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## Summary of responses to the web consultation on the strategic plan

The consultation on the draft Strategic Plan which Council approved on 14 May was active between 29<sup>th</sup> May and 29<sup>th</sup> June, during which time 326 respondents provided their views. The identity of individual respondents was not sought and is not known. This synthesis provides the overall level of support for each element, and distils the key points made by respondents, providing quotations as “*italicised text*”.

### Mission

Are you content with the proposed Mission?		
	responses	
<b>Yes</b>	84%	263
<b>No</b>	16%	51
<b>Didn't answer</b>		12
<b>Provided comment</b>		58

- Some recognised and accepted the alignment to the Statute
- 20 respondents felt ‘by every means’ sounded odd and could be removed:
  - Some means may not be legal or ethical
  - Every ‘appropriate means’ may be better
- Many felt this could be the mission of any university, and it was rather bland and vague
- Reference to public good, translation, and impact on wider society were recommended.

*“Whilst this may superficially be an agreeable articulation, there is something missing from the statement. Universities are fundamentally supposed to facilitate the pursuit of education and its promise as a public good. As we have seen in the recent strike action, University students and staff believe in a movement against marketisation of our university. Thus whilst teaching and research (and dissemination) are important, even more critical is the pursuit of the goal of education remaining a public good in our society. If the University of Oxford are, for good or ill, seen as world leaders, this should be a primary ambition. We should also push for democratisation of knowledge, rather than mere dissemination, to ensure that poorer or less educated people still have the ability to participate in knowledge production.”*

## Vision

<b>Do you think that the University's Vision is appropriate for 2018-23?</b>		
	responses	
<b>Yes</b>	86%	229
<b>No</b>	14%	37
<b>Didn't answer</b>		60
<b>Provided comment</b>		71

- 'Very best' – sounds as if we only recruit and admit perfect individuals: 'Potential to be outstanding' may be more appropriate
- Calls for the Vision to
  - be 'world-leading'
  - recognise the University as custodian of a number of historical buildings
- Strong support for enhancing diversity.
- Sense that academic freedom is being more restricted by bureaucracy which may prevent the vision being realised.
- Acknowledgement that not all staff benefit from the college environment
- Reference to 'one Oxford'
  - May look odd to external readers – 'one xxx' is seldom used outside HEIs and government bodies, should it be defined?
  - Seems unnecessary and perhaps restrictive – needs to be room for dissent
  - Oxford's uniqueness and much of its merit as an institution is due to its lack of centralisation
  - Challenge to deliver across the self-governing collegiate structure
- Some were of the view that the vision should be shorter and punchier, and that is sounded predictable and conservative, with clunky prose.

## Education

### General points

- General sense from some that it's warm words, motherhood and apple pie, obvious, without clear message.
- Relative order of the priorities should be revised.
- Emphasis that the traditional ideas of Oxford present a barrier to entrance for disadvantaged communities.

### Commitments

<b>Commitment 1 - To attract and admit students from all backgrounds with outstanding academic potential and the ability to benefit from an Oxford education.</b>		
	responses	
<b>Yes</b>	96%	224
<b>No</b>	4%	9
<b>Didn't answer</b>		87
<b>Provided comment</b>		18

- Concern (and confusion) at the inclusion of 'ability to benefit from an Oxford education'
- Not succeeded in this to date
- Emphasis on potential and ability as the criteria
- Need to stop selling Oxford as superior to others, but focus on its strengths, and why it's different.

**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.**

	responses	
<b>Yes</b>	96%	224
<b>No</b>	4%	9
<b>Didn't answer</b>		87
<b>Provided comment</b>		19

- Not possible to equip them in 'whatever they decide to do' "*absurdly ambitious and impossible to achieve*", "*what if a student choses to become a thief*", "*some of it has to be up to the student!*" etc. "whatever they go on to do" may be more achievable.
- Stress on tutorial system of delivering this commitment
- Need to support students holistically to deliver this (e.g. Counselling support required)
- Commitment required from tutorial fellows to deliver this.

**Commitment 3 To retain and refresh the collegiate University's rich academic environment.**

	responses	
<b>Yes</b>	85%	197
<b>No</b>	15%	34
<b>Didn't answer</b>		95
<b>Provided comment</b>		28

Half of the responders didn't understand what this statement means. Selected comments:

- "*This is coded language for 'not do much about the inefficiencies, inequalities, and perversities of the collegiate system'*"
- Does it include the physical environment? (accessibility)
- Suggested changes:
  - "develop and refresh", or "develop and evolve"
  - We need to be relevant and not rely too heavily on our history / not be too egotistical about ourselves.

