

EXETER  
COLLEGE  
OXFORD

# BEYOND BOUNDARIES

Exeter College Strategy



# MISSION

Exeter College exists to provide the means for a community of scholars, students and staff to interact creatively across the boundaries of individual subjects and to achieve the highest standards of education and research.



# VISION

Exeter College aims to

- Attract those students with the greatest potential to thrive academically and especially to encourage those from backgrounds which do not usually lead to Oxford
- Be a centre of excellence in teaching and research with lively international connections
- Have a positive impact on the wider world through the research and related activities of our students and Fellows
- Be an inclusive, supportive and integrated multi-disciplinary community with members interacting creatively across traditional subject boundaries
- Attract and retain the best academics and staff alongside talented undergraduate and graduate students, providing them with the support they need to seize opportunities in Oxford and beyond
- Build on 700 years of history while enhancing the College with 21st Century facilities



# 700 YEARS OF EXCELLENCE

Exeter College was founded over 700 years ago through the vision and generosity of Walter de Stapeldon, Bishop of Exeter.

It has thrived as a community and place of learning and today is home to some 700 students, Fellows and staff, with an international network of over 8,000 alumni.

We recently completed the successful Exeter Excelling campaign. With generous and heartfelt support from alumni and friends of the College, we raised over £46 million. We have used this to endow tutorial fellowships, provide postgraduate scholarships and hardship grants to students, but above all to develop Cohen Quad, our state of the art research, teaching and accommodation facilities in Walton Street.



# PURPOSE OF THIS STRATEGY

As we progress into Exeter's eighth century, the College faces a range of challenges and opportunities. We have worked with students and alumni to identify key ways in which we can continue to improve College life, so that together we meet the challenges, capitalise on the opportunities, and achieve the highest possible standards of education and research.





# VALUES

Four inter-linked themes run through this strategy. These are the values that make Exeter a remarkable place to live, learn and work.

**Excellence:** At Exeter we continually strive to excel, in teaching, research, professionally and outside of academic pursuits.

**Diversity:** Difference makes us stronger. Diverse backgrounds, experiences, interests and opinions are fundamental to understanding and learning.

**Sustainability:** We are committed to making Exeter an exemplary place of learning today and for generations to come and to ensuring that the College plays its part in reducing the harmful effects of climate change.

**Community:** We believe in sharing knowledge, helping one another, and celebrating each other's success. We aim to contribute to the wider community and society.

# UNDERGRADUATES

We will attract exceptionally talented undergraduate candidates seeking a diverse community and an outstanding academic experience.

We will provide the support our students need to thrive at Oxford, both academically and in their wider experiences, encouraging them to seize opportunities at Oxford and beyond.

We will attract and admit students with the greatest academic potential, from whatever background they come. We believe that a diverse community enhances the discovery of new ideas, the exploration of experiences and the development of opinions.

We are committed to widening access to higher education and increasing social mobility. We will increase the number and proportion of undergraduate places offered at Exeter College to students from groups which are currently under-represented at Oxford.

We are committed to strengthening the tutorial system, maintaining a broad-based coverage across degree subjects.



We will help each undergraduate to fulfil their academic potential.

We will augment teaching resources to ensure that each subject area has an appropriate number of senior academics teaching and supporting students, and that our academics are supported not only in providing excellent teaching but also in conducting their own research.

We will help our students to succeed at Oxford and beyond by further enhancing the multi-disciplinary nature of undergraduate education and experience at Exeter, providing an array of social, cultural, intellectual, and sporting opportunities beyond the undergraduate syllabus, to facilitate the fullest development of all our students.

We are committed to augmenting the bursarial, welfare, hardship and academic support we provide to our students.



We recognise the central importance of student well-being. We will continue to foster well-being through our increased welfare provision and by ensuring that Exeter remains a welcoming and supportive collegiate community in which students can flourish.

We will support student extra-curricular endeavour, whether sporting, artistic, or charitable.

