



Jesus College
OXFORD

STRATEGIC PLAN

2011-2016



INTRODUCTION FROM THE PRINCIPAL

I am delighted to introduce the College's second five-year Strategic Plan. The Plan has been developed by the Governing Body, in consultation with staff, students and Old Members of the College. I am most grateful to all those who have contributed.

The Plan will underpin the College's aims of providing an outstanding and transformative educational experience for students, supporting excellence in research and scholarship, and creating a lively, inclusive community that supports the development of all its members.

The next few years will see substantial changes to the funding of higher education in England. The Government's financial support for undergraduate teaching will be substantially reduced and replaced by tuition fees. Oxford will charge its home and EU students £9,000 per annum, which is in the region of half the full cost of an undergraduate education.

Students will not pay upfront, but repay a loan from the Government over a period of up to 30 years. However, Oxford will be providing generous fee-waivers and bursaries for students from less well-off backgrounds, and the College will continue to top this up with its own access bursary scheme, which is supported by the generosity of Old Members.

While we cannot predict the precise consequences of the changes in University funding, we can be sure that the College will maintain its commitment to its core values of academic excellence, inclusiveness and access for all students of ability. The Strategic Plan translates these core values into aims and objectives, and we will review it regularly as we understand more of the impacts of the new higher education landscape.

The Plan also sets out how the College will tackle its own financial challenges that have arisen, in large part, from the economic downturn. Our endowment provides about half of our annual income and a significant fraction of this is from commercial property. As a result of declining commercial property rents, as well as our investment in the Ship Street Centre, the College will have to both make savings, and raise more income from donations and conference activity, in the years ahead. The Plan sets out how we will do this. Our key commitment is to keep our students as our top priority.

The College has absolutely outstanding tutors and staff, and attracts the very best students. It also enjoys the loyal support of Old Members, who offer both expertise and financial support. I am confident that the College will continue to thrive in the years ahead and that future generations of students will benefit from the unparalleled experience of studying at Jesus College.

A handwritten signature in black ink that reads "John Krebs". The signature is written in a cursive, slightly slanted style.

Lord Krebs, Principal of Jesus College



ACADEMIC STRATEGY

Size and shape

The College currently takes 100 undergraduate students per annum or 350 undergraduates in total and 200 graduates in total. A cornerstone of our undergraduate teaching, and a distinctive feature of the Oxford education, is the use of small-group tutorials with experienced tutors.

Over the next five years, we will:

- maintain the current numbers of undergraduates and graduates
- maintain our current policy of focusing on subjects in which we have a Fellow (in most cases a Tutorial Fellow)
- aim to accept a minimum of four students per year in each subject, with the exception of joint honours schools.

Undergraduates

Our objective is to sustain, and preferably enhance, the level of performance our undergraduate students have achieved in public exams over the past five years. During this period a median of 29% of students have achieved first-class degrees in finals and fewer than 7% have been awarded 2.2s or lower.

We will further develop our academic culture for undergraduates by:

- ensuring that our undergraduate freshers start with strong academic goals and expectations through the following: academic work set over the vacation before they arrive, an introduction to studying, and a lecture on an academic theme during Freshers' Week
- highlighting the successes of our undergraduates on our website and at appropriate events throughout the students' time at Jesus College
- awarding prizes for academic progress or achievement to outstanding students, and celebrating these awards annually
- awarding the recently established major prize for outstanding performance in first public examinations
- ensuring that our academic discipline procedures are transparent, consistent and timely, and that they comply with the recommendations of the Conference of Colleges Appeal Tribunal
- developing stronger links between the Middle Common Room (MCR) and Junior Common Room (JCR) by instituting special lectures and seminars in College
- inviting alumni to become more involved in informing current undergraduates about career paths.

Whilst our primary commitment is in relation to our absolute performance, we will also:

- continue to evaluate our performance relative to the University average subject by subject
- explore the metrics for the value that the College adds to an individual's performance, regardless of their academic starting point
- use self-assessment by undergraduate and graduate students as a means of evaluating our progress.