*Priorities*

**Priority 1 - Substantially increase the number and proportion of undergraduate places offered to students from groups who are currently under-represented at Oxford.**

	responses	
<b>Yes</b>	90%	206
<b>No</b>	10%	23
<b>Didn't answer</b>		97
<b>Provided comment</b>		30

- Acknowledgement that it's not the University's job to compensate for the failings of the primary and secondary education system.
- Majority supportive of aspiration to broaden access, as long as quality is maintained. i.e. that academic merit is the criteria, concern that positive discrimination is not introduced, the language implies quotas are being considered.
- Some concern at student number growth due to the consequences – pressure on housing, academic staff, and colleges.
- Clarity sought: is this just referring to under-representation of UK students?
- Acknowledgment that this could be more efficiently and effectively delivered with central admissions
- How will this be achieved?

**Priority 2 - Significantly increase the number and proportion of our graduate students who receive scholarship funding.**

	responses	
<b>Yes</b>	94%	214
<b>No</b>	6%	13
<b>Didn't answer</b>		99
<b>Provided comment</b>		7

- PG growth unsustainable for some colleges
- Quality of PGR has to increase first
- What about UG scholarships?

**Priority 3 - Reduce gaps in attainment by gender, ethnic origin and socio-economic background.**

	responses	
<b>Yes</b>	92%	208
<b>No</b>	8%	17
<b>Didn't answer</b>		101
<b>Provided comment</b>		16

- How will this be carried out? A research-led approach should be taken. If the tutorial system can't achieve this currently, what can?
- Important and needs to be dealt with, but without positive discrimination / artificial skewing.
- How to remove discrimination against other groups?

**Priority 4 - Increase student numbers in strategically important subject areas, whilst maintaining quality.**

	responses	
<b>Yes</b>	75%	170
<b>No</b>	25%	55
<b>Didn't answer</b>		101
<b>Provided comment</b>		46

- Of the 42 on comments provided, 25 related to the following points:
  - Which subjects? Who identifies them? To whom are they strategically important? How is quality defined - with reference to which criteria? How is this decided? Why is one subject of greater importance than others?
- Capacity of infrastructure and services to support greater numbers must be considered: college support, pastoral, library and computing facilities and grants, loans, or scholarships.
- Mechanics
  - If one subject were to be increased would 'less fashionable' reduce?
  - Oxford is bad at identifying anything that isn't 'strategically important'
  - Meaningless without a target
- Concern at UK Government's focus on STEM, and the consequences upon Humanities
- Four or five comments were against growth:
  - looks to be for short term reasons, e.g. external economic demands.
  - Student numbers should be completely independent of the perceived importance of a subject.
  - Oxford can't expand for ever

**Priority 5 - Increase the availability of professional skills training and funded internships for students at all levels.**

	responses	
<b>Yes</b>	87%	199
<b>No</b>	13%	30
<b>Didn't answer</b>		97
<b>Provided comment</b>		19

- A third of the comments were unresponsive:

Not the University's role to teach professional skills. It should not be a priority, to assist students in their careers via internships. The mission is to educate via academic scholarship. How would it fit with the University year? Cannot be guaranteed for every subject area for every student who wants one. Resources are scarce - a gender and intergenerational pay gap - so why invest money in 'employability' when, of all the problem with Oxford graduates, this is not one of them.

- Concern at the relations with any third party

There would have to be scrupulous transparency to these partnerships to ensure the University's independence and integrity is not compromised. For example, so we do not appear to be a state subsidized training ground for the future employees of private sector partners.

- A third supportive

Needs to increase and be joined up across the University. More effective communications and IT infrastructure to allow students to source and undertake training.

- Final third commented on detail, definitions and flagging other more important priorities:

Need to make resources available to teach skills – teaching how to learn is an art form in itself

**Priority 6 - By 2023, in partnership with the private sector, to have started the construction of additional accommodation to double the amount of University managed graduate accommodation.**

	responses	
<b>Yes</b>	81%	180
<b>No</b>	19%	42
<b>Didn't answer</b>		104
<b>Provided comment</b>		34

- Is it necessary?

