modernising our digital infrastructure as the building blocks for future developments
26. reducing administrative burden through more effective systems based on simplified and automated processes, to enable more cost-effective provision of Professional Services.

This will be underpinned by the Digital Governance model and new delivery models across the University.

Financial sustainability

Oxford's balanced mix of funding streams (including a strong emphasis on research, highly effective development office and revenues generated through Oxford University Press) has helped to buffer the University from the significant financial pressures on the UK Higher Education sector – but the University is by no means immune to these challenges.

Over the next 5 years we will focus on:

27. building financial resilience through an ambitious £4bn development campaign that helps to fund strategic plan priorities, including graduate scholarships, academic posts and priority building projects across the collegiate University
28. supporting academic divisions to generate sustainable surpluses in order to contribute to the funding of strategic investments
29. exploring additional revenue generating and cost reduction opportunities
30. developing meaningful metrics to help drive economies of scale, efficient operations and value for money, and use these to create and implement a plan to more cost effectively deliver world-class research and education.

These objectives will be supported by a more efficient and effective Professional Service provision for the University through implementing the recommendations of the Strategic Review of Professional Services.

Environmental sustainability

As a world-class university, Oxford's leadership role must be demonstrated both through the example we set in our own contribution to addressing the climate and nature emergency, and by supporting others through our research, education and partnerships. This is embodied in the [University's Environmental Sustainability Strategy](#) and is implicit in activity across all 4 themes of this plan.

Over the next 5 years we will focus on:

31. delivering on the targets and commitments within our Environmental Sustainability Strategy, ensuring it evolves through periodic reviews that maintain its focus on achievability, aligning with science, recognised best practice and supporting the 4 themes of this plan
32. driving accountability by engaging with colleagues across the collegiate University, enhancing their capacity to act, embedding sustainability into decision-making, and transparently reporting our progress in line with best practice
33. aligning research with operations to become a living laboratory for climate sustainability and nature recovery
34. leveraging key partnerships and opportunities, both locally and globally, to catalyse progress on the University's environmental objectives.

Annexe: Measures of success

Over the next 5 years, we will track delivery towards the following measures of success, activities and outcomes:

Impact area	Objective	Measures of success, by the end of 2030/31:
Education and Learning	1. Graduate scholarships and access	<ul style="list-style-type: none"> • From the Graduate Student Access strategy: <ul style="list-style-type: none"> o all departments and divisions to have local plans in place by the end of 2026–27 to increase the number of students from underrepresented and disadvantaged groups o metrics to measure the increase in student diversity to be agreed by the end of 2025–26 (these will then be tracked as part of Strategic Plan monitoring) o raising £1bn for new graduate scholarships, including targeted access scholarships, as part of the new fundraising campaign • At least 1 new graduate college
	2. Maintaining and extending teaching excellence	<ul style="list-style-type: none"> • Teaching excellence will be supported by: <ul style="list-style-type: none"> o improving educational resource efficiency by alleviating APTF workload (through the establishment and work of the APTF workload working group) o tracking the academic performance, retention, and graduation rates of our students o monitoring student and academic experience through surveys • Extending Oxford’s educational offer will be delivered through: <ul style="list-style-type: none"> o all award-bearing non-matriculated courses to be optimised for the most appropriate mode of delivery, expanding online learning where appropriate to enhance inclusivity and widen participation from non-local students o the number and range of fully online non-award-bearing, non-matriculated short courses to be expanded, developing new models and subjects to suit both general and specific audiences. • More inclusive educational experiences will be evidenced by: <ul style="list-style-type: none"> o increasing the proportion of students from identified groups who are awarded good degrees o developing and implementing inclusive teaching and assessment practices <p>Measures of success for the adoption of AI are evolving, but in the first year of the Strategic Plan we will use the following KPIs (monitored by IDC to assess the impact of the rollout of ChatGPT Edu on staff, students and educational transformation):</p> <ul style="list-style-type: none"> • success measures in terms of student and staff sentiment: <ul style="list-style-type: none"> o staff satisfaction with ChatGPT platform (net promoter score): +50 o student satisfaction with ChatGPT platform (net promoter score): +50 o sentiment analysis of submitted feedback (online forms & survey): 75% or more positive/neutral • success measures in terms of educational transformation: <ul style="list-style-type: none"> o discipline-specific use cases for academics published: 5+ by end of calendar year 2025, 30+ by end of Trinity 2026 o student satisfaction with AI-supported learning: 60% agree/strongly agree
	3. Broadening student horizons	<ul style="list-style-type: none"> • All taught courses include opportunities to work on complex problems in multi-disciplinary teams • Growing the number of Undergraduate and Postgraduate students pursuing leadership education, entrepreneurship, and life skills courses and activities through encouraging and tracking participation in the Vice-Chancellor’s Colloquium, the Oxford Sustainable Development Goals Impact Lab, and related extra-curricular initiatives.
	4. Digitising collections	<ul style="list-style-type: none"> • 100% of collections metadata online and 25% of collections digitised by 2030

