

# CLARE COLLEGE CAMBRIDGE

## Strategic Plan 2006–2010

### 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 reaffirms its distinctive values of academic excellence combined with friendliness, of openness, diversity and a commitment to 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 promote academic research of the highest quality by Fellows and postgraduate students;
  - To maintain and enhance the endowments and benefactions, historic buildings and grounds of the College for the benefit of future generations.
- 1.3 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 bursary programme providing tapered financial assistance;
  - Building on the College's strong international links, especially with the USA, to provide students with further opportunities for educational and cultural exchanges, recognising the importance of such exchanges in an increasingly global society;
  - Positioning the College at the interface between academia, the public and private sectors, encouraging dialogue and creative partnerships;
  - Supporting the work of the College and its members in community programmes, national and international, through the Clare-Bermondsey Trust, the Overseas Education Fund, Eric Lane Fund and other activities;
  - Fostering excellence in music, through support of the College Choir, the choral and organ scholarships and instrumental awards;
  - Preserving and stewarding the College's unique physical setting, as a key part of the nation's architectural heritage.
- 1.4 Remaining an independent foundation, forming part of 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.

## **2. MEMBERS OF THE COLLEGE**

### *Student members*

- 2.1 The College is committed to retaining its residential character, and accordingly it will strive to match the number of students admitted to the available College accommodation. Recognising that its current size is a key contributor to its friendliness and strong sense of community, the College does not plan to make significant changes in the size of the undergraduate population (460–470) in the next five years.
- 2.2 The College recognises and embraces its national responsibility to educate the best UK students, notwithstanding the short-term financial benefits that might flow from expanding the number of overseas undergraduates. The College's strategic aim is therefore to remain the destination of choice for the most talented students in the UK. To this end, over the next five years the College intends to retain the current balance in the composition of the undergraduate body between home (UK/EU) and overseas students (93% and 7%, respectively).
- 2.3 The College has a broad balance in the numbers of men and women students at undergraduate level, and its aim is to achieve this at postgraduate level as well.
- 2.4 The College has led the way in widening the pool of talent applying to Cambridge and will maintain its commitment to recruiting undergraduate students from a wide variety of backgrounds, by:
  - Leveraging additional corporate support to develop and enhance the Partnership for Schools programme, expanding from Tower Hamlets into the London boroughs of Newham and Hackney;
  - Enhancing links with schools in other parts of the country through the work of the College's Schools Liaison Officer and joint projects with other colleges;
  - Building on existing College and University initiatives to de-mystify the admission process;
  - Intensifying efforts to articulate and explain the College's admissions policy, retaining the support of members and other key constituencies.
- 2.5 The College is committed to enhancing its provision of bursaries, so that the new funding arrangements for higher education beginning in 2006 do not dissuade students of modest means from applying to the College, or prevent them from continuing their education once they have come into residence. The College's strategic objective by 2010 is to have a comprehensive bursary programme providing tapered assistance to every student whose residual household income is less than £39,000 per annum (i.e. the College will operate a longer taper than the University's bursary programme). This is expected to require annual funding of £100,000 or an endowment of £2.8 million. The College already subsidises the cost of each undergraduate's education by £1,500 per year (2005 figures), amounting to 33% of the total cost, from endowment income.
- 2.6 Graduate students provide an important international dimension to the student community. The College will work with the University to bring about the planned expansion of graduate students numbers in Cambridge by 2% per year over the next decade. For the College, this will mean an expansion in graduate student numbers from 216 in 2005 to 238 in 2010. At the same time, the College is proud of its graduate provision, and reaffirms its commitment to providing excellent material and pastoral support to its graduate students.
- 2.7 The College will seek further earmarked funds to enhance its provision of graduate studentships and scholarships. These will enable it to continue attracting the best graduate students from the UK and overseas. Such studentships have become vital since there is a shortfall in UK funding for graduate students, and intense international competition for the best graduate students in which wealthier US universities are able to offer full funding packages currently unmatched in Cambridge.