Staff accommodation is more important; and for academic research visitors – the University has a higher percentage of students living in than other HEIs. Can more work be done remotely to reduce requirement to live locally?

- Is it deliverable?

'Double' sounds very ambitious - supported, but not if numbers of graduates simultaneously increases. Why such a delay to delivery?

- Significant lack of trust at the proposal to work 'in partnership with the private sector':
  - *"I do not know exactly what that means, but I fear that it means something like PFI or, at any rate, corners cut and things done on the cheap."*
  - *"We should have University- and/or college-owned and run student accommodation, promoting collegiate life, not generic (and extortionate) for-profit student dorms."*
  - *"The University should take ownership of accommodation, rather than encourage private companies profit from its students."*

- *“This should not turn into a cash cow for large-scale developers”*
- *“We should not under any circumstances get into bed with the private sector, no good will come of it and the University’s name may be dragged through the Mud if and when the wheels come off”*
- *“There would have to be scrupulous transparency to these partnerships to ensure the University's independence and integrity are not compromised.”*
- *“Housing must be developed appropriately and affordably, alongside ensuring that social housing for the city is not depleted.”*
- *“Reputational damage if picked up by journalists and opportunists.”*

- Where will it be placed, how will it be developed?

How will it impact on the local communities; how to avoid negative impact on the town?

Not at the sacrifice of the environment or local amenities, unless a large portion is out of town and not on green belt or floodplains.

Plea to work more closely with colleges; noting that their individual construction agenda are not necessarily aligned to the needs of student accommodation.

## Research

### Commitments

<b>Commitment 1 - To promote and enable highly ambitious and excellent research.</b>		
	responses	
<b>Yes</b>	98%	222
<b>No</b>	2%	4
<b>Didn't answer</b>		100
<b>Provided comment</b>		10

To promote and enable highly ambitious and excellent research.

- Must ensure that this is not to the detriment of pure (i.e. not immediately applied) research, or research that enhances fundamental understanding but with no particular application focus.
- Support for research to be highly ambitious, risky, excellent, and open.
- Explicit reference to Open Research called for by some respondents, under Research as well as Engagement and Partnership.

<b>Commitment 2 - To invest in people, to support them and their research environment, thereby enabling the research endeavour to grow sustainably.</b>		
	responses	
<b>Yes</b>	97%	220
<b>No</b>	3%	6
<b>Didn't answer</b>		100
<b>Provided comment</b>		12

To invest in people, to support them and their research environment, thereby enabling the research endeavour to grow sustainably.

- Plea for ensuring career structures are in place for early/mid-career researchers
- Fixed term teaching only staff:
  - Fixed term, teaching only staff would welcome paid research time
  - *“Many tutors are on zero hours or very badly paid non stipendiary posts, paid for contact hours only at a meagre rate. The students would be appalled to learn how little some of their teachers are paid. This is concealed behind the "freedom" of*

*colleges, which should not be allowed. If only those who can afford to be unpaid for several years can become tutors, this perpetuates the lack of understanding of the difficulties faced by disadvantaged applicants and so makes them reluctant to apply here.”*

- Need for support of technical staff at all levels
- Why does it have to grow? Why not focus on high quality research, remaining at a sustainable level.
- Style – suggest remove words after comma.

<b>Commitment 3 To change the world for the better.</b>		
	responses	
<b>Yes</b>	86%	193
<b>No</b>	14%	30
<b>Didn't answer</b>		103
<b>Provided comment</b>		27

To change the world for the better.

- Some were supportive, but questioned how it will be measured.
- Not all research will, can or should change the world, concerns expressed that any such push would reduce creativity.
- Other comments included:
  - *“Extending human knowledge and learning may not always be comfortable or immediately for the better. There are risks associated with truly free academic endeavour and we should be honest about these.”*
  - *“Not sure that we can commit to changing the world for the better. Some advances are deeply uncomfortable/difficult/potentially dangerous. Our purpose is to advance knowledge, wherever that might lead.”*
  - *“... I've nothing against changing the world for the better, I do not see how organising our strategy around this commitment is going to lead to anything but frustrating, anti-academic metrics and requirements to justify scholarship in inappropriate terms.”*
- Almost half of the 24 comments were unsupportive of this commitment
  - *“meaningless”, “silly”, “vacuous”, “presumptuous, disrespectful to the independence of academic life”, “sounds like a reply from a 'miss world' contestant in the 1980s”.*