Impact area	Objective	Measures of success, by the end of 2030/31:
Research and Discovery	5. Extending research excellence	Within top 3 in the Russell Group for % outputs rated 4* (the highest quality rating) in REF 2029
	6. Investing in cross-divisional transformative research with global impact	<ul style="list-style-type: none"> At least 2 exemplars of global leadership in making a transformative, practical impact on areas of global importance – eg climate change, health, a just/democratic society – of the calibre of the COVID and malaria vaccines
	7. Nurturing tomorrow's research leaders	<ul style="list-style-type: none"> Design and launch an Oxford Research Fellowship Scheme, comprising successive cohorts of postdoctoral fellows that are supported in their leadership and professional development, in part supported by industry/philanthropic funding At least 50% of first cohort of the scheme secure career advancement under the new Oxford Academic Career Framework
Impact through Innovation	8. Embedding innovation for faster impact	<ul style="list-style-type: none"> Continue to be 1st in spin-out creation in the UK, including social enterprises Create 5 Oxford unicorns Top 10 in the Russell Group for student start-ups
	9. Developing an inclusive Oxfordshire and regional innovation ecosystem that benefits the UK	<ul style="list-style-type: none"> A top 3 ranking in global innovation ecosystem assessments Launch an Inward Investment Unit as part of the Equinox initiative Launch a Regional Accelerator for supporting companies across Oxfordshire as part of the Equinox initiative
	10. Enhancing international attractiveness and investment	<ul style="list-style-type: none"> Agreed process for developing and supporting major strategic partnership Attracting 3 global corporates to have a presence in Oxfordshire
Leadership through Partnership	11. Cultivating strategic and equitable international partnerships to tackle global challenge	<ul style="list-style-type: none"> Create strategic and outcomes-driven partnership with 6 carefully selected university partners around the world, based on bottom-up research collaboration, focused on tackling global challenges Develop a transparent and structured network of collaborations with international organisations and NGOs to enable us to proactively translate global challenges research into impact Leverage our existing overseas offices to enhance our collective impact and international influence, including by convening at least 1 high-profile event at each overseas office per year Provide at least 50 refugee and crisis scholarships per year Create equitable partnerships to share collections and digital resources, or otherwise build capacity, with at least 6 universities or partner organisations in conflict and crisis regions by 2030
	12. Collaborating to shape a bright future for the UK	<ul style="list-style-type: none"> Agree research and innovation partnerships with at least 2 UK universities in the Midlands or the North of England by 2030 Ensure access to a dedicated London office for national policy engagement Convene at least 2 major national policy events per year, in London or Oxford Deliver national economic impact of over £20bn per year Increase the percentage of UK undergraduate students entering Oxford in accordance with the targets set out in the University's Access and Participation Plan with the OfS Create a strategic communications plan to better narrate the University's public purpose to government and wider society
	13. Partnering with the community to make a positive difference within Oxfordshire	<ul style="list-style-type: none"> Ensure that every one of the 34 primary schools in Oxford has a relationship with the collegiate University Deliver extra-curricular after-school clubs through student volunteers at 7 secondary schools and at least half of Oxford's primary schools Share at least 30% of apprenticeship levy with local organisations Co-create at least 3 major cultural and sporting events with local community organisations per year Deliver a community-engaged research programme, by building on existing platforms such as Science Together and the Local Policy Lab, to engage at least 50 staff and students to deliver evidence-based insights to at least 10 community organisations per year