Student welfare

We reviewed our welfare provision in 2008. Following this review, we increased our welfare support for students by appointing a part-time Welfare Officer and increasing the College Nurse's hours. We also appointed Assistant Wardens (from our student body) for the North and East Oxford sites, and created the position of Welfare Fellow. The College has therefore established a comprehensive system of welfare support, and we aim to maintain a high and effective level of provision.

During the next five years we will:

- carry out a review of our welfare provision with the help of an external professional and update it as necessary to ensure that the support we provide is fit for the purpose.

School liaison, outreach, access and international recruitment

The quality of our intake is a major influence on our examination results. We try to admit the best possible candidates, and ensure our outreach work is effective in encouraging applications from candidates of high potential, irrespective of background. Because much of the outreach and access work at Oxford is organised at the University level, the College focuses its efforts where it can to add significant value.

We will:

- contribute to the University's widening access agenda and the achievement of such milestones as agreed with the Office of Fair Access
- encourage greater participation by Fellows and current students in outreach activities
- increase the proportion of schools liaison events that are based in the College
- use our alumni network of teachers to enhance our outreach
- evaluate how other colleges carry out their schools liaison work and, where appropriate, learn from their experience.



Our aim is to ensure that no student is discouraged from applying to Jesus College because of financial concerns. We currently provide access bursaries to undergraduates from less well-off backgrounds on top of the University-wide Oxford Opportunity Bursaries to which all Oxford colleges contribute. About 25% of our undergraduates receive a Jesus College Access Bursary, and the feedback we have indicates that this additional support is of considerable importance to the recipients. In the light of changes to student funding, we wish to ensure that we are offering a well-targeted and effective bursary scheme.

We will:

- carry out a review of the impact of our Access Bursary Scheme
- revise our Access Bursary Scheme in light of University-wide policy
- seek to increase our bursaries in so far as permitted by our financial constraints, if there is evidence in favour of doing so.

Currently, less than 10% of our undergraduate intake is from outside the EU, mainly from East Asia and North America. The College aims to promote itself more internationally in order to attract top students from overseas as well as the UK. We recognise that recruitment of overseas students also involves providing appropriate support once they are on their course. The impact of the Government's new immigration and visa requirements on recruitment of overseas students is still unclear, but could make it more difficult to recruit from overseas.

We will:

- enhance our efforts regarding the recruitment of, and provision for, international students, in part by using our alumni network.

The graduate community

Our graduate student community has increased in size by about 20% as a result of the policy implemented since our last Strategic Plan. We have introduced four fully-funded graduate scholarships in the Humanities, recognising the shortage of funding in this area. We have also elected 15 post-doctoral contract researchers to the MCR. About half of our graduate student community is from outside the UK. We wish to attract the best students from around the world, and in this context we currently co-fund with the University a minimum of six Clarendon Scholarships at any one time. Jesus College offers unusually generous support for students, for example in the form of research allowances and writing-up grants.

We will:

- maintain numbers at the current level
- maintain this high level of support



- aim to offer all our first-year graduate students accommodation on the central site whilst providing many, but not all, of the graduate students with College accommodation
- aim to have at least 50% of our graduate student community studying for a DPhil, as this provides continuity and academic focus for the MCR
- continue to maintain at least the present number of graduate scholarships in the Humanities, where possible seeking co-funding with the University
- maintain, and if possible increase, our commitment to the Clarendon Scheme and other similar schemes for funding overseas students.

The Fellowship

The Fellowship of the College is currently made up of: 29 Tutorial Fellows, 7 Professorial Fellows, up to 13 Senior Research Fellows (including one Visiting Senior Research Fellow), 9 Hugh Price Fellows (early to mid-career academics) and up to 12 Junior Research Fellows (currently 7 are in post). The Junior Research Fellows are a mix of those for whom we pay the full salary, and those with external funding, for whom we provide a top-up salary and other benefits (non-stipendiary JRFs). Recently, we have been successful in recruiting outstanding academics with no college affiliation to both Senior Research Fellowships and Hugh Price Fellowships. Our remuneration package for Fellows is currently competitive within Oxford and is an important element in attracting outstanding academics.