#### Priorities

<b>Priority 1 - Continue to grow our postgraduate research student population across the five year period of the plan.</b>		
	responses	
<b>Yes</b>	78%	173
<b>No</b>	21%	47
<b>Didn't answer</b>		106
<b>Provided comment</b>		33

- Analysis of the consequences on workloads of academic, technical, and support staff, as well as physical resources (IT support etc.). The case has yet to be made.
- Needs a lot of thought: Whether and for what purpose? What is the rationale?
  - Consequences on PDRAs expected to train and supervise them,
  - Suitability of some academics to undertake supervision of PGR and early PDRA
  - Where to accommodate the increased numbers – increased pressure on housing market. What is the role of colleges in supporting the growth? Unviable without a new college.
  - Current struggle to line up college places for graduates will be exacerbated.

- Reduction in quality of provision of professional, personal and career support may result – must not be at the expense of quality research
- Clear messaging to students required – a DPhil is not an automatic career path to academia (“dismal employment opportunities”); need to improve provision of transferable skills acquired during the DPhil.
  - Need for Post docs greater than DPhils
  - Maintain student population to ensure they have further career prospects (JRF, PDRA positions)
  - *“Increasing postgrad numbers isn't necessarily an ethical goal in an academic landscape where permanent posts are now a rarity and many early career academics are being woefully exploited by short-term, poorly paid teaching contracts (including at Oxford). There needs to be some recognition of this reality and engagement with it.”*
- Needs investment in capacity of support services, which requires resources.

**Priority 2 - Invest substantially in the research environment including the estate, libraries, equipment and research computing by 2023.**

	responses	
<b>Yes</b>	93%	205
<b>No</b>	7%	16
<b>Didn't answer</b>		102
<b>Provided comment</b>		15

- Strong emphasis that it is not just capital costs – strong steer to spend on *“people rather than buildings”*
  - *“investment is required in the support services to enable delivery of research”*
  - *“support staff should not be overlooked – their workload increases with the growth of research projects, not reflected in hours or pay.”*
  - *“University administration and support needs massive improvement, and increased competence”*
  - *“Oxford's use of exploitative short-term and fractional contracts for teaching which do not provide paid support for the research undertaken by those on such contracts”*
  - *“The university should consider increasing permanent academic staff as a crucial and strategic investment. The university's estates/library/equipment investment program is only as valuable as a corresponding sustainable academic staff investment. Sustainable means permanent staff rather than fixed-term staff.”*
- Improvements to research computing and IT would enhance staff loyalty

**Priority 3 - Increase the scale and scope of our central research fund to increase our capacity to pump prime and to match fund major research initiatives. Budget to increase to £10 million.**

	responses	
<b>Yes</b>	95%	208
<b>No</b>	5%	11
<b>Didn't answer</b>		107
<b>Provided comment</b>		7

- The need for modest spending on original minds emphasised – does this focus on major research initiatives mean other kinds of research are less valued?
- Some enthusiasm for innovative research via pump priming

**Priority 4 - Engage with business to grow the volume and value of industrial research on a sustainable basis.**

	responses	
<b>Yes</b>	87%	188
<b>No</b>	13%	31
<b>Didn't answer</b>		107
<b>Provided comment</b>		19

- Danger of losing the freedom and independence of research through a too close relationship to business – need to scrutinise on a case by case basis, with ethical considerations.
- Business should not be prioritised above partnerships with public and voluntary sectors
- Too weak - a stronger intent than simply to engage would signify a greater desire to commercialise research and generate economic and social benefit.

**Engagement & Partnership**

**General comments**

- Relative ordering – should commitments one and four swap with each other to reflect their relative significance?
- Need to include commercialisation of research as a priority

*Commitments*

**Commitment 1 - To work with partners to create a world class regional innovation ecosystem.**

	responses	
<b>Yes</b>	88%	180
<b>No</b>	12%	23
<b>Didn't answer</b>		123
<b>Provided comment</b>		18

- Almost all of the respondents queried the meaning of ‘world class innovation ecosystem’
- Why are NGOs missing?
- Commonality of 1&2 – add ‘to drive innovation to 1 and remove 2

