



TRINITY

Five-Year Strategy



A summary of our aims for 2023-24 to 2027-28



Our Mission and Values

Trinity's charitable mission is to advance education, learning and research through the provision of a college within the University of Oxford.

- We are committed to ensuring an inclusive culture that promotes equality, values diversity, and maintains a working, learning, and social environment in which the rights and dignity of all college members are respected.
- We prize academic freedom and freedom of speech.
- We aspire for the Trinity community to use its talents to make a positive impact on the world.
- We aim to adopt an outward-facing and modern outlook while embracing the distinctive history and character of the college.
- As the custodians of an historic estate and a landed estate, we are committed to finding environmentally sustainable methods in relation to developing that estate and delivering our mission.

Our achievements: 2018-19 to 2022-23

In 2018, Trinity's Governing Body set out a five-year strategy with the aim of modernising aspects of the College's operation, and providing the facilities and support structures needed to enable our community to thrive and to achieve its full potential. What we couldn't have foreseen was the sudden onset of a global pandemic and the major impact it would have on all aspects of college life.

Despite the extraordinary challenges, we have advanced the profile and positioning of Trinity and its academics; fostered a more inclusive and diverse community; developed and enhanced the graduate experience, including an expanded scholarship programme; delivered an ambitious investment in the College's buildings and facilities, and grown the endowment from £131m to £184m.

We can take great pride in having delivered an exceptionally ambitious strategy that has either achieved—or paved the way to achieving—many of our aims and aspirations. Some of these are yet to be completed and will continue to form a central



plank of the successor strategy, which is summarised in this booklet.

This new strategy is set against a very different world context. However, we move into the next period with an exceptional set of facilities tailored to our needs, in institutional and financial good health, and with a creative and talented community of academics and staff. This is an enviable position and one that we are committed to exploiting to the full, to the benefit of our charitable mission to 'advance education, learning and research'.

Hilary

Hilary Boulding, DBE

Our aspirations: 2023-24 to 2027-28

The overarching aim of this strategy is to create the right conditions for teaching, learning and research of the highest quality in order to strengthen our own academic community at the heart of Oxford, and to make a positive contribution to the world beyond our gates: the collegiate University, the global higher education sector, and wider society.

Our priorities in the coming five years are to:

- improve the academic outcomes for students and enable students to contribute to the life of the college and beyond (e.g. through developing citizenship and leadership)
- ensure that Trinity's academics at all levels can flourish, making carefully targeted investments
- continue to diversify the academic intake at all levels, including through hosting the Astrophoria Foundation Year
- make creative use of the College's intellectual and physical assets for the purpose of knowledge exchange and to benefit society and the wider public
- maintain a focus on the quality of our estate to ensure it is accessible and fit to support the College's mission, in addition to being sustainably managed with a particular emphasis on decarbonisation



Improve academic and personal outcomes for students

We will ensure that students from every background can thrive from the start of their studies at Trinity—including those who begin their time with us on the Astrophoria Foundation Year. We will provide needs-based bursaries to enable more students to embark on graduate-level study.

We recognise the impact of the pandemic on all members of our academic community, but especially on undergraduates—the major disruption they experienced in school will continue to be felt during the coming five-year period.

Responding to their inherent talents, and recognising the impact of the disruption, we will offer a tailored personal development programme for all undergraduates entering their second year. Designed to challenge both intellectually and practically, it will equip students with the skills of collaboration, organisation and initiative to help them to engage with current and future global challenges and make a positive impact on society.



Ensure academics at all levels can flourish

We aim to achieve excellence in research and teaching, but over and above this, to promote academic flourishing. We want to promote academic ambition and curiosity, and provide opportunities to take risks. We will foster connections within our academic community to strengthen cohorts, and re-forge the links that came under pressure during the pandemic.

We recognise the importance of facilitating successful transitions at each stage of an academic career. To this end, we will provide robust structural support for academic development by increasing funding for graduate-level study and developing high-quality posts for the most promising early career academics.



