



CLARE COLLEGE
UNIVERSITY OF CAMBRIDGE

Strategic Plan 2011–2015

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1. THE PURPOSE OF THE COLLEGE

'Our purpose is that through their study and teaching at the University they should discover and acquire the precious pearl of learning, so that it does not stay hidden under a bushel but is displayed abroad to enlighten those who walk in the dark paths of ignorance.'

(Preamble to the Statutes of the Foundress, 1359)

1.1 The College's overarching goals are to provide undergraduate teaching of the highest quality to the most talented students from the European Union and to provide support for graduate students from all over the world. The College intends to combine the pursuit of academic excellence in teaching and research with its commitment to openness, diversity and progressive thinking.

1.2 In the context of accelerating national and global changes, the long-term, strategic aims of the College are:

- To maintain its emphasis on the individual in academic and pastoral provision; to deliver a world-class undergraduate education by safeguarding the provision of small-group teaching through the College-based supervision system, increasingly rare amongst the world's top research universities; and to achieve excellence in education at both undergraduate and postgraduate levels while maintaining pastoral support through the tutorial system;
- To support a community of Fellows, students and staff, allowing the benefits of a large, internationally renowned university to be realised in a small-scale and close-knit community;
- To foster and support a community of active alumni contributing to the life and future of the College;
- To promote academic research of the highest quality;
- To maintain and enhance the endowments and benefactions, historic buildings and grounds of the College for the benefit of future generations.

1.3 Remaining an independent foundation within a collegiate University is fundamental to the College's long-term strategy. The College endorses the University's mission and core values and agrees that the partnership between the University and the Colleges is central to Cambridge's future development. The College will continue to play an active role in University bodies and in formulating University policy.

1.4 Within the collegiate University, Clare offers distinctive strengths. Over the next five years, the College is committed to sustaining and enhancing its particular contribution to Cambridge and to society in general, by:

- Maintaining and developing its long-standing commitment to encouraging applications from the most talented students, irrespective of background, in tandem with a needs-blind admissions system supported by a comprehensive programme of financial assistance;
- Building on the College's strong international links to provide students with further opportunities for educational and cultural exchanges, recognising the importance of such exchanges in an increasingly global society;
- Supporting active engagement by the College and its members in the local community and in community activities nationally and internationally;
- Fostering excellence in music, through support of the College Choir, the choral and organ scholarships and instrumental awards.
- Supporting the widest possible range of student political, cultural and sporting activities.

2. ACCESS AND ADMISSIONS

2.1 Clare will continue to build on existing College and University initiatives to de-mystify the admission process, will seek to encourage more open applications to Cambridge, and will intensify efforts to articulate and explain the College's admissions policy. Clare recognises that it will be even more important to encourage applications from under-represented sectors because of the increase in university tuition fees from 2012 and their potential deterrent effect.

- Directors of Studies and Admissions Tutors will be encouraged to take full account of the statistical evidence in their admissions decisions, and to remain vigilant to ensure that all applicants have equal opportunities at all stages of the admissions process.
- Directors of Studies and Admissions Tutors will be encouraged to make regular visits to state schools to encourage applications.
- The College will redouble its efforts to explain to teachers in the maintained sector in general and its link areas in particular about nature of the Cambridge admissions process, in order to break down real or perceived barriers to entry.
- Clare will continue to take into account contextual data on school performance when making offers.

2.2 In pursuit of the goal of widening access to highly selective universities, the College reaffirms its commitment to:

- working with pupils from year 5 upwards to identify as early as possible those young people with the potential to succeed in a research-intensive university, but who currently do not choose to apply,
- employing Schools Liaison Officers to raise aspirations and encourage pupils to consider applying to selective universities, supplementing the academic and financial advice and guidance provided by schools and further education colleges, particularly at the ages of 14 and 16 when GCSE and A level subject choices are made;
- providing residential programmes targeted at the 'most able least likely' students;
- reviewing and evaluating its expenditure on bursaries, access and outreach activities, to improve the way the College targets talented disadvantaged students and to ensure that money is spent on the most effective methods of widening access;
- making public how well it is meeting its targets in the context of the University's overall admissions targets.

2.3 The College will continue to work to widen the pool of talent applying to Cambridge, to recruit undergraduate students from a wide variety of backgrounds so as to achieve a more diverse student body, and to help raise aspirations more generally among young people from under-represented groups.

