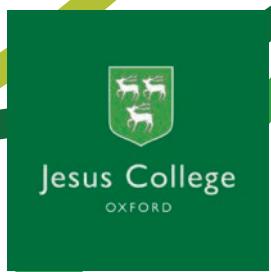




# JESUS COLLEGE OXFORD STRATEGIC PLAN 2017 – 2021





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# INTRODUCTION FROM THE PRINCIPAL

It is a privilege and a pleasure to introduce the College's third five-year Strategic Plan. The Governing Body, in consultation with staff, students, Old Members and friends of the College, has developed the plan.



The achievements over the past five years, described at the outset of this document, show that it is a plan built on firm foundations. At the heart of this Strategic Plan is our academic mission, a mission that seeks to excel in teaching and research; a plan that places the success, welfare and happiness of our College community at the heart of everything we do. It is set in a context in which the University is proud to find itself at the top of The Times Higher Education Global Ranking. This is the first time a UK University has topped this most prestigious of league tables.

This success is hard won but not surprising. In my first year as Principal I have been struck time and again by the outstanding quality of the people here at Jesus College; students, Fellows, lecturers and staff. It is a truly collegiate environment and one that promotes interdisciplinary thinking. The genius of College life is the daily interaction between subjects that arises as students and academics teach, learn, research and socialise together. The mix of disciplines and scholarship at Jesus College supports the creation of new knowledge and teaching that is world class.

The previous Plan was written at a time of substantial change. The last five years have seen the introduction of increased student fees. The current £9,000 charge covers half the annual cost of an undergraduate education at Oxford. The College and University are only able to offer a world leading education because we invest in each and every one of our students.

We can do this thanks to the generosity of benefactors past and present. The College will continue to offer, and seek to expand, fee waivers and bursaries so that the best students can attend Jesus College irrespective of means. We will only be able to do this in the future if we build on our existing financial strength.

This plan contains exciting ambitions to develop the College. In particular, we are looking substantially to enhance Northgate House, a property that is adjacent to the College. This will enable us to accommodate increased student numbers resulting from our introduction of Computer Science and an expansion of postgraduate places; deliver improved space for students and staff; and

provide more access to the work of the College. It will include an innovative Digital Hub designed to promote interdisciplinary research and knowledge exchange. This will foster productive interaction between real and virtual forms of communication, and facilitate engagement with the latest developments in computational tools, methods and techniques across the disciplines that Jesus College supports.

The last plan was framed at a time of financial uncertainty in global markets. The College has emerged stronger than might have been anticipated, but there are new uncertainties. We have to chart a way forward following the EU Referendum result. Jesus College is an international institution that embraces free academic exchange and welcomes the participation of academic and non-academic staff and students from across the globe. Involvement of EU staff and students and partnership with EU countries have been vital parts of our academic life for many years. We will do all in our power to help ensure that this rich and proud history of intellectual exchange and collaboration continues undiminished.

There are increasing economic pressures on Fellows and staff. Oxford is an expensive place in which to live and work. We must ensure that our remuneration enables us to attract and retain the best talent. Our plan sets out ambitious proposals to address these, but we will need to strengthen further our existing, sound financial base to ensure we have the resources to deliver them.

The College has outstanding Fellows and staff. It attracts the very best students and has the loyal support of Old Members who offer their time, energy, expertise and financial support. We are also appreciative of the new friendships we have forged with those who have not had a previous relationship with the College, but who nevertheless share our excitement for the ambition and vision of the College and the wider University. This is an outstanding College with a great history and a wonderful future. It is a community that values and cherishes all its members and those who support its mission.

**Professor Sir Nigel Shadbolt,  
Principal of Jesus College, Oxford**



# ACHIEVEMENTS AGAINST THE STRATEGIC PLAN 2011 – 16

The context for the last Strategic Plan was one of considerable uncertainty, with changes in the funding of higher education in England following the introduction of tuition fees and student loans, and the financial challenges created by the economic downturn in the preceding years. Against this backdrop, the College set itself ambitious plans designed to provide ‘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’.