Continue to diversify our academic community

We aspire to be recognised as a modern college that welcomes a diverse and widely representative community, in which international, UK state and independent school students all have a place and feel equally valued, supported and able to thrive.

Our focus remains on increasing the number of students from under-represented backgrounds, and supporting Oxford University programmes that offer transformational experiences for their participants, including UNIQ, Target Oxbridge and the Astrophoria Foundation Year. In addition, our access team will continue to offer a comprehensive range of support to pupils, parents and teachers based in our link areas of Oxfordshire, Milton Keynes and the North East.

Share our knowledge and resources to benefit society

Trinity's academics make a distinctive contribution to the pre-eminence of the University of Oxford as an internationally-renowned research and teaching institution. An ambitious public-facing events programme will showcase the work of our academics and their impact across their fields of research and beyond, combined with the distinguished work of our global network of alumni.

We will continue to facilitate public and researcher access to our historic estate and collections, including the chapel, libraries, archives and gardens. We will continue cataloguing work to make the College's rare books increasingly visible and exploit digital opportunities to make it easier for scholars to unlock the research potential of our collections.

The completion of the Hall/Kitchen/SCR refurbishment in summer 2024 will pave the way for the final phase of the restoration of Trinity's listed gardens. Award-winning garden designer, Chris Beardshaw, will design and oversee the planting of what is anticipated to be a landmark garden development, attracting widespread public interest.



Managing our estate & achieving carbon neutrality

Our focus will shift from major construction to a rolling programme of smaller-scale but necessary refurbishments, such as residential accommodation, the sports pavilion and a feasibility project to develop the Porter's Lodge into a more spacious and accessible facility.

We are committed to addressing the global challenges of climate change and biodiversity loss and aim to meet the same ambitious target set by the University of Oxford Sustainability Strategy: to reach net zero carbon and biodiversity net gain by 2035.

In order to achieve our goal, work must begin in earnest during the 2023-28 cycle. Within this period, we will approve a college environmental sustainability strategy; establish baseline figures for our CO₂ emissions; begin annual monitoring and reporting where feasible; respond flexibly and opportunistically to the availability of grants and incentive schemes, and systematically consider a range of energy efficient measures as part of all refurbishment projects. In the summer of 2024 we will install ground-source heat pumps to generate power for the Jackson Building in Front Quad.



Underpinning our aims

The strategic objectives for the next five years centre around our core academic activities of teaching and research. Our financial plan for this period aims to facilitate the delivery of our aspirations and achieve the following milestones:

- achieve a net zero inflow/outflow of operating funds to/from unrestricted and restricted funds (i.e. balance the books)
- begin repayments to the endowment fund for borrowing that arose from the Levine Building and Kitchen projects
- ensure that robust financial policies and procedures are in place and adhered to
- continue to invest prudently in equities and other liquid investments to increase the inflation-adjusted real value of the portfolio whilst sustaining a steady total return income of 3% net of fees
- continue to develop the College's real estate portfolio, exploring opportunities to acquire, sell and manage assets to increase overall capital value, whilst maintaining a steady long-term income
- ensure that investment activities take account of the College's sustainability objectives and are in accordance with its Socially Responsible Investment Policy
- allocate sufficient capital over the five-year cycle to make good progress with the College's stated aim of carbon-neutrality by 2035

The support of Old Members and Friends has been especially crucial to achieving key priorities over the last five-years, including the delivery of the Levine Building, investment in an ambitious access strategy, and the on-going desire to support graduate scholarships. The involvement of our supporters will remain critical as we enter this new strategic cycle.

We will continue to demonstrate our appreciation of all they have done and all they have committed to do for Trinity in future, and look for ways to increase their engagement with College to ensure they remain informed of our activities, aims and ambitions.



Thank you for taking the time to read this booklet; we hope you found it interesting and that it has left you feeling informed about our plans for the future.

We are grateful to Ian Wallman whose photographs are included in the brochure.



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