*“I am concerned that talk of partnership and innovation ecosystems is too vague. Perhaps ‘To work with partners to create a world class regional innovation ecosystem for the benefit of wider societies across the globe’ (or however that previous commitment was phrased). I think it should be made clear that partnerships or ‘innovation ecosystems’ should be pursued with the ultimate goal of societal benefit, and not just for the benefit of the University’s financial interests.”*

**Commitment 2 - To build a stronger and more constructive relationship with our local and regional community.**

	responses	
<b>Yes</b>	94%	197
<b>No</b>	6%	12
<b>Didn't answer</b>		117
<b>Provided comment</b>		5

- Community engagement is broader than the work of GLAM’s departments. Opportunities exist in planning, transport, apprenticeships, widening participation in HE.
- Need to establish whether what the local community wants is something the University wants to provide?
- Working with national broadcasters has greater impact
- *“Oxford University should prioritise becoming a good all-round Oxford citizen”.*

**Commitment 3 - To engage with the public and policy makers to shape our research and education and to encourage the widest possible use of our research findings and expertise.**

	responses	
Yes	94%	198
No	6%	12
Didn't answer		116
Provided comment		7

- Concern at engagement with policy makers, avoid use of language that makes it sound as if our educational priorities may be determined by politicians.
- Research should not necessarily be led by policy, the reverse could be more appropriate.

*“There is a danger of an unbalance of scientific research and outreach/public relations: all research will eventually reach everybody, but if scholars are forced to devote (too) much time to address the public, they won't have sufficient time to do what they are supposed to do: research ...”*

**Commitment 4 - The University will continue to engage internationally with the aim of maximising our global social and economic benefit.**

	responses	
Yes	97%	102
No	3%	6
Didn't answer		119
Provided comment		7

- Explicit reference to collaborating with European institutions should be provided
- Rephrase as it reads as a quest for financial profit

*Priorities*

**Priority 1 - Expansion of the innovation districts in and around Oxford, including at Begbroke Science Park and Osney Mead.**

	responses	
Yes	86%	172
No	14%	28
Didn't answer		126
Provided comment		11

A number of concerns raised at the impact the local communities and the environment that would result, especially in the flow of traffic within the city.

**Priority 2 - Continue to invest in digital tools, infrastructure and capability to be a leader in open science, and global access to collections and research.**

	responses	
Yes	97%	203
No	3%	6
Didn't answer		117
Provided comment		8

- Investment required in staff as well as the physical resources
- 'Open research' preferable to 'open science', or refer to 'digital humanities'

**Priority 3 - Continue to grow the diversity of public engagement through events and programmes delivered through the academic Divisions and the Gardens, Libraries and Museums (GLAM).**

	responses	
Yes	93%	193

No	7%	16
Didn't answer		117
Provided comment		8

- Calls to increase support for the University's museums
- Opportunity to carry out more joined up activities across the museums and academic departments, rather than growing the diversity of activity.
- Why charge for schools to visit – it places a bias on the types of schools that take pupils to the museums.
- What tangible benefits do these activities have? Are we doing enough in this area already?

*“Academics, including students, should be able to spend more time on core activities without a sense of guilt for not participating in these outreach things. The outreach is nice to have but is not a core activity.”*

#### Priority 4 - Continue to attract leading scholars and doctoral students from around the world and expand strategic international research collaborations.

	responses	
Yes	98%	209
No	2%	3
Didn't answer		114
Provided comment		3

#### Priority 5 - Improve international mobility opportunities for students and staff.

	responses	
Yes	95%	198
No	5%	10
Didn't answer		118
Provided comment		11

- Some uncertainty about what this means
- If delivered fully it would mean significant changes to the curriculum and terms.
- Calls for support of the staff immigration team to enable greater mobility.

*“We should make specific mention of the ever stricter immigration environment and Brexit and our efforts to lobby government for a better new approach to immigration, while continuing to ensure we can attract and retain leading scholars and students from around the world within the existing framework”.*

## People

### General comments

- Need to invest in the support staff not just the buildings and researchers
- Concern at the fixed term contracts teaching only staff are subjected to, and its consequences.