During the next five years we will:

- maintain the size and composition of the current Fellowship
- appoint only non-stipendiary Junior Research Fellows unless externally funded, but we will review this policy annually in the light of our financial situation
- review the contributions to the College of Senior Research Fellows and Hugh Price Fellows and develop a protocol for the renewal of their appointments
- aim to appoint a Senior Officer of the University to a Professorial Fellowship, should an appropriate opportunity arise. The College will also remain open to other opportunities to appoint additional Fellows where a strong case can be made
- aim to ensure that our remuneration package remains competitive.

Wider academic opportunities

Jesus College, as with other colleges, offers the unusual experience of a great diversity of academic disciplines in one small community. At the same time, the College aims to strengthen subject families in which Fellows, graduate students and undergraduates within a discipline have an opportunity to discuss and share ideas. The appointment of Fellows with related research interests has also provided opportunities for collaboration both within and across subjects.



We will continue to:

- maintain an Academic Opportunities Fund to support the development of research or other appropriate initiatives
- foster interdisciplinary activities in a variety of ways, including termly seminars, visiting speaker events and deploying research awards appropriately.

The Library

Academic journals and other materials are increasingly available in electronic form through the Bodleian Library, therefore it is appropriate to review the purpose and focus of the College Library.

We will:

- ensure the Library continues to be a work space for students with an emphasis on books that are recommended reading
- ensure that the Librarian makes books available that match the needs of tutors and students
- review the medium to long-term role and composition of the Library in consultation with other libraries in Oxford.

Supporting sporting and cultural activities

We encourage our students to benefit from the diverse sporting, social and cultural activities within the College and the University. The initiative for this comes primarily from the student body, and the College aims to facilitate these activities where possible by providing appropriate infrastructure and other support (see section on Buildings and Infrastructure - page 12). The College has two dedicated endowed funds for sporting and musical activities (the Rhys and the Vaughan Thomas Funds) and supports a wide range of extracurricular activities through its other endowed funds. In total the College spends £30,000 per annum from these funds.

We will:

- continue to maintain this level of support
- continue to hold an annual celebration for students who have excelled in their chosen sport and have been awarded a Blue or Half Blue
- introduce an event to celebrate outstanding achievement in other areas such as music, charity work, or the Oxford Union.

FINANCIAL STRATEGY

Endowment

The College's gross endowment is currently valued at £110.5 million net of our mortgage repayment on our Cornmarket Street commercial properties. It is composed of money investments (equities, bonds, private equity, cash), agricultural property and commercial property. The value of our endowment grew at an average of 5.2% per year in the five years preceding the 2008 financial crisis, and has declined since then by 2.5%. In recent years, the College has taken the view that the portfolio should be opportunistically rebalanced away from property and has, accordingly, sold properties when appropriate. See Annexe 2 for further information on the endowment.

We will continue to:

- review our investment strategy, seeking the advice of Old Members of the College with appropriate experience
- seek development opportunities for our agricultural land when these arise
- take forward the opportunity to develop College-owned land for housing in Lincoln.

Fundraising

As part of the last Strategic Plan, the College established a Development Office in July 2008. The Office currently has a staff of five. In its first three years of operation, the office raised £3.6 million of new donations and pledges against a three-year target of £3 million.



During the next five years, we will:

- aim to sustain and grow our income from fundraising, to add at least £1 million per annum to our endowment and to raise at least £250,000 per annum for the annual fund
- raise support for the following priorities: the Ship Street Centre, Fellowships, bursaries, scholarships for undergraduate and graduate students, as well as other projects which enhance the student experience
- identify one or more Tutorial posts that might be eligible for match funding from the University's new Teaching Fund and seek matching support
- present the second Development three-year strategy to the Governing Body in 2012.

