
Rolling 5 Year Plan – 2018-23

OUR MISSION:

To be an excellent College in a world-class University:

- To deliver a world-class undergraduate education
- To develop a stimulating and supportive environment for graduate education
- To advance research by graduates and Fellows
- To nurture and sustain a lively and welcoming community of scholarship and learning
- To attract a diverse body of high-calibre undergraduate and graduate students

In pursuing this mission, the College must balance the needs of present and future generations, and so ensure long-term sustainability.

OUR VALUES:

Our core values are a product of Fitzwilliam's distinctive history, location and context. These values are manifest in the way we do things and how we prioritise actions:

- Ambition for excellence and challenge
- Open, inclusive ethos, modern outlook, and concern for welfare of all members
- Freedom of thought and expression
- Continuing commitment to increasing diversity throughout higher education and to advancing equality of opportunity
- Community and public engagement
- Independence and self-governance

OUR STRATEGIC PRIORITIES:

1. To deliver a world-class undergraduate education

Our Goal: *To enable talented students to develop their academic skills and achievements to their fullest potential.*

2. To develop a stimulating and supportive environment for graduate education

Our Goal: *To provide graduate students with facilities, resources and other support that helps them achieve their ambitions for the development of their academic careers.*

3. To advance research by students and Fellows

Our Goal: *To attract world-class researchers to membership of the College and provide an environment in which their research may flourish.*

4. To nurture and sustain a lively and welcoming community of scholarship and learning

Our Goal: *To foster intellectual and cultural debate and exchange of ideas across a wide range of academic disciplines, cultural backgrounds and experience, for the benefit of all.*

5. To attract a diverse body of high-calibre undergraduate and graduate students

Our Goal: *“To offer admission to students of the highest intellectual potential, irrespective of social, racial, religious and financial considerations” (Undergraduate Admissions, University of Cambridge).*

OUR COLLEGE:

Fitzwilliam is a large modern College, with a mixed undergraduate and graduate population, which will continue to have a majority of students studying full-time, undergraduate courses.

OUR RESOURCES:

To achieve these priorities, we need to focus on our physical, financial and human resources. Good governance is equally crucial:

Infrastructure

Our objectives:

- To provide accommodation to students to a good quality based upon modern day standards, so long as it is economically feasible to do so.
- To consolidate graduate accommodation in locations close to the main College site, encouraging students to partake in College life and use the facilities in College.
- To provide facilities that meet the academic, cultural and recreational requirements of College members as well as the opportunity to generate income to support academic activities.
- To maintain the College estate in a way which is sensitive to the character of its surroundings and aims to meet and where possible exceed minimum environmental standards.
- To deploy IT and communications technology effectively, with resilience, to enable members of the College to pursue their academic and cultural interests without impediment.

Finance

Our objectives:

- To generate a consistent operational surplus to deliver our charitable objectives that is sufficient to finance normal capital expenditure needs and contribute materially to refurbishment plans.
- To invest the endowment to preserve its value in real terms without undue risk and provide income for the College's activities.
- To fundraise effectively to meet the College's short and long-term needs.

People

Our objectives:

- To promote equality of opportunity and respect for all, regardless of actual or perceived age, race/ethnicity, national origin, religion or belief, disability, gender, gender identity or expression, marriage and civil partnership, pregnancy and maternity/paternity, gender reassignment or sexual orientation.
- To ensure that the College recognises each individual's abilities, professional skills and unique contribution to the life and work of the College.
- To ensure that academics and staff are effectively deployed, led, and managed in support of the College's mission and strategic priorities.
- To ensure that academics and staff are treated fairly and honestly, and receive fair reward and benefits for their work, commensurate with the financial resources of the College.
- To ensure students play a significant part in College governance.

Operations

Our objectives:

- To deploy our resources effectively to deliver the College Mission.
- To comply with legal and regulatory obligations wherever we operate, including those which fall upon the College as part of Collegiate Cambridge University.
- To meet consistently, and, wherever possible, exceed, the standards of service, support and operational performance that are expected.
- To promote the College and University values by celebrating the academic and non-academic successes of students, Fellows, alumnae/i and staff of the College.

Governance

Our objective:

- To maintain and adapt the model of a 'self governing body of scholars' as a transparently effective governance structure in the context of the legal, political and educational conditions in which we operate.

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