- Clare is committed to achieving a target of 70% of its UK undergraduate admissions from the state sector, with an interim target of 66% by 2015.
- Clare will encourage other Cambridge colleges in their own widening participation and access programmes, sharing best practice and offering advice where appropriate.
- The College recognises the value of current students and alumni as a resource to assist with its widening participation and access initiatives.
- Clare will work towards Cambridge-wide consensus to reform the Cambridge applications process so as to make it as similar as possible to that of other universities, with the ultimate aim of post-qualification assessment.

2.4 Under the link areas scheme, Clare College has responsibility for access and widening participation activities on behalf of the University in the London boroughs of Tower Hamlets

and Hackney, and in Coventry and Warwickshire. The College will support distinctive programmes in these two broad regions (East London and the West Midlands) in order to achieve different but complementary goals:

- In East London, the focus will be on raising aspirations, educational and cultural enrichment, and encouraging young people to maximise their potential and aim for the best in higher education.
 - In Tower Hamlets, this will be pursued through the established and award-winning Partnership for Schools. The College will continue to work closely with its corporate partners (currently Clifford Chance, KPMG and Morgan Stanley) to devise and deliver a broad range of aspiration raising programmes for pupils at primary and secondary levels. The College will continue to place a particular emphasis on working with Gifted and Talented pupils, organising study days for GCSE students and a mentoring programme for sixth-formers.
 - In Hackney, the College will develop an enrichment programme for local pupils, working particularly closely with and through Clapton Girls' Technology College as one of its trust partners, and with corporate partners (currently Linklaters). The College will also develop close links with the City Academy in Hackney, and with other primary and secondary schools in the borough.
- In Coventry and Warwickshire, the focus will be on admissions and direct recruitment to Clare and Cambridge by encouraging more state school students to apply. This will be pursued primarily through the provision of bursaries to Clare students accepted onto the national TeachFirst programme, with a preference that they should teach in schools in Coventry and Warwickshire; school visits to Clare and visits by the Schools Liaison Officer and Fellows to schools; teachers' conferences, Open Days, and other events run by Clare on its own or in conjunction with the central Cambridge Admissions Office. The College will devote appropriate resource to its activities in the West Midlands so as to achieve significant improvements in its admissions targets.

3. EDUCATION

Core principles

- 3.1 Our primary purpose is to foster academic excellence.
- 3.2 While pursuing academic excellence, Clare is also determined to retain its traditional pastoral concern for individual welfare. This includes supporting students who are experiencing difficulties and encouraging the full development of personal potential, including the organisational and people skills needed to lead successful and rewarding lives.
- 3.3 Our objective is to remain in the top third of the Baxter Table.

Student numbers

- 3.4 The College has no plans to expand its undergraduate body beyond the 2011 level, since the number of undergraduates Clare can admit is constrained by the availability of College accommodation. Living in College is a crucial part of the undergraduate experience, and Clare will continue to guarantee accommodation for the first three years, and to offer it where available for the fourth. Even though the Government and the University will no longer require the College to accept a specified number of Home & EU students, we do not envisage being able to accept more overseas undergraduate students than at present. For graduate students, the numbers are limited both by available accommodation (especially for first-year students) and by other College facilities, notably the size of the MCR and the Hall, and the amount of hardship funding available. Because the College is determined to continue giving its graduate students the maximum amount of support possible, and to integrate them fully within the Clare community, it is reluctant to expand substantially. However, the College does expect to cooperate with the University as a whole by gradually increasing the number of graduate students it admits in line with the University's projected increase. Clare will also work closely with other Colleges to ensure that all graduate students at Cambridge continue to appreciate the benefits of College membership.

Supervisions

- 3.5 The supervision system is central to Cambridge's traditional provision of academic excellence, and Clare is committed to its continuation.
- 3.6 While remaining broadly within departmental guidelines and recommendations, the College is committed to providing the closely directed individual guidance that can be extremely beneficial in particular cases.
- 3.7 Our Directors of Studies (DoSs) will continue to maintain high standards by carefully appointing the best supervisors from across the university.
- 3.8 Clare will continue to review its teaching provision to ensure that education remains designed at a personal level while still being effective.
- 3.9 Clare will continue to introduce and also to expand supplementary schemes such as a Study Skills day for freshers, maths clinics, advice on planning dissertations, and individual help with writing essays.

Direction of Studies

- 3.10 Clare's strategic aim is that all students should have an internal Director of Studies.