Deficit reduction

Until recently, the College has had an annual surplus that has been used to build up a contingency fund. In 2011, however, unless we take steps to address it, we project a deficit of about £400,000 per annum (roughly 5% of turnover) over the next five years. This is due to a drop in income, largely from a void in one of the College's shops in Oxford, and increased expenditure. Our investment in the Ship Street Centre has both reduced our income from endowment and added to our expenditure, largely through the depreciation of the building.

We propose to take immediate steps to reduce this deficit, through a combination of increasing our income and reducing our expenditure, without adversely affecting our core academic activities.

Over the next five years, we will increase our income by:

- greater commercial letting of spare rooms and the conference facilities in the Ship Street Centre
- explicitly recognising the increase in our endowment from development activity
- proactively encouraging applications from overseas students with the aim of increasing the proportion of overseas undergraduates
- accepting up to 15 students each year on the Oxford Programme for Undergraduate Studies (OPUS) which enables overseas students to come to Oxford University for one or two terms.

We will reduce our expenditure by:

- reducing Domus catering¹
- suspending appointments of stipendiary Junior Research Fellows (JRFs)²
- suspending appointments of Titular Tutorial Fellows.³

The responsibility for implementing these increases in income and savings will be delegated to appropriate College Officers who will report on an annual basis to the Governing Body.

The savings by the fifth year are projected to be £550,000 per annum. We will review our deficit reduction plan in light of the changes to Government funding and the introduction of fees, and make adjustments as appropriate. Our top priorities will be the reinstatement of stipendiary Junior Research Fellows and titular appointments.

¹ Domus catering covers College events and meals for Fellows and staff.

² Stipendiary JRFs receive a salary from the College. Non-stipendiary JRFs receive funding from elsewhere.

³ Titular Tutorial Fellowships are joint University and College posts paid for entirely by the College when a faculty or department does not have the funds to release a post. Currently the College supports one such post.



ALUMNI AND DONOR RELATIONS

The College is in contact with around 5,400 of the 6,000 living alumni. Over the past few years we have increased our alumni relations activities by publishing regular newsletters and email bulletins, developing the College's website, holding events and engaging the expertise and advice of alumni. We have also developed our donor stewardship with a programme of events and donor recognition.

We will:

- continue to develop our alumni relations programme to ensure that all Old Members of the College and donors who wish to remain in touch are offered a range of opportunities to do so
- continue to develop initiatives to thank, steward and recognise donors appropriately
- establish a web-based communication space for alumni to keep in touch with the College and with each other.

STAFF

Jesus College employs about 90 non-academic staff in support roles. Our employees are central to the effective running of the College in support of our academic purpose and they are often the public face of the College for visitors, alumni and others.

The College recognises that in the past few years, activity, both in terms of the number of students and Fellows, and in terms of number of events, has increased. We are likely to sustain or increase the number of events both in the context of Development and Alumni Relations, and in relation to utilising our buildings for conferences and other commercial purposes. This will require some reorganisation of staff responsibilities and priorities.

Within our financial constraints over the next few years, we aim to ensure that our staff are appropriately rewarded and offered relevant training opportunities. We also aim to recruit and retain high-quality staff and ensure that under-performers are offered guidance on improvement. Supporting staff welfare is recognised as an important priority.

We will achieve these aims by:

- reviewing the current arrangements for management of personnel matters for all those employed by the College and introducing up-to-date and professional processes for recruitment, retention and release of employees
- providing staff development and training
- ensuring that the workload on staff is sustainable, by appropriate prioritisation and resourcing of events and other activities. We will also ensure that the costing of all these events includes staff costs
- creating a dedicated Conference and Events Team from within existing staff
- further developing ways of recognising outstanding performance of staff members
- aiming for overall pay and benefits for staff that are not less than the average for comparable positions at other Oxford colleges
- appointing a male and a female Staff Harassment Advisor
- ensuring that our staff members have access to welfare services
- addressing the issues of parity of terms and conditions of our staff and the administration of contracts and performance by aiming to harmonise, where possible, appointment scales, benefits and format of job descriptions for all staff.