We are delighted to confirm that we have met the substantive commitments we made in the 2011 – 16 plan. Highlights include:

## ● Academic

Exam success, whilst only one measure of performance, has continued to be strong; the proportion of students achieving a First has risen from 26% to 34%. Equally satisfying has been the fact that the College has been voted the top college in the student satisfaction survey for five of the last six years and was among the first colleges to appoint an Access Fellow to coordinate and communicate our outreach activities.

Progress on gender and diversity has been more mixed. While the proportion of undergraduates arriving from state schools has increased from 44% to 52%, the ratio of male to female students remains above parity at 55% male and 45% female for the current year. We are not complacent; our view is that we must continue to focus our efforts in these areas.

We have also seen a considerable strengthening of the College Fellowship: we have been able to make outstanding reappointments to nine vacated posts; our success in fundraising has allowed us to endow ten Tutorial Fellowships; and we have appointed ten non-salaried Hugh Price Fellows. We have also endowed four graduate studentships and two undergraduate bursaries, and co-funded twenty-four graduate scholarships.

### ● **Finance**

It is pleasing to report that concerns about emerging deficits did not transpire. Instead, the College achieved small surpluses before taking account of donations in each year; and over the period total College funds increased by nearly a third as stock markets recovered from the 2008/9 shocks. Some restrictions were applied, such as suspending the appointment of stipendiary Junior Research Fellows ('JRFs'), but even here we were able to reopen such appointments in 2015.

### ● **Alumni and donors**

The Development Office has gone from strength to strength with donations and legacies rising rapidly above the targeted level of £1m per annum in 2011 to over £4m in 2015. Critical to this have been the ever stronger and wider links between the College and its Old Members, which have helped fund or endow a significant number of scholarships and Fellowships.

### ● **Staff**

Our staff make an enormous contribution to the running of the College and we have been determined that this should be recognised. The introduction of the HR team has created a more professional framework. We have also made meaningful changes such as paying the Living Wage, restructuring all employee grades and the approving of policies covering harassment, Prevent, and contingency plans for major incidents, most of which goes beyond what was envisaged previously.

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### ● **Buildings and infrastructure**

The College's financial strength has allowed us to complete major projects to refurbish Staircase 18, the First Quad and the Hall. Another important step has been the improvements made to the College buildings in terms of access for disabled members.

### ● **Governance**

Management of the College has continued to evolve such that all major College Officer roles are filled by Fellows with relevant expertise; College Officers are Governing Body Fellows but not Tutorial Fellows. We also involve alumni with extensive and relevant experience as members of all key committees.

The new Strategic Plan for 2017 – 21 needs to be seen against these achievements. Having accomplished a great deal for our Undergraduate community in the last five years, we are determined to enhance our position whilst pursuing specific new goals such as the introduction of the exciting area of Computer Science. Under our new plan, the focus will extend to the needs of other members of the College community. Tutorial Fellows are critical to the delivery of academic success and so our proposals identify ways of supporting them and early career academics more generally. Postgraduate members are also a priority. We plan to increase their numbers and deliver enhanced support that will enable them to contribute more effectively to the College and the University alike. We also reaffirm our commitment to seek to build ever-stronger links with Old Members.





# ACADEMIC STRATEGY

## Academic priorities

The College's previously stated ambition to 'provide an outstanding and transformative educational experience for students, supporting excellence in research and scholarship' remains true today. Academic excellence is central to our purpose and the College has much to be proud of in terms of academic achievement. However, standing still is not an option. Without investment in our people and our physical space, we will not maintain our world-class ranking.

For these reasons, our academic strategy incorporates the following key steps:

- ➊ Improve assistance for tutors to allow them to continue the provision of the highest quality teaching for our students, while enabling them to undertake internationally leading research;
- ➋ Improve support, both financial and physical, for all students, and especially postgraduates as we increase their numbers;
- ➌ Improve skills provision, academic and non-academic, for all students; and
- ➍ Improve academic space for all.