The College exists and functions as part of a wider community and, as such, we will encourage our students to see themselves not as insulated from the wider world but rather as living and partaking in it. In this way, as in others, we aim to produce students who, by the end of their degrees, are well-prepared for life beyond College.



# POSTGRADUATES

We are an open, supportive, and inclusive multi-disciplinary community for graduate students from all backgrounds.



We will provide for the academic success, well-being and personal development of Exeter's graduate students by providing for them in practical ways, by fostering fruitful intellectual exchange and cross-fertilisation across the disciplines, and by helping them pursue career opportunities. We will nurture the social activities of the graduate student body, through both student and College organised events to provide them with a well-rounded postgraduate experience.



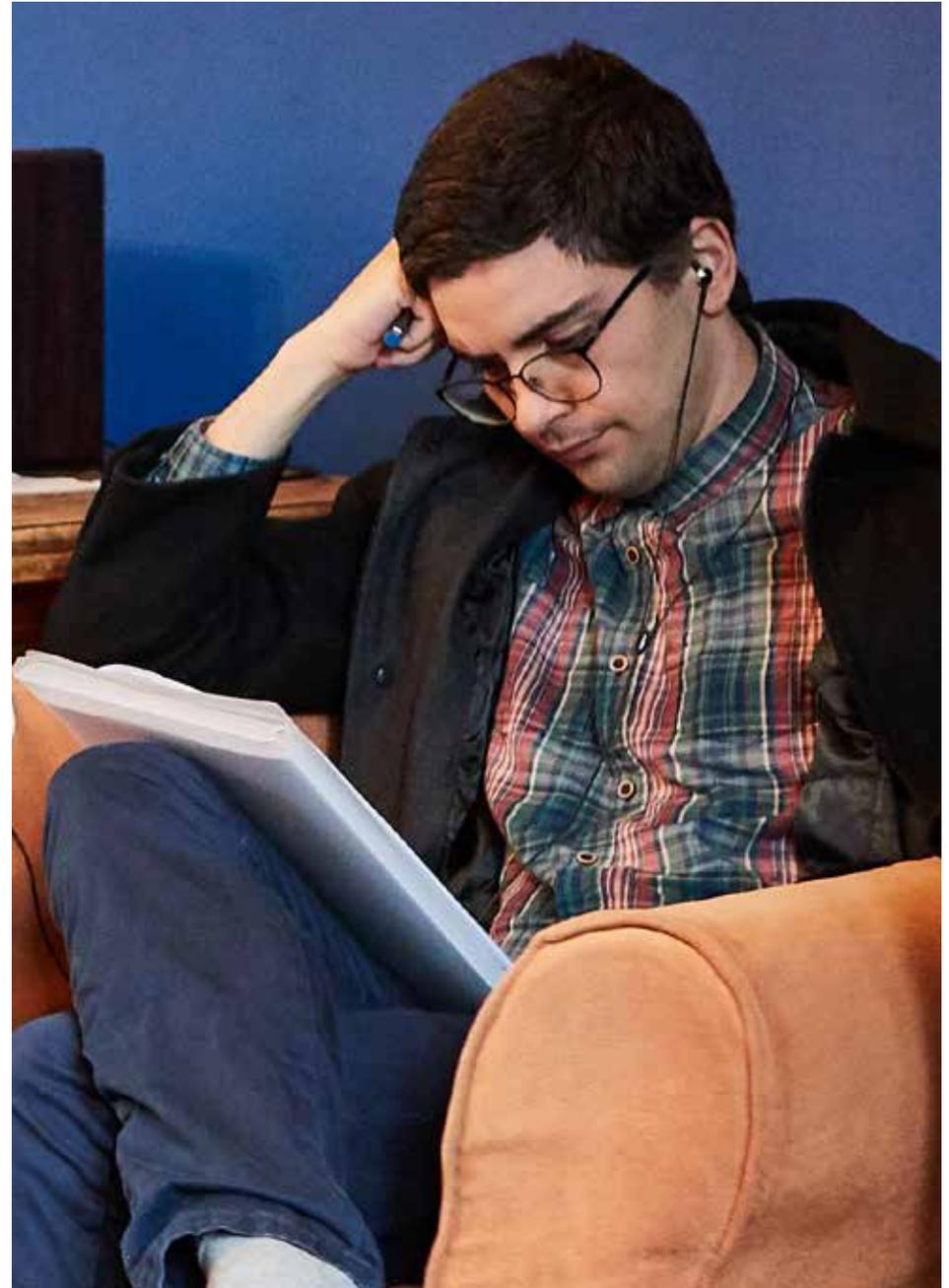
We will increase availability of financial support for postgraduates in order to recruit a diverse graduate student body that enhances the research environment of the College community.