BUILDINGS AND INFRASTRUCTURE

Our functional buildings (that is, excluding property held for investment purposes) on our three sites in Oxford are valued at over £60 million. We have three primary aims for these buildings:

- to maintain them by continual investment in refurbishment, repair and maintenance so as to ensure they are fit for purpose
- to ensure that our accommodation charges remain competitive for our students, when compared with the commercial market
- to ensure that, in so far as is compatible with their primary academic purpose, our properties are utilised as fully as possible to generate income for the College.

We also aim to improve our environmental performance in line with Government policy and economic incentives.

In order to achieve these aims, we will:

- develop a long-term maintenance and refurbishment cycle for all our buildings that ensures a level of investment consistent with the levels recommended by specialist advisors. First-year graduate student accommodation in Ship Street is a priority over the next five years
- ensure that major projects are prioritised, and that deferred projects are regularly reviewed
- run the Ship Street Centre as a business with its own profit and loss account and balance sheet, possibly extending this approach to other College properties in light of the experience with this building
- withdraw, as opportunities arise, from our tenancy of the least attractive accommodation in the Ship Street houses that are currently leased from the City Council
- review the advantages and disadvantages of contracting out our accommodation services
- review our flat-rate charging policy for student rooms, in consultation with the JCR and MCR
- reduce our carbon footprint, at least in line with Government targets, and seek other ways to increase the sustainability of our buildings
- review the use of public rooms on the historic site.

Sports facilities

The College owns and operates three sports facilities: the boat house, our squash courts in central Oxford and our sports ground in east Oxford.

We will:

- ensure these facilities are properly refurbished and maintained
- seek opportunities to generate income from renting or sharing them
- ensure that any spare capacity in our sports facilities is utilised by other colleges, community groups or educational institutions.

Catering

In 2009-10 we spent over £713,000 on 'Domus Expenditure' - catering that is charged to the College rather than to individuals. This expenditure falls into three categories: events, such as degree lunches, College feasts, open days, admissions, development events and subject dinners (54%), meals for Fellows and lecturers (31%), and meals for staff (15%). We calculate the cost of catering on the basis of materials plus labour, but excluding utilities and depreciation. For a variety of reasons, including increased uptake, size of the Fellowship, and levels of activity, Domus expenditure has increased in the past three years, relative to inflation.

We will:

- reduce Domus expenditure by £150,000 (at 2009-10 costs) over the next five years.

IT

We operate our own in-house IT system with two full-time support staff. The hardware and software have been substantially upgraded in the past two years, as the administrative and other systems have been increasingly electronically based. In the future, an effective IT system will be critical to the College's operations and therefore we shall aim to ensure that we have systems that are fit for purpose.

We will:

- continue to invest in this infrastructure to ensure that it is effective in meeting the needs of all members of the College.





GOVERNANCE

In 2010 the College registered with the Charity Commission under the Charities Act 2006. As a registered charity, the College must comply with the law's requirements for governance, including a clear articulation of the duties of trustees and a policy for handling conflicts of interest. These requirements have been put in place. However, we will continue to review our governance arrangements in light of our charitable status. We undertake to ensure that our governance procedures adhere to best practice.

We will continue to:

- increase our transparency by inviting JCR and MCR representatives to attend the Governing Body and major committee meetings as participating but non-voting members
- engage alumni as members of the Estates (Investment), Remuneration and Development Committees as appropriate.

ANNEXE 1: ACHIEVEMENTS AGAINST STRATEGIC PLAN 2007-12

Academic achievements

Since 2007, we have:

- increased the size of our graduate community to 200, reflecting the importance of research and scholarship
- substantially increased the number of Research Fellows, by drawing from the large number of Oxford's researchers at early, mid and mature career stages without college affiliations
- elected 15 post-doctoral contract researchers to the MCR
- focused our undergraduate teaching by concentrating on subjects in which we have at least one Fellow. We have dropped smaller subjects, such as Biochemistry and Earth Sciences for which we had relied on core teaching support from outside the College.