- 3.11 We will continue to encourage our DoSs to attract and choose the best applicants from all sectors of the educational system and then to give them the best education at Clare.
- 3.12 Recognising that the status and career opportunities of College Teaching Officers (CTOs) should be broadly equivalent to those for University Teaching Officers (UTOs), the College is committed to providing proper career progression for CTOs.
- 3.13 It is doubtful that the requirements of College teaching and direction of studies can continue to be met by appointing CTOs. The College will therefore pursue two strategies: appointing as DoSs those non-UTO academics who, for various reasons, are willing to accept a non-salaried position and are enthusiastic about belonging to a college; creating Early Career Fellowships of limited duration, which will operate similarly to JRFs but carry heavier teaching responsibilities.

Graduate Education

- 3.14 Clare will continue to provide a rich and supportive environment for graduate students. Our provision will cover not only the expected requirements of offering accommodation, tutorial care, dining facilities, hardship funding etc., but also supplementary activities designed to complement academic studies in the departments.
- 3.15 The College recognises the increasing challenge of attracting the best graduate students, and in particular the challenge of attracting self-funded students when the debt burden faced by graduates will be so high. Clare will therefore seek to raise dedicated funds for graduate studentships, and will work with the University to rationalise the arrangements for graduate funding.

Planning for careers and/or further study

- 3.16 Clare will continue to lead the way among the Colleges in offering a systematic and structured approach to advice on careers and further academic study as part and parcel of the student experience. Programmes will be coordinated by a dedicated Careers Tutor, and will focus in particular on developing the opportunities for alumni to provide advice to current students.

Postdoctoral members

- 3.17 The College recognises the need to provide postdoctoral members of the University with a college affiliation, and will continue to play its full part in strengthening the collegiate nature of the University through the appointment of such individuals as College Research Associates (CRAs). Clare has 39 CRAs in 2011 and expects to add to this number. In turn, CRAs may be expected to contribute to College teaching needs, and may be asked to assist in other ways, for example by directing studies and assisting with interviewing applicants.

The Fellowship

- 3.18 The College reaffirms its commitment to promoting research through the provision of Junior Research Fellowships in the sciences and humanities, and will seek specific donations to endow these posts.
- 3.19 The College will continue to contribute to the research excellence and international reputation of the University by funding Research Fellowships, by providing research support to Fellows, and by supporting first-class graduate students and academic visitors from all over the world. Clare will also seek to introduce further support for scholars at all levels (including visiting Fellows), especially in the Arts & Humanities. The College supports its Fellows by offering rooms and research grants, and by providing facilities for seminars and conferences. In addition, the College

remunerates its College Teaching Officers generously to ensure that they have sufficient time for private research.

- 3.20 Because of the small-scale nature of the College community and the loyalty it inspires among its fellows, undergraduates benefit from teaching by world-class researchers, a situation highly unusual in the leading research universities. The College intends to maintain this gold-standard through a core of teaching fellows that is balanced across the range of subjects taught in the College and sufficient in numbers to preserve small-group teaching and individual pastoral support. Whereas the College's previous target had been to have one teaching (Class B) fellow for every 10 undergraduates in the principal subjects, the pressure on UTOs is such that Clare will aim for a ratio of one teaching fellow for every 8 undergraduates.
- 3.21 The College recognises the benefits that academic and other visitors bring to the College community, and will expand the opportunities for such individuals to participate in College life through the appointment of Bye-Fellows and Senior Academic Visitors.
- 3.22 The College on the recommendation of the Fellowships Committee appoints to various classes of Fellowship, broadly divisible into Teaching and Non-teaching. The overriding objective in all cases and classes is to enhance the College's fulfilment of its academic mission, to which end Fellows are expected to contribute appropriately to both the pedagogic and the social dimensions of the Clare society. The College will continue to appoint Professorial Fellows in order to fulfil its responsibility to the University and to bring intellectual distinction to the wider college community.

Library provision

- 3.23 In the Forbes Mellon Library, the College will continue to provide resources and guidance to support student learning in each subject area, with priority being given to undergraduates in their first two years. Material will be provided in print and/or in electronic form, and possibilities explored for co-operative purchase with other libraries within the University. Quiet and comfortable areas in which to study, and appropriate facilities will continue to be provided in the Forbes Mellon Library and the Law Reading Rooms for all members of College.

4. FINANCES

4.1 One of the College's long-term strategic aims is to be self-financing and independent of taxpayer funding.

4.2 The following principles and assumptions underlie the Financial Framework set out below.

- The College aims to generate sufficient operating surplus to ensure that adequate funds (£1.7 million in 2012) are available to maintain the fabric of the College buildings for the long-term.
- The annual drawdown from the Endowment (£2.7 million in 2012) is set at a level that protects the long-term value of the Endowment from the impact of inflation.
- Donations are added to the Endowment unless they are intended by the donor to be treated as income.