### *Postdoctoral members*

- 2.8 The College recognises the need to provide unattached postdoctoral members of the University with a college affiliation, and will play its full part in strengthening the collegiate nature of the University through the appointment of such individuals as College Research Associates; in turn, they will be expected to contribute to College teaching needs, and may be asked to direct studies and assist with interviewing applicants.

### *The Fellowship*

- 2.9 The College reaffirms its commitment to promoting research through the provision of six Junior Research Fellowships in the sciences and humanities, and will seek specific donations to endow these posts.
- 2.10 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. As a guideline, in the principal subjects, the College expects there to be one teaching (Class B) fellow for every 10 full-time equivalent undergraduates, but with allowance for the known availability of teaching by research, professorial and life fellows.
- 2.11 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.
- 2.12 Recognising that the status and career opportunities of College Teaching Officers should be broadly equivalent to those for University Teaching Officers, the College is committed to providing proper career progression for CTOs, and aims to work with the University in formulating and implementing a Cambridge-wide agreement.
- 2.13 The College is sensitive to the competing pressures on academics from their departments which create tensions with College teaching commitments. Its strategic objective is to sustain its current high level of provision through the appointment of CTOs who provide an essential resource in delivering teaching excellence at the College level.

## **3. PASTORAL SUPPORT**

- 3.1 The College recognises that the provision of individual pastoral support is a central and distinctive feature of the collegiate system, and agrees with the University that ‘the quality of education provided by Cambridge depends substantially on the individual care and attention given to students through their Colleges’. The College also recognises that the extremely low drop-out rate at Cambridge (0.5% in 2004–05) is due in large measure to the high level of pastoral support provided to students through the college tutorial system. The College is therefore committed to maintaining and enhancing this provision for undergraduate and graduate students, and will raise specific funds to support the tutorial system.
- 3.2 The College will continue to support social, cultural, religious, musical and sporting activities in the interests of promoting a full collegiate life.

## **4. FINANCES AND DEVELOPMENT**

### *Finances*

- 4.1 To secure its historic autonomy and its long-term future as an independent foundation, the College has set maximum financial independence as its medium-term goal. This will require an additional £1.5 million of income per annum, or £25 million of endowment capital. The aim is

to achieve this over the next ten years through a combination of sound investment, fundraising, increasing revenue from conferences and catering, and bringing student rents into line with full economic costs.

- 4.2 In the University context, the College supports the Vice-Chancellor's position that the UK government has a national responsibility to fund higher education at least at the level of our major international competitors, but that the regulatory burden which comes with such funding should be reduced.
- 4.3 The College is committed to financial transparency, and will seek new ways to communicate its finances and investment policy to its members and other interested parties.

#### *Development*

- 4.4 Through a combination of major gifts fund-raising, legacies and annual giving, the College intends to raise significant sums to support the provision of bursaries, graduate studentships, teaching excellence, and the refurbishment of Old Court.
- 4.5 The College will seek to raise a dedicated endowment to support the Directorship of Music, and will encourage other areas of College life, in particular the Boat Club, to build up their own endowments in order to safeguard the current high levels of provision for the future and release income from the general endowment for academic purposes.
- 4.6 The College intends to raise funds for the construction, by 2010, of a new building in the north-west corner of the Memorial Court site which will meet pressing educational needs for a multi-purpose auditorium and more student rooms while also generating a substantial income stream through greater conferencing activity.
- 4.7 As part of its commitment to building a long-term Development Programme, the College will enhance communications with its members and supporters, and will foster greater contacts between members and the College through the Year Group Representatives and the Alumni Council.
- 4.8 The College will play its full part in the University's 800th Anniversary Campaign, encouraging all members to play their part in sustaining and enhancing collegiate Cambridge.

#### **5. CONCLUSION**

- 5.1 The College's overriding strategic aim is to provide a world-class undergraduate education to the best UK students, while maintaining and enhancing its academic and pastoral provision not only for them but also for an international community of graduate students, postdoctoral members and fellows.
- 5.2 The College is proud of its record of being in the vanguard of change within Cambridge, and will continue to play an active role in the University, helping to formulate policy to meet the challenges that lie ahead.
- 5.3 The College will take the necessary steps, including planning for maximum financial independence, to sustain and develop the distinctive strengths that it brings to Cambridge and society in general.

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