Finance

We have:

- established a Development Office and a Development Committee including Old Members and Fellows which has raised £3.6m in new pledges and donations during its first three years, thanks to the generosity of Old Members and other donors
- increased conference income by 12%.

Facilities

Since 2007, we have:

- completed a major new development adjacent to our central site. The Ship Street Centre provides 31 additional high quality student rooms, together with a 100-seat lecture theatre and two seminar rooms
- refurbished the 17th Century Fellows' Library, the Meyricke Library, the College kitchens and the MCR
- added a Staff Common Room and changing rooms
- undertaken major programmes of refurbishment of our undergraduate and graduate accommodation at our North Oxford and East Oxford sites
- implemented developments to reduce our environmental footprint through enhanced recycling, the installation of a pilot scheme of smart meters, an energy-efficient kitchen, and solar thermal heating in the new Ship Street Centre.

Governance

We have:

- reformed our governance by streamlining or rationalising committees
- reduced the number of Governing Body meetings
- established appropriate protocols for handling conflicts of interest and for fulfilling our trustee responsibilities
- appointed Old Members with relevant expertise to the Estates and Development Committees
- established an independent remuneration committee
- become a registered charity.

ANNEXE 2: FACTS & FIGURES 2011-2012

Academic

Size & shape:

Undergraduates	350
Graduates	200
Tutorial Fellows	29
Professorial Fellows	7
Senior Research Fellows	12
Visiting Senior Research Fellow	1
Hugh Price Fellows	9
Junior Research Fellows	7
Lecturers	25

Balance of students across divisions:

Undergraduate

Humanities	34%
MPLS*	35%
Medical Science	7%
Social Science	24%

Graduate

Humanities	19%
MPLS*	35%
Medical Sciences	12%
Social Sci	34%

* Mathematical, Physical & Life Sciences

Student origin by fee type:

Undergraduate

Home	90%
EU	5%
Overseas	5%

Graduate

Home	47%
EU	22%
Overseas	31%

% of first class degrees at finals in last five years	29%
% of 2.2s or lower	7%
Position in the Norrington Table	8th
Average position in Norrington Table over last 10 years	10th
% of undergraduates receiving access bursaries	25%

Staff

Number of non-academic staff	90
------------------------------	----

Accommodation

% of undergraduates who could live in College accommodation for whole course	100%
% of graduate students who opt to live in College accommodation	50%

Total accommodation available:

Single student rooms	431
Flats for student couples	11
Fellows' rooms	48

Location of accommodation:

Historic site (Turl Street and Ship Street houses)	200 rooms
Ship Street Centre	31 ensuite rooms
North Oxford Site (Woodstock Road)	129 rooms in flats
East Oxford Site (Bartlemas Close)	130 rooms in flats including couples

Finance

Endowment (July 2010):

Securities and cash	£53.1m
Land and property	£78.5m
Financed by loans	-£21.1m
	£110.5m
Endowment income	£3.75m
Income yield	3.40%

Income (2009/10)	£8.63m
Expenditure (2009/10)	£8.45m

Fundraising and Alumni Relations

Alumni in touch with the College	5,400
Alumni on 'List of the Lost'	600
Number of alumni overseas	1,000

Percentage of alumni donating to College	13.8%
--	-------

Governance

The Governing Body is made up of 38 Fellows of the College who meet 2-3 times a term.

Main committees which report to Governing Body:

- Academic Committee
- Internal Committee
- Estates Committee*
- Development Committee*

All Committees now include representation from the JCR and MCR, excluding the Development Committee. Committees marked (*) include Old Member representatives.





Jesus College
OXFORD

The Development Office
Jesus College | Turl Street | Oxford | OX1 3DW | United Kingdom
Tel: +44 (0)1865 279695 | alumni@jesus.ox.ac.uk
www.jesus.ox.ac.uk

Jesus College is a registered charity - No. 1137435

© Jesus College | October 2011