We will increase financial support for graduate taught courses and for doctoral research in accordance with the College's priorities or needs, while capitalising on opportunities for match-funding with the University.

We will ensure that secure, comfortable and reasonably priced accommodation is available for all first-year graduate students.

We will enhance the welfare, pastoral, and leisure facilities available to all graduate students throughout the year.

We will regularly review the graduate experience, enabling graduates to participate fully in College life.



# FELLOWS, STAFF AND GOVERNANCE

We will attract and retain an excellent and diverse team of academics and staff, supporting them throughout their careers at Exeter.

We will maintain and develop the effective governance and management of the College, providing robust organisational foundations for the 21st Century.

We recognise the multiple pressures faced by academics in contemporary Oxford, and will support our Fellows in the discharge of their responsibilities.



We will celebrate the research excellence of our Fellows and the prestige of our academic community. We will pursue modest expansion of the Fellowship as important academic opportunities arise. We will create more postdoctoral opportunities, in particular Junior Research Fellowships, which will include membership of Governing Body.

We will commit resources to enhance support for our Fellows' research.

We will foster greater integration among all our communities, including Lecturers and other members of staff.



# CONNECTIONS WITHIN AND BEYOND EXETER

A thriving academic institution fosters, cultivates and depends upon fruitful connections among its current and past members, and with other academic, cultural, commercial and civic institutions, both in the UK and abroad.

The College aims to:

- Encourage and enable its current members, and members of the wider University of Oxford, to achieve the fullest potential of their own teaching, learning and research through their connections with Exeter College
- Have a beneficial impact on teaching, learning and research as widely as possible beyond Oxford. We will build on our long-standing partnership with Williams College in the US and our highly successful Summer Programme
- Encourage present and past members, building on what they have derived from their experience at Exeter College, to pursue life-long excellence in learning, scholarship and citizenship

- Find, cultivate and encourage philanthropists from among its own present and past members and through wider connections with those who will in their various ways enable us to achieve our ambitious objectives for advancing teaching, learning and scholarship



# RESOURCES AND SUSTAINABILITY

We will ensure the financial and operational sustainability which is paramount to the long-term future of the College.



## **Financial sustainability**

We recognise that the College needs to achieve surpluses over time to enable the College to thrive and grow.

We will seek to increase further the value of our endowment through careful investment and philanthropy. We rely on the endowment to fund the cost of tuition and support all aspects of our strategy.

## **Capital projects**

We will maintain the historic fabric of the College while ensuring that it is fit for 21st Century academic life. In particular, we plan the restoration and refurbishment of the College

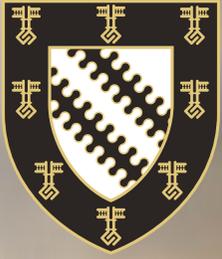
library, and a rolling plan to upgrade student accommodation and our teaching and work environment.