Enablers	Objective	Measures of success, by the end of 2030/31:
People	14. People Strategy, including pay and conditions review	<ul style="list-style-type: none"> • Results from staff surveys show positive perceptions of inclusion, respect and belonging • Implementation of the ACRF contributes to improving satisfaction with pay, benefits and workloads • Survey results show positive levels of staff engagement across the University, including in relation to career development, internal mobility, total reward, workloads and wellbeing • Levels of participation show that learning and development opportunities are being made available to all staff groups, with specific focus on leadership and management development • Increasing user satisfaction with the University's people services and people information (Underpinning KPIs: engagement scores (staff survey)); recruitment and retention metrics; bullying and harassment figures; EDI measures of success as outlined in the University's EDI plan)
	15. Academic Career and Rewards Framework	<ul style="list-style-type: none"> • Improved satisfaction with academic pay and benefits • Improved satisfaction with workload • Focus on education among staff evidenced by Oxford regularly winning national teaching awards/fellowships • Improved uptake in workload models
	16. Equality, Diversity and Inclusion	<ul style="list-style-type: none"> • An increase in the proportion of staff that agree that their department is committed to promoting equality and diversity (evidenced by reaching 85% of staff by 2027) • An increase in the proportion of staff that agree that leaders at the University act as good role models (evidenced by reaching 75% of staff by 2027) • Increases in staff diversity and representation (evidenced by a yearly increase in the proportion of BME Statutory Professors, with 9% representation by 2029, and yearly increase in the proportion of female Statutory Professors, with 26% by 2027) • Strengthened learning and development opportunities on equality, diversity and pluralism
	17. Strategic Review of Professional Services	<ul style="list-style-type: none"> • The following ratios will be tracked through the annual Operational Value for Money report, and should improve over time: <ul style="list-style-type: none"> o Professional Services FTE per Academic & Research Staff FTE o Academic Administration FTE per student o HR FTE per all staff FTE o IT FTE per all staff FTE o Estates FTE per m² of University Estate o Finance FTE by £ turnover o Research Support FTE per £ research income • Shared Leadership Groups set up for all major Professional Services functions
Physical Estate	18. Strategic capital plan, particularly science and engineering	<ul style="list-style-type: none"> • Deliver Osney Master planning • Deliver the sequenced Strategic Capital Plan • Start the construction of the new Engineering Campus at Osney Mead (aim to start by 2030)
	19. Minor capital plan, repairs and maintenance	<ul style="list-style-type: none"> • The following measures will be tracked through the annual Operational Value for Money report: • Reduction in % of estate in Condition categories A, B, C and D (in particular % of estate in A and B combined) • Cost to upgrade from category C and D to B as a % of academic income and as a cost per m² using GIA • Non-residential repairs and maintenance per m²
	20. Efficient use of space	<p>The following ratios will be tracked through the annual Operational Value for Money report, and should improve (or at least hold flat) over time:</p> <ul style="list-style-type: none"> • Academic office space m² per academic staff FTE • Support office space m² per support staff FTE • Research space per research staff FTE • Research income/m² research space • Teaching income/m² teaching space