4.3 The Operating Account below indicates the probable outcomes for the next five years on the basis of current trends of both income and expenditure levels:

	2012	2013	2014	2015	2016
	£'000	£'000	£'000	£'000	£'000
Income					
Endowment drawdown	2,660	2,753	2,849	2,949	3,052
Fees	2,388	2,460	2,533	2,609	2,688
Student accommodation	2,385	2,441	2,682	2,789	2,901
Conference	2,024	2,105	2,189	2,277	2,368
Other	994	1,034	1,075	1,118	1,163
Total income	10,451	10,793	11,329	11,743	12,171
Expenditure					
Salaries & Stipends	4,512	4,692	4,880	5,975	5,278
Academic Costs	1,315	1,368	1,422	1,479	1,538
Residential & Catering	1,529	1,590	1,654	1,720	1,789
Administration	1,372	1,427	1,484	1,543	1,605
Total expenditure	8,728	9,077	9,440	9,818	10,211
Operating surplus	1,723	1,716	1,889	1,925	1,961
Special expenditure	1,523	1,516	1,689	1,725	1,761
Increase in operating funds	200	200	200	200	200

The negotiations with the University over the College Fees in the future may result in a less favourable outcome.

Special expenditure covers non-recurring projects, mainly in connection with the refurbishment of buildings. The aim is to spend most of the operating surplus each year on the refurbishment of the College buildings.

- 4.4 Following the opening of the Gillespie Centre in Lerner Court in 2009, conference income has increased substantially and is now making a financial contribution of more than £400,000 pa. Maintaining this contribution from conferences, mostly outside term, is an important part of the financial strategy for the College.
- 4.5 The movements on the Endowment Account are set out below, including the planned development of graduate accommodation in Newnham Road for 2013:

	2012	2013	2014	2015	2016
	£'000	£'000	£'000	£'000	£'000
Donations received in year	2,500	2,500	2,500	2,500	2,500
Sale of graduate housing	0	0	3,000	0	0
Less: Newnham Road	0	-3,770	-1,400	0	0
Investment income	2,404	2,476	2,550	2,627	2,706
Capital gain on investments	2,674	2,971	3,003	3,437	3,780
Less: endowment drawdown	<u>-2,660</u>	<u>-2,753</u>	<u>-2,849</u>	<u>-2,949</u>	<u>-3,052</u>
Net increase	4,918	1,424	6,804	5,615	5,933
Endowment at beginning of year	<u>67,709</u>	<u>72,627</u>	<u>74,051</u>	<u>80,855</u>	<u>86,470</u>
Endowment at end of year	<u>72,627</u>	<u>74,051</u>	<u>80,855</u>	<u>86,470</u>	<u>92,403</u>

- 4.6 The importance of philanthropy in adding to the Endowment and supporting current commitments cannot be overestimated. Donations represent approximately 20% of the College's income (£1.9 million in 2011) and the financial health of the College in the future will largely be determined by the generosity of Clare alumni. Fundraising for student financial support will be a major priority for Clare in the next five years, to offset the potential deterrent effect of higher university tuition fees. A proposed 700th anniversary endowment campaign between 2016 and 2026 will aim to add £50 million to the Endowment, with the inflation-linked investment eventually making a further important contribution to the level of the Endowment in 2048.

5. ESTATES

- 5.1 As a primary requirement in the discharge of its responsibilities of maintenance of the estate, the College will continue to ensure that it meets all its statutory obligations of compliance with regulations regarding fire safety, disabled access, planning and historic buildings, asbestos control, Legionella water audits, and other mechanical and electrical safety regulations.
- 5.2 The College will aim to maintain its buildings and estates in order to secure their long-term survival, and their contemporary utility. The College and Estates Committee are committed to:
- Ensuring that the estate holding of the College is maintained in a sound and operationally safe condition.
 - Giving particular weight to environmental issues in estate maintenance and improvement. This will include assessment of waste management, energy use and carbon footprint of all activities, including travel to work, and the nature of the conference business.
 - Prioritising the use of the estate for the core academic purposes of the College.
 - Ensuring that adequate resources are available to maintain and develop the estate and that such resources are used efficiently to achieve value for money.
- 5.3 The college envisages no growth in undergraduate numbers, and a small growth of 1–2 % per annum in postgraduate numbers. Consequently, the focus of the Estates Strategy for the next five years will be upon upgrading the quality of existing accommodation.
- 5.4 The Estates Committee has commissioned a full external condition appraisal of the estate. The results of the next such survey will be available by the end of 2011, and will guide the maintenance and improvement strategy for the remainder of the current five year plan. The Estates Committee will develop a phased and funded refurbishment programme for consideration by the Governing Body.
- 5.5 The College recognises the importance of the Fellows' Garden as an outdoor amenity for the College, and acknowledges its appreciation externally. It will continue to maintain the Fellows' Garden to a high standard, but will seek to ensure that decision-making relating to the Garden includes close reference to the need to control the cost of maintenance.
- 5.6 The cost of repairing our historic buildings represents a substantial financial commitment by the College each year. The College currently aims annually to spend 1.5% of the insurance replacement value of its operational buildings each year, which is currently £116 million. It is likely that to achieve the performance and condition standards envisaged, this sum will need to increase. It is particularly important therefore that it is recognised that maintenance and refurbishment of our *current* buildings should take priority in fundraising and planning effort for the next five years.