### Commitments

#### Commitment 1 - To recruit and retain the highest calibre staff.

	responses	
Yes	98%	208
No	2%	3
Didn't answer		115
Provided comment		34

Payment and reward

- Need to review the current grading system, and really reward performance to help retention
  - Disparity between non-academic and academic staff
- Inequitable offer provided by different colleges for jointly appointed staff
- Pay less than private sector – very high costs of living in Oxford
  - Challenges of retaining lower grade staff due to costs of living in Oxford, without whom teaching and research can't be delivered
  - Costs of commuting
- Pensions
- Commitment to salaries

#### Contracts

- Need to improve working conditions for those on zero-hours teaching contracts
- Need to improve processes to manage poor performance – current risk averse culture pervades
- Need for flexible contracts, implemented consistently across the University
- Don't overlook support and administrative staff
- Need to improve training opportunities

#### Recruitment

- Funding required to recruit the best
- Funding to support use of head-hunters in middle/senior support roles
- Approaches outdated – greater use of social media required (as our competitors do), and greater selling of the positive employment aspects the University does offer.

#### Wording

- Highest potential may be more appropriate than calibre
- Recruit the best people

<b>Commitment 2 - To work towards an increasingly diverse staffing profile.</b>		
	responses	
<b>Yes</b>	94%	197
<b>No</b>	6%	12
<b>Didn't answer</b>		117
<b>Provided comment</b>		15

#### Brexit

- Mention the challenges posed by stricter immigration and Brexit to reassure we will continue to do all we can to assist and reassure individuals, whilst lobbying for change.

#### Diversity

- Appointments must be based on merit and ability – focus on encouraging diversity in the application process

*"We need to do a lot more in this area. Currently, we look very white and middle aged. On the age point, we need to have better structures in departments so that young people join and have a strong path to succeed and can see the journey from the outset. We need more junior roles, we need middle and senior managers becoming mentors and coaches to these junior people. This is not done consistently across the University. On the point about ethnic diversity, this really depends*

on the candidates that come forward, but they will only come forward if they see Oxford as a desirable and diverse place in general. Again, let's not let our ego assume that everyone would love to work here because of who we are. By having a more diverse student body, perhaps this might have an impact on the number of Academics and Professionals from ethnic minority backgrounds applying”.

#### Status quo

- This must be a priority to diversify – recognition of current lack of diversity
- Lack of diversity in senior roles apparent
- Lack of female academics – needs to be addressed

<b>Commitment 3 - To develop all staff to enhance their effectiveness.</b>		
	responses	
<b>Yes</b>	94%	197
<b>No</b>	6%	12
<b>Didn't answer</b>		117
<b>Provided comment</b>		21

#### To develop all staff to enhance their effectiveness

- Opportunities should be consistent across colleges and departments

#### Observations on current culture

- Lack of child care places
- Sense of having to do more with less, and without the infrastructure to support it.
  - *“Lack of clear induction – expectation that information and skills are obtained by osmosis”*
  - *“Staff do not need to be 'developed' to be more effective. We need less admin, less meetings, less obstacles, and longer, safer contracts, so that we don't spend all our time looking for the next job”*
  - *“The ratio of administrator and support staff to researcher roles at the university is too high and draining money that could otherwise be used to fund research. Athena SWAN and other equality programs do not seem to have a real impact on the average research staff member.”*

#### Style

- Felt to be too passive
  - *“to encourage and enable all staff to develop the knowledge and skills that they need to be effective in their roles”*
  - *“to provide support for all staff to develop and enhance their effectiveness”*
  - More self-determination, not more dependency
- What does this mean? Examples required

#### Priorities

<b>Priority 1 - Implement departmental and institutional action plans for Athena SWAN, the Race Equality Charter, the Stonewall Workplace Equality Index and Mindful Employer.</b>		
	responses	
<b>Yes</b>	85%	168
<b>No</b>	15%	30
<b>Didn't answer</b>		128
<b>Provided comment</b>		15

- What objectives will they deliver?
- Caution against administrative burden that can result
- Essential that this is a balanced response:
  - *“not implemented as a slave to political correctness”*
  - *“The current national initiatives such as Athena Swan have laudable intents but are misguided in their implementation. We should seek to solve the root problems underpinning diversity by addressing issues such as housing, commuting, childcare and career progression for staff, but without the unnecessary paraphernalia brought on by these unnecessarily cumbersome national schemes. Yes to diversity of representation, no to complexity”.*
  - *“I am a woman in a biomedical department and I cannot stand Athena Swan because any career progression I achieve will always come with the question mark of whether I achieved it on merit or because of Athena Swan”.*