	21. Sustainability	The following ratios will be tracked through the annual Operational Value for Money report: <ul style="list-style-type: none"> • Reduction in energy consumption KWh/m² GIA • Reduction in carbon emissions tonnes per m² GIA
	22. Buildings to support innovation	<ul style="list-style-type: none"> • Production of a detailed and phased Masterplan that captures the known and emergent opportunities related to developing the innovation ecosystem • KPI to be monitored: number of buildings constructed from the Masterplan • KPI to be monitored: ecosystem jobs and income generated as a result of investment
Digital Estate	23. Artificial Intelligence	Measures of success for the adoption of AI are evolving, but in the first year of the Strategic Plan we will use the following KPIs (being monitored by IDC to assess engagement with AI and impact of the rollout of ChatGPT Edu on productivity): <ul style="list-style-type: none"> • 50% of staff users reporting time savings, 25% of 1+ hour/day • AI agent/chatbot tools created & shared within Professional Services: 5+ exemplar projects by end of calendar year 2025, 30+ by end of Trinity 2026 • AI ambassadors network: 70% of units represented by end of 2025, 90% by end of Trinity term 2026 – continued engagement of 90% 2028 * See also – measures of success for adoption of AI for teaching and assessment, under objective 2(d)
	24. Digital services to support education and research	<ul style="list-style-type: none"> • Seamless integration of and full support for new end-to-end digital assessment processes (2028) • Develop an online education capability (2027) • Provide a one-stop-shop app for support of students (2026) • Put in place a single system and interface for Principal Investigators, Research Co-ordinators and others to manage their projects from end to end (2028) • Enable an effective research compute and data infrastructure including appropriate data centre provision
	25. Modernising digital infrastructure	<ul style="list-style-type: none"> • A consistent wireless service (2029) • A robust and comprehensive identity management system (2028) • A data service of high-quality administrative data for local and central use (2028)
	26. Administrative systems	<ul style="list-style-type: none"> • Prepare to move enterprise-level systems (Finance, HR and Payroll) to resilient and more functional platform, simplifying processes and allowing an integrated view of administrative data (2030) • Improving availability of management information to support decision-making across the University, and to support the next REF submission in 2029 • Further investment in the adoption of Artificial Intelligence, workflow and automation
Financial Sustainability	27. Development campaign	<ul style="list-style-type: none"> • £4bn by 2030 across the collegiate University, primarily to support: <ul style="list-style-type: none"> o Endowed academic posts across departments and colleges (proposed goal: £1bn endowment to fund £40m of the annual academic pay bill in perpetuity) o Graduate scholarships (proposed goal: £1bn in support of graduate scholarships) o Capital projects (proposed goal: to raise £1bn for capital projects) • Sustainable annual fundraising income across the University of £400m pa by 2030
	28. Financially sustainable divisions	<ul style="list-style-type: none"> • All divisions generating sustainable surpluses in order to contribute to the funding of capital development.
	29. Additional revenue opportunities	<ul style="list-style-type: none"> • Plan for generated non-philanthropic revenues created and implemented
	30. Value for money	<ul style="list-style-type: none"> • Meaningful metrics to help drive economies of scale, efficient operations and value for money • Plan to more cost effectively deliver world-class research and education created and implemented

Environmental Sustainability	31. Sustainability strategy targets	<ul style="list-style-type: none"> • Interim milestones introduced to enable clearer tracking of progress against the University's emissions and nature targets • Actions taken to accelerate delivery where progress falls short of milestones • Planned reviews completed in 2026 and 2030 to ensure targets are achievable, aligned with science and consistent with best practice • Recognised external validation introduced to ensure transparency
	32. Driving accountability	<ul style="list-style-type: none"> • Engagement on Environmental Sustainability Strategy to link colleagues with the most impactful actions they can take in support of its targets • Analysis to measure the impact of engagement and drive continuous improvement • Annual reporting to disclose progress across all strategy workstreams, emissions scopes and categories
	33. The University as a living laboratory	<ul style="list-style-type: none"> • Key decarbonisation and nature projects delivered on our physical estate to provide research opportunities, seeded from Oxford's research • Alignment with Concordat for Environmental Sustainability of Research and Innovation Practice to establish culture and network for continuous improvement
	34. Key partnerships	<ul style="list-style-type: none"> • Local partnerships leveraged to deliver the University's decarbonisation and nature targets • Links with University's philanthropic campaigns to ensure environmental sustainability as core theme of growth and development • Partnerships with suppliers resulting in supply chain transparency and action for procurement of items representing at least 30% of our climate and nature impact • Collaboration with research partners in the top 3 areas where we have biodiversity impact resulting in reduction in impact of over 15% for at least 10 commodities

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