6. HUMAN RESOURCES

- 6.1 The College will continue to look at ways in which to retain employees through the operation of robust employment and management practices, effective rewards, good management, leadership and by establishing a culture and environment that encourage well-being.
- 6.2 The College is committed to developing a fair and transparent reward system that supports the teaching and research of the College and ensures that all employees are paid a fair and competitive salary which recognises and rewards high performance.
- 6.3 The College will seek to improve the ways in which cross-departmental communication and dialogue are conducted.
- 6.4 The College will continue to put in place progressive employment practices and policies that are in keeping with its values and that will bolster its reputation as an employer.
- 6.5 The College will ensure that its employees receive guidance and support from managers and supervisors, within a structure that supports active career planning. With a focus on the individual learner, employees will receive continuing career long development and training that is flexible to the needs of the user.
- 6.6 The College is committed to providing training and development opportunities to ensure that all employees are competent and skilled to meet the current and future aims and needs of the College.
- 6.7 The College is committed to ensuring that all employees are equipped to carry out their roles effectively and develop to their full potential.
- 6.8 The College is committed to a sustainable staffing basis, with the range of competencies necessary to meet our strategic ambitions. This will be achieved by ensuring that the employee base is both consistent with the task and devolved budget model, and has a composition and profile consistent with our future needs and approach to diversity and equal opportunities. Central to the achievement of this priority is the requirement, at all levels of the College, to integrate workforce planning with the financial, strategic and operational planning processes.

7. COMMUNITY AND INTERNATIONAL

- 7.1 The College is committed to playing an active part in the local community and in community activities nationally and internationally.
- 7.2 Clare will continue to provide free access to the College grounds for local residents, and to host events for community groups and charities. Clare will continue to make its sports ground available to local clubs (currently Granta and Cambridge United), and to participate in community events such as Bridge the Gap.
- 7.3 The College will promote the ethos of public service, through the Alumnus of the Year Award, the Eric Lane Fellowship and other means. The College will continue to support the work of the Bede House community centre in Bermondsey through the Clare/Bermondsey Trust, and educational provision in the developing world through the Queens'/Clare Overseas Education Fund.
- 7.4 Clare is committed to providing students with opportunities to study abroad, recognising the importance of such exchanges in an increasingly global society. The College will continue to provide grants for year-abroad study and vacation travel. The long-standing exchange with the Ecole Normale Superieure in Paris provides excellent instruction for our undergraduates from highly qualified lecturers and lectrices as well as the opportunity for both undergraduates and postgraduates to study in Paris. The College takes great care to place all its language students in suitable posts and internships during their study year abroad. Internships and research placements at Massachusetts General Hospital, the MIT exchange programme and the J D Watson Undergraduate Scholarship at Cold Spring Harbor provide unprecedented opportunities for Clare medical students, natural scientists and engineers at American research institutes of the highest quality. The Mellon Fellowships provide for a graduate student exchange between Yale and Clare. Clare wishes to extend such exchange programmes and links beyond Europe and the United States. Through its Fellows' international contacts and through the University's International Office, it hopes in particular to institute research placements for scientists in Beijing and to take part in a training programme for high-ranking Indian civil servants.
- 7.5 Material documenting the history of the College, including written documents and records in other formats, will be catalogued and conserved in the Archives and held in secure storage in accordance with best professional practice. The collections will be made more widely known to researchers via Janus, the catalogue of archives held throughout Cambridge, and exhibitions of material will be mounted to promote the Archives and support College events organized by the Development Office and other departments. The Archivist will remain responsible for maintaining an effective and consistent records management policy throughout the College.