## **Environmental sustainability**

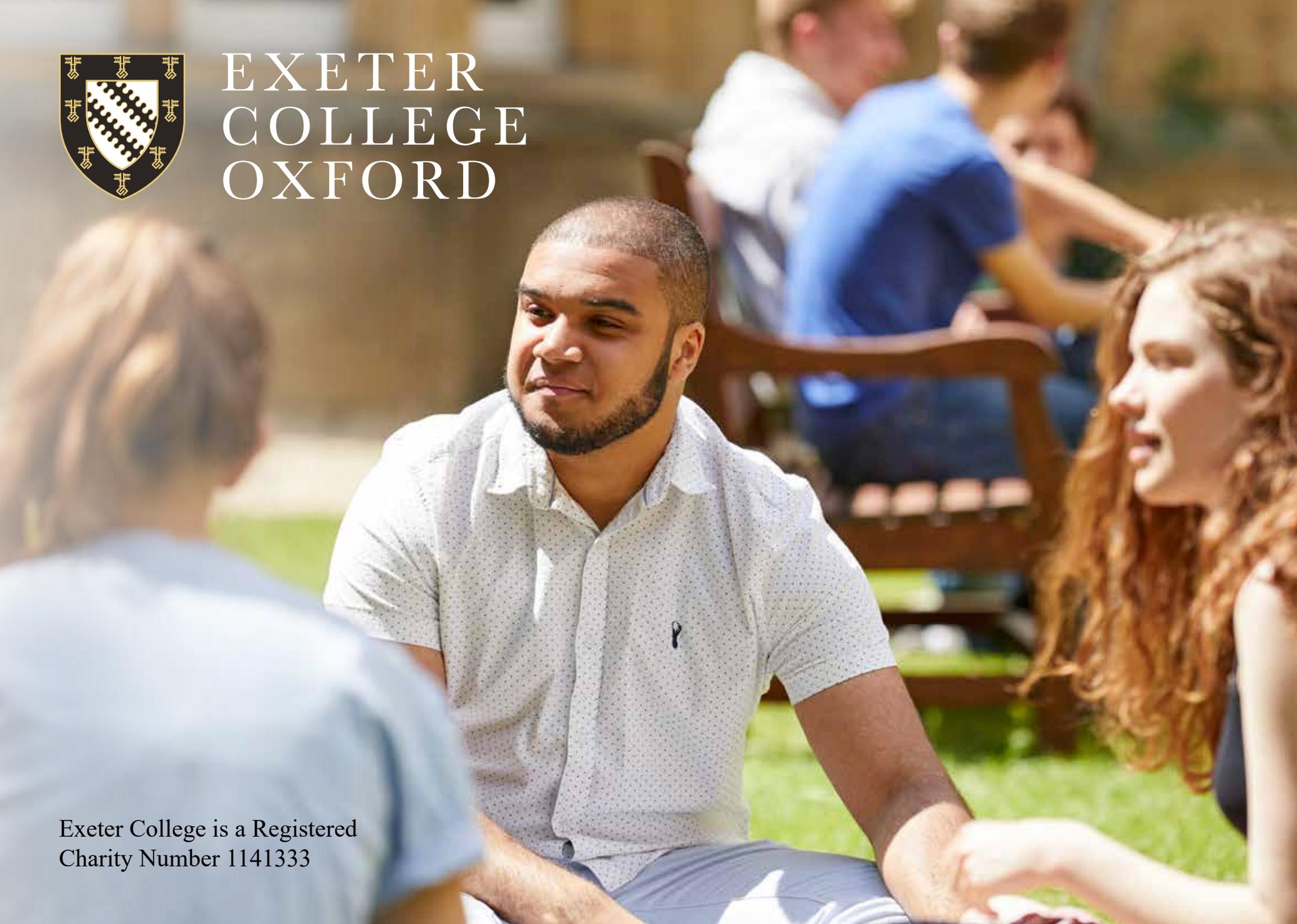
The College will continue to develop and promote evidence-based responses to climate change, both in its teaching and research and through practical initiatives to reduce its own environmental footprint.







# EXETER COLLEGE OXFORD



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