**Priority 2 - Create a policy and practice environment that is supportive of wellbeing, where responsibility for wellbeing is shared and owned by all.**

	responses	
<b>Yes</b>	93%	188
<b>No</b>	7%	16
<b>Didn't answer</b>		122
<b>Provided comment</b>		21

*“This is not evident from the recent behaviour over pensions”*

- Some expressed the view that wellbeing in the workplace is the responsibility of the employer
- Explicit link between wellbeing and working conditions / staffing levels should be acknowledged
- Challenges associated with commuting into Oxford have a significant impact on wellbeing, affecting staff retention.
- Issues to address of relevance to this priority:
  - Need to reduce poor behaviour/bullying in the workplace, which affects wellbeing
  - Introduce consistent opportunities for flexibility across all departments.
  - Bring mental health services for staff to the same level as those offered to students

**Priority 3 - Put in place measures to help academic, professional services, and support staff to balance competing demands on their time, including enabling academic staff to vary their duties over the course of their career.**

	responses	
<b>Yes</b>	97%	198
<b>No</b>	3%	7
<b>Didn't answer</b>		121
<b>Provided comment</b>		6

- Few specific responses to this priority:
  - Increasing demands from Central University add to the workloads of Admin and HR staff in departments, without additional resource

- “as long as the “measures” aren’t yet more badly constructed questionnaires, and as long as “enabling academic staff to vary their duties over the course of their career” doesn’t carry threats or penalties.”
- Observation that there is currently a lack of transparency, and very little consistency in this regard across the University’s departments.

**Priority 4 - Ensure that our investment in staff provides competitive and equitable pay, pensions and other benefits, determined through transparent and robust processes, including the continued use of equal pay reviews.**

	responses	
<b>Yes</b>	99%	203
<b>No</b>	1%	3
<b>Didn’t answer</b>		120
<b>Provided comment</b>		17

- As well as committing to competitive and equitable pay, some sort of commitment to pay levels that enable employees of the University to meet the high costs of living in/commuting to Oxford would be welcome.
  - Cannot continue to rely on the University’s reputation to recruit the best staff.
  - Emphasis that this is for all staff
- Gender pay gap
- Inequality of offer between colleges
- Need to ensure consistency of grading for similar positions across departments
- Pensions
- Appetite for structured career progression planning

*“Oxford’s under-market payment rates for research and support staff, and the pitiful reward and recognition scheme need to be looked at with urgency otherwise goals will never be achieved through high churn of staff.”*

**Priority 5 - By 2023, in partnership with the private sector, to have started the construction of at least 1,000 subsidised houses for University and college staff.**

	responses	
<b>Yes</b>	87%	180
<b>No</b>	13%	26
<b>Didn’t answer</b>		120
<b>Provided comment</b>		29

- Step in the right direction, but the wage weighting needs to be considered as it won’t provide a solution to everyone.
  - Possible perverse incentives of increasing the stock for those who aren’t allocated such accommodation
  - Why will it take so long?
  - How will the homes be allocated? Could be decisive.
- Need for any such work to be done with consideration of and sensitivity to the local environment and communities
  - Should the Strategic Plan reference Oxford’s Local Plan (and vice versa)?
- Concerns
  - Should not be turned into a cash cow for private investors
  - Not on green belt – can unused buildings and sites be considered over new build on green spaces?

- 1000 insufficient to solve the problem
- Perception by some that this provision is for academics only.

**Priority 6 - Review our current arrangements to support the personal and career development of all staff, especially research staff in their early careers.**

	responses	
<b>Yes</b>	95%	196
<b>No</b>	5%	11
<b>Didn't answer</b>		119
<b>Provided comment</b>		15

Should be strengthened 'review' is passive, and assumes the employer will develop solutions; a mirroring of shared responsibility (mirroring commitment 2) recommended.

Academic staff

- Short term academic contracts are detrimental to the ability of staff to plan for the future and feel sufficiently secure to deliver their best work.
- Highlighting research staff not welcomed (noting Research and Innovation Committee have created a separate priority for them).
- Real concern at the treatment of (and lack of reference to) the contribution of early career teaching staff (often on exploitative contracts) without whom Oxford teaching provision would collapse.
- Challenges associated with managing the care of school aged children and working in the University highlighted.

Non-academic staff

- Additional focus needs to be given to expansion of the support staff to facilitate the aims of the academic proposal. Without the investment in support staff, including competitive salary review and professional development, the university cannot and will not grow.
- Challenges associated with managing the care of school aged children and working in the University highlighted.