## Tutor support

The tutorial system is one of the jewels in the crown of the Oxford experience and we are committed to maintaining this. However, demands made of our Tutorial Fellows have increased considerably in recent years. The challenge is to maintain the undergraduate teaching commitment and contact time, to sustain the research on which Tutorial Fellows' academic success is measured, and support all the other activities related to academic provision. This can be enormously time-consuming and take tutors away from their core purpose. Our aim, therefore, is to find additional ways of supporting our Tutorial Fellows so that they can continue to deliver excellent results both through their teaching and their research.

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We will support them by:

- Encouraging each Tutorial Fellow to work with a designated postgraduate or post-doctoral teaching assistant. He or she will undertake academic and related tasks chosen by the tutors and agreed in advance with the assistant and the Academic Office. The focus will be on enhancing the assistant's teaching skill-set through mentoring and training, as well as allowing the tutor to concentrate on his or her primary responsibilities for teaching and research;
- Providing additional clerical and administrative support to Tutorial Fellows;
- Seeking to fund Career Development Fellows to support each subject and to facilitate the development of early-career academics; and
- Providing extra support or partial buy-outs to tutors returning to the College from parental leave or carer responsibilities to allow them to re-engage with their research alongside their teaching duties. Achieving the right balance for all Fellows is a priority.



# Student numbers and support

## Postgraduates

The University's success in topping the world rankings is due in no small part to the success of its research. Postgraduates contribute a great deal to this, hence the University's ambition to increase their numbers, both taught (PGT) and research (PGR) students, as part of its academic strategy. This strategy also recognises the increasing importance further degrees play in students' careers. Jesus College shares this view and wants to contribute to this. Currently postgraduates make up a higher proportion of the total student population in Oxford than they do at Jesus College and so there is scope for us to act. Both are reasons for the College to take more postgraduates but in order to do so, we must provide the resources needed to support more students. Whilst the academic focus for postgraduates is their faculty or department, which can supply specialist support and advice, the College has an important role to play in facilitating the development of its postgraduate students.

We will:

- ➊ Increase postgraduate numbers over a three-year period so that the proportion within the student community is closer to that of the University. We anticipate that over time this will lead to approximately sixty additional students;
- ➋ Increase both PGT and PGR student numbers, recognising that some students use the PGT as a route to doctoral research in or beyond Oxford, while others leave Oxford to contribute to society in Britain and globally; and
- ➌ Increase the number of part-time places offered for postgraduate courses to around ten places from our current position of four, to provide flexibility in the mode of study.

The College needs to be mindful that this will necessitate a corresponding expansion of facilities. It is essential that we address this need and improve the overall package for our postgraduate students. In the next section we discuss our exciting plans for developing the College's central site to accommodate the

physical aspects of expanding student numbers. Other changes will be necessary to meet postgraduate requirements, remembering, for example, that part-time students have their own set of needs and may take up as much resourcing as their full-time counterparts.

The College will:

- ➊ Consider the size and shape of its overall Fellowship, for example by increasing the number of Research Fellows to help support the postgraduates;
- ➋ Facilitate more opportunities for postgraduates to engage academically in the College. This will help them develop their skills in public speaking, encourage them to make their studies accessible to non-specialist audiences, develop their appreciation for interdisciplinary collaboration; and
- ➌ Encourage postgraduates to make use of the teaching assistant scheme for tutors and participate in access work with schools so that they gain teaching and other valuable experience alongside their specialist studies.

