



WORCESTER COLLEGE  
UNIVERSITY OF OXFORD

2022-2027

# OUR FIVE-YEAR STRATEGY



Est.  
1714

# INTRODUCTION

Worcester College exists to advance education, religion, learning and research for the benefit of the public.

Our college buildings and estate have been associated with learning since the creation of Gloucester College in the late 13<sup>th</sup> century. Learning remains at the heart of what we do and stand for.

At the end of 2022 the College launched a strategy that forms the basis for our policies, operational plans and day-to-day decision-making. Our Vision for Worcester is to excel as an Oxford college that is forward-looking, outward facing, and contributes to society; a college that balances tradition and innovation. The Vision will be secured by our work on our strategic priorities. We will continue to extend our actions with tailored strategies for specific areas of work as set out below. We will endeavour to engage our students, staff, alumni and supporters in achieving this strategy and reviews of its progress as set out in our Trustees' Annual Report.



# EDUCATION

The pursuit of academic excellence  
to change lives through teaching  
and research



Worcester College is committed to maintaining its inspirational world-class teaching and research, and maintaining its international reputation. We aim to appoint the best tutors and seek out the best undergraduates and graduates selected solely on the basis of academic merit and potential. Our plans include winning more recognition for, and celebrating together, the impact of our teaching and research. Our efforts will seek to further enhance our academic provision by fostering an enriching and rewarding research environment. Notwithstanding growing financial pressures, we will do this by providing financial assistance and pastoral support to our students and by

promoting research opportunities for both students and academic staff. We have appointed new Heads of Research to coordinate and publicise research activities, stimulate collaboration, and engage graduate students and early career researchers more deeply.

We will achieve these objectives by implementing our academic strategy and will measure success by appointing outstanding academic staff, through our research performance in REF and increased interdisciplinary collaboration, and through our examination results. We will also seek and engage with student and staff feedback.



# COMMUNITY

Creating an inclusive culture and experience for all members of the Worcester community



We aim to create a community that at all levels offers opportunity to the brightest minds, invites constructive challenge, and allows everyone to achieve their full potential. We shall strive to be an inclusive and forward-looking institution that balances tradition and innovation. Every member of our community should feel welcome, valued and respected, and able to play their part to the best of their abilities.

Worcester is well known for being a friendly and supportive college with wonderful gardens and grounds. Our diverse community allows music, drama and

sporting prowess to flourish alongside academic activity. We will continue to work to ensure that membership of the College creates opportunities for personal growth and a lifelong attachment to Worcester.

We will achieve our ambitions by delivering our academic and HR strategies and will measure progress by embedding the values of a “One-Worcester” approach to all that we do. Equality and inclusion will be central to our culture, recruitment, retention and decision-making processes.

# ENVIRONMENT

Safeguarding our unique environment and heritage for the next generation



Our responsibility for one of the most beautiful Oxford colleges demands the highest standards of governance, financial stewardship and operations. We will continue to work to ensure that our buildings, finances, and facilities are fit for the purpose of delivering our ambitions. We will regularly review our policies, systems and processes of governance to ensure we operate in accordance with best practice. We aim to secure our future by increasing efficiencies in our financial management, investing in our unique environment and buildings, and generating new income opportunities through our fundraising, conference business and other academic endeavours.

We will embed sustainability into all our long-term planning, while remaining agile and attentive to the rapid changes, innovations and demands of the 21st century.

We will achieve our objectives by implementing ambitious financial, fundraising and estate strategies, regular reviews of our governance arrangements and ensuring alignment between our academic, financial, sustainability and HR strategies. We will measure success by improved financial performance, growing our Endowment, improved maintenance of our buildings and estate, and progress on reducing carbon emissions.

In delivering these priorities  
we shall champion

# OUR VALUES

## EXCELLENCE

Excellence in teaching and research are part of the fabric of Oxford University and at the core of everything that Worcester does. We strive for excellence not just in academia but in all areas of our ambitions and operations.

## INSPIRATION

Through our teaching and the values which underpin it, we inspire students with learning for life. Through our research, we generate ideas capable of shaping the world. We take inspiration from our surroundings and from our people.

## COMMUNITY

We believe that communities thrive when every member can fulfil their potential. Even as we embrace differences in perspective, opinion and ideas, we are committed to promoting freedom of speech and fostering a sense of togetherness and belonging.

## INCLUSIVITY

We listen respectfully and support each other with compassion and sincerity. Widening participation is key to being inclusive. We want Worcester College to welcome every member and visitor.

## TRUSTWORTHINESS

Trusting and rewarding relationships are rooted in reciprocity and generosity. As a forward-looking College, we aim to make sense of the past, present and future. Trust and transparency are essential to the way we reach decisions and Implement them.