**Are you content with the name of the 'People' theme?**

	responses	
<b>Yes</b>	81%	156
<b>No</b>	19%	37
<b>Didn't answer</b>		29
<b>Provided comment</b>		131

The 29 comments are best represented by the following comment:

*"Not sure 'People' separates staff from students clearly enough. If this refers to staff only then something more specific which indicates only all staff may be more appropriate."*

Resources

**Finance Commitment - To manage our financial resources to ensure the collegiate University's long term sustainability.**

	responses	
<b>Yes</b>	98%	195
<b>No</b>	2%	3
<b>Didn't answer</b>		128
<b>Provided comment</b>		10

- Invest in staff now to ensure long term future of the University is secured

- The University should strive towards ethical investments
- What are the resource implications of capital investments, and of the plan as a whole?

**Estates Commitment - To ensure that our estate provides an environment which promotes world-class research and education whilst minimising our environmental impact, conserving our historic built environment, and improving our space utilisation.**

	responses	
<b>Yes</b>	97%	193
<b>No</b>	3%	7
<b>Didn't answer</b>		126
<b>Provided comment</b>		5

- Include reference to environmental sustainability – noting the high costs that would result
- Importance of maintaining and improving the University's estate emphasised
- Space utilisation includes ensuring the buildings function safely, and correctly

**Information Technology Commitment – To continue to invest in our information technology capability to enhance the quality of our research and education and to streamline our administrative processes.**

	responses	
<b>Yes</b>	99%	198
<b>No</b>	1%	2
<b>Didn't answer</b>		126
<b>Provided comment</b>		5

- Staff support required to deliver this
- Streamlining will require removal of duplication,
- Plea to develop and introduce more efficient, modern, user friendly approaches to undertaking key tasks (e.g. exams), in a joined up manner.

*"I would like to reiterate the importance of creating joined up systems across the whole university. The duplication of effort, and amount of human intervention where data is input, gathered, processed and reported upon, is a major bottleneck in departmental and university effectiveness."*

**Development Commitment – To raise funds to support the very best students, invest in our staff and their work and provide new resources and infrastructure.**

	responses	
<b>Yes</b>	97%	191
<b>No</b>	3%	6
<b>Didn't answer</b>		129
<b>Provided comment</b>		6

- Support students with the potential to be excellent
- Ethical fundraising

*Priorities*

**General comments**

- Investments in people should also be quantified, and more investment should be made in 'people over buildings'.
- Calls for ethical investment
- Concern that private sector partnership does not compromise academic autonomy.

*"Gigantic capital expenditure will not solve human and intellectual difficulties; it is more likely to make them worse."*

**Priority 1 - Diversify sources of income including through partnership with the private sector, commercial activities, philanthropy and the breadth of sources of research funding.**

	responses	
Yes	91%	172
No	9%	15
Didn't answer		139
Provided comment		15

- Emphasis that such partnerships must not compromise academic freedom
- Such partnerships must be ethical, and socially responsible – reputational risks to the University must be considered before accepting investment
- Need to include public and voluntary sectors and NGOs in this

**Priority 2 - Through the Focus programme deliver service and process improvements releasing resource (time and money) to support research and education.**

	responses	
Yes	93%	171
No	7%	13
Didn't answer		142
Provided comment		19

- Lack of awareness of the Focus programme (see [www.oxford.ac.uk/focus](http://www.oxford.ac.uk/focus)), those who were aware called for greater working together rather than in silos.
- Calls for more administrative support to reduce the burden on research and teaching staff.

**Priority 3 - Deliver a capital investment programme in the estate and IT of at least £500 million.**

	responses	
Yes	86%	153
No	14%	27
Didn't answer		146
Provided comment		28

- How do we know if £500m is sufficient or excessive? What is the duration for this spend? Which projects will benefit from this investment? A similar quantification of the level of investment in people should be provided.
- Recognition that IT needs investment

*“Rather than quantifying sheer investment, I would like to see a commitment to bring University infrastructure and construction costs in line with national and local averages. We are currently paying several fold over the odds for our capital infrastructure, and this needs to be addressed as a matter of priority”.*

**Priority 4 - Devise and implement a development strategy, appropriately resourced, which accords with the scale and ambition of the University's strategic objectives.**

	responses	
Yes	96%	177
No	4%	7
Didn't answer		142
Provided comment		6