## Undergraduates

The intensity of undergraduate teaching and the steady state in undergraduate numbers within the University means that the academic case for increasing undergraduate numbers in general is limited. However, we need to recognise the need to develop certain subjects. The appointment of Professor Sir Nigel Shadbolt helps to facilitate the introduction of Computer Science. Accordingly, the College will:

- ➊ Appoint a Tutorial Fellow, Hugh Price Fellow and Junior Research Fellow in Computer Science; and
- ➋ Initially admit three full-time equivalent undergraduates per year in Computer Science and joint schools (Mathematics). We have the ambition to increase this to six full-time equivalent students eventually, with two Tutorial Fellows in Computer Science.



Our undergraduates are academically successful, as evidenced by the continued rise in first class degrees from 26% to 34%. Over the last five years, the proportion of our students achieving at least a 2.1 stands at 94%. As a minimum, we aim to maintain this level of attainment.

The University's success in topping the world rankings is due in no small part to the success of its research. Postgraduates contribute a great deal to this, hence the University's ambition to increase their numbers



## Access and outcomes

Access and outcomes have traditionally been focused on undergraduate students. The College has done much on this front: it was the first to appoint a Schools Liaison Officer and the second to appoint an Access & Career Development Fellow. Much effort has been put into undergraduate access and this will continue, although there are also ways to build on what we have achieved so far.

The access opportunities for this include:

- ➊ The development of Northgate House and a Digital Hub (see next section) that will provide ideal space to demonstrate our belief in access and public engagement. It will showcase the College and our work, enabling the College to engage with those who are not physically in Oxford. It will also allow us to present a more 'Open Oxford' in the heart of the city;
  - ➋ Exploring the opportunities offered by on-line courseware options to reach a wider audience including students in access and outreach work;
  - ➌ Extending funding support for postgraduates. As funding for postgraduates has diminished, access has become an issue for those wishing to pursue postgraduate study. The College can support postgraduates through enhanced packages and by welcoming more part-time students. The latter would help self-funded students as well as facilitating a yet more diverse pool of postgraduate students.
  - ➍ Linking with other events taking place in College to capitalise on expertise and use experts' time efficiently. For example, we will tie in some access events for teachers and/or pupils with subject events for alumni, and where appropriate open up talks and lectures to local schools;
  - ➎ Continuing to place great importance on attracting applications from a diverse range of students and lessening the gap in gender admissions;
  - ➏ Building on the success of our Seren hub outreach activities in South Wales by also working with local schools to inspire the brightest students. We will regularly invite local schools to our access events. Specifically, we will forge a link with a local primary school in Oxford to develop our aspirational work for younger pupils. We will also work more with existing Oxford projects – e.g. 'Oxford for Oxford'; and
- ➐ Continue fundraising for undergraduate Access Bursaries and for overseas undergraduate support.

Traditionally, an Oxford degree on a CV has guaranteed a good job, but the landscape has shifted. Our students face a very competitive market at home and abroad. We can do more to complement the existing provision from the Careers' Service in Oxford, engaging with and channelling the goodwill of our alumni and other supporters, and enabling them to make contributions beyond financial support. Tutors help our students to fulfil their academic potential in ways that go beyond the specific subject, and both they and other parts of the College could enhance the value of this further by developing their ability to recognise their skill-set and present it effectively. This would entail:

- ➑ Engaging with alumni and other supporters to offer research and professional experiences in the form of internships, career mentoring and financial support for such opportunities to improve the employability of our students, especially those from non-traditional Oxford backgrounds;
- ➒ Creating a mentoring and training role in the Academic Office which would help students realise their potential beyond their studies and have useful input to our access work by informing the College of the needs of potential applicants in non-academic areas;
- ➓ Providing more professional and research experiences to complement the academic ones provided by the University, to demonstrate student employability; and
- ➔ Using the postgraduate support scheme for tutors to help with study skills.





Image courtesy of Jess Keating, Jesus College student

## Research

The College has an essential role to play in providing a lively and innovative interdisciplinary research environment. Aside from the recommendations to ensure that research does not become secondary to teaching duties, the College will:

- ➊ Increase the Major Research Grant Fund and consider permitting modest teaching buy-out requests to this Fund;
- ➋ Encourage termly lunchtime 'lightning talks' for all involved in research to be chaired by a JRF; and
- ➌ Develop the proposal for a Digital Hub (see below) as a means of integrating different parts of the College's research community and stimulating bottom-up interdisciplinary research, including collaborative projects.

Our non-GB Fellows make up an important part of our academic community and it is right that we recognise them for their contributions. We can also support early career academics through a variety of means and intend to do so, particularly for those subjects that lack other means of support.

- ➍ Stipendiary Junior Research Fellows will be a top priority, recognising that they help develop the next generation of academic members as well as contributing directly to research income through the quinquennial REF exercise. The College will review the size and shape of its JRF body regularly;
- ➎ We will review the quotas for Hugh Price and Senior Research Fellowships; although these are non-salaried positions in College, they are important members of the Senior Common Room. We acknowledge that there is a case for an increase in both, particularly as the postgraduate body increases in size;
- ➏ We will create more opportunities for early career academics to take up positions within the College which will broaden their experience and strengthen their CVs, while also attending to the question of workload;
- ➐ The College will consider creating shorter-term Visiting Research Fellow opportunities, especially where there are synergies with its current Fellows; and
- ➑ We will improve our communication with Research Fellows by appointing a Communications Fellow so they understand better what is happening in College. The same person will work with the Development Team to strengthen further links with our alumni.

## Digital Hub

Computational methodologies are changing disciplines as never before. For example, network analysis can be applied in subjects as diverse as biology and literature. New models of open innovation and collaboration are emerging. Methods of data acquisition, analysis and visualisation are underpinned by digital services and open source software that are increasingly cloud and web-based, removing the need for expensive investment in hardware and software. The creation of a multi-disciplinary Digital Hub at the College will bring people in College together and facilitate knowledge exchange, impact, outreach and access. As well as reflecting and presenting the research of College members, it will be the means by which we undertake new methods of research. Consistent with our 'Open Oxford' vision, such a centre will also act as a public gateway for the College, making Jesus more accessible both physically and virtually.

We will develop plans to facilitate:

- Public engagement, impact, access, and learning agendas and objectives;
- Showcase studies highlighting their research and impact potential, including both case studies within 'subject families' and case studies across disciplines, to generate wide and multi-faceted participation;
- 'Curation' of the Digital Hub so that Fellows are supported with their impact goals and have opportunities to share expertise and ideas concerning the opportunities offered by computational approaches;
- Staffing, including potentially the appointment of a Public Engagement Fellow; and
- Development prospects and alumni perspectives.

## Academic office

As we enhance, promote, and protect the core academic purpose of the College in an increasingly competitive market, resourcing of the Academic Office needs to be reviewed and improved.

Our plan, therefore, is to:

- Increase the administrative support within the Academic Office team;
- Create a communications role to assist with enhancing the College's external profile, including the social media presence for the College's Access and Widening Participation work;

- Take steps to facilitate the Academic Office moving more administration online; and
- Work with the HR team to transfer overall responsibility for non-academic 'Right to Work checking' to relieve the load on the Academic Office.

## Libraries

The Meyricke Library is an essential part of students' academic experience. We resolve to:

- Overcome the shortcomings of its present site, addressing the accessibility and space issues of its current layout; and
- In order to recognise the significant investment the College and Old Members have made in restoring the Fellows' Library, incorporate the room and its books into plans for public engagement.

The College has a rich set of archival material. We are committed to maintaining, curating and developing this unique resource through our College archivist. In addition, as part of our work to preserve key College documents, the archivist will extend further his existing programme to digitise the more modern documents.

## Sporting and cultural activities

Sport and cultural activities are important elements of the student experience at Jesus College and the wider University. In recent years we have seen growth in the range of activities beyond the traditional sports and also more variety in terms of male, female and mixed teams. The principle of everyone having a go at a sport or cultural activity in College is well-established.

Whilst the lead is normally taken by the JCR and MCR, we are supportive of such activities wherever possible, providing infrastructure and also financial support. We will:

- Continue to encourage wide participation in a diverse range of activities;
- Maintain the level of financial support for these activities from the Development Fund and look to increase this further where new activities arise; and
- Celebrate the achievements of our students in these areas.

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# NORTHGATE HOUSE

Our academic strategy sets ambitious objectives for expanding and enhancing the core priorities and purpose of the College. In turn this results in four key drivers, which are:

- The need for additional space and facilities within College to meet our requirements for teaching and research;
- The response of the College to the University's ambition to grow postgraduate student numbers and related accommodation;
- Our vision for creating a public gateway for the College to facilitate outreach and access, and make Jesus more accessible both physically and virtually; and
- Establishing a Digital Hub that would bring together all at the College to facilitate knowledge exchange and impact.

These are challenging demands and considerable thought has gone into ways of addressing them. The city's physical context is also a factor. The redevelopment of the Westgate Centre will have implications for the College's commercial interests in Cornmarket, necessitating some change in its current configuration. Northgate House, which comprises approximately half of our interests in Cornmarket, offers scope for enhancing the College's existing central academic and accommodation facilities.

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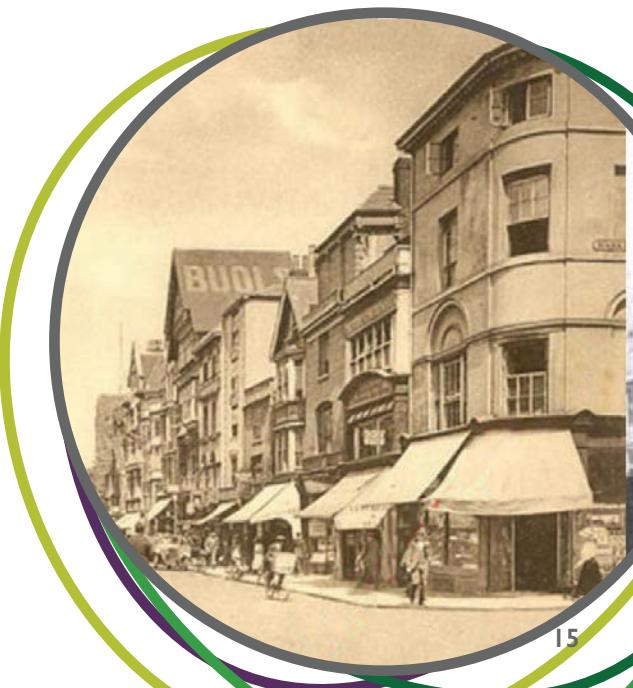
Northgate House, which comprises approximately half of our interests in Cornmarket, offers scope for enhancing the College's existing central academic and accommodation facilities.



With the commitment of a generous philanthropist who has pledged to support a significant proportion of the cost of the project, we will:

- ➊ Continue to prepare detailed plans for the development of the site in a way which offers the most practical means of providing a solution to the need for additional academic space and related accommodation whilst retaining income from retail tenants;
- ➋ Work closely with our academic Fellows to ensure that these plans deliver facilities consistent with their teaching and research priorities;
- ➌ Liaise with the University to integrate our plans for expanding graduate numbers and accommodation with their own strategy; and
- ➍ Introduce imaginative designs which will transform access to the College in both a physical and virtual sense, making particular use of our ideas for a Digital Hub.

The project envisages the most significant enhancement of the central College site since the development of 3rd Quad; it will transform our facilities and College life generally.





# FINANCIAL STRATEGY

The College has a solid financial base. Aided by the necessarily cautious stance taken at the time of the last Strategic Review, its finances have improved steadily. Consistent with that strategy, academic fee income has seen small but steady increases while accommodation and catering services have expanded more rapidly, at the same time as a relatively tight rein has been kept on costs. Income from investments has exceeded expectations as markets have recovered and we have seen major successes in our fundraising, which was in its infancy at the time of the last review.

The result is that our gross endowment reached £166 million by July 2016 which, together with other restricted and unrestricted funds, amount to total funds of £194 million, an increase of nearly a third over five years. Maintaining and building our endowment is crucial to retaining our independence and our ability to deliver our ambitious plan. Furthermore, in most cases we can only spend the return from our endowment as opposed to the underlying capital.

## Investment management

We will:

- ➊ Work with our new investment managers, Cambridge Associates, to implement our newly revised investment strategy with the intention, by 2021, of growing the College's total funds by another 25%;
- ➋ Seek to exploit the opportunity for developing housing on the College-owned land in Lincoln on the assumption that this is allocated to the local development plan; and
- ➌ Consider the alternative ways of investing any proceeds from such developments consistent with the long-term requirements of the College.

## Operational management

Despite the success of recent years, the College, in line with most educational institutions, faces budgetary challenges. The absence of any meaningful increase in fees, continued staff and property cost inflation, albeit at a relatively low level, and, more significantly, sharper increases in pension and National Insurance charges are creating pressure on the underlying result. This will be exacerbated by the probable loss of tenants to the new Westgate Centre in late 2017 and the temporary loss of income from our commercial property while we proceed with the Northgate House project, whatever form it takes. All of this must also be seen against the backdrop of considerable financial pressure on academic and other staff that comes from living in or around Oxford.

Given the progress made by the College in maximising its income from academic, accommodation and catering activities during the last five years, our assessment is that there is relatively little scope for increasing these significantly within our current infrastructure. Accordingly, our approach to dealing with these issues will be to:

- Maintain the current conference business levels while also striving to improve the return from this activity;
- Work closely with the Development Team to identify opportunities for fundraising which help deliver existing, key academic priorities;
- Continue to encourage applications from overseas students to maintain the existing proportions of undergraduates and postgraduates, consistent with the international status of the University; and
- Develop further the rolling plan for the maintenance of the College's historical and other buildings with a view to smoothing the related expenditure over an appropriate cycle, whilst always acknowledging the need to keep our infrastructure in excellent condition.

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As indicated elsewhere, the main scope for enhancing the College's financial position lies with its fundraising, most obviously the 450th Anniversary campaign.

## Fundraising

As indicated elsewhere, the main scope for enhancing the College's financial position lies with its fundraising, most obviously the 450th Anniversary campaign. It also lies in the 'hope' attached to certain strategically held assets such as Lincoln and, on an even longer timescale, Yeovil.

During the next five years, the Development Team expects to:

- Raise funds for College academic and related priorities, particularly Tutorial Fellowships [4], Junior Research Fellowships [4], graduate studentships [10], undergraduate bursaries [8];
- Obtain funds to support capital projects such as Northgate House; and
- Increase regular giving to the Development Fund to reach a minimum of £500,000 per annum based on a participation rate amongst alumni of 25%.



# OLD MEMBERS AND DONOR RELATIONS

Everyone who studies at Jesus is a Member of the College for life. Over 6,300 Old Members are in touch with the College, spread across 84 countries; over 800 of our Old Members came back to College in the last twelve months. Our alumni relations team is dedicated to helping Old Members come together, whether through events, social groups, or simply by providing regular communications about the College.





Building on the success of several years, the Development team, assisted by enthusiastic volunteers, is now focused on the College's 450th Anniversary in 2021, and has set the ambitious target of raising £45m to further the College's academic and related objectives and plans.

Two recent developments have influenced our fundraising priorities:

- ➊ The newly approved academic strategy sets the priorities for the College that require support in order to be delivered. Alongside our continued support for undergraduate bursaries, we will strive to provide more financial support for postgraduates in all academic disciplines; for Tutorial, Junior Research and Career Development Fellowships; and
- ➋ The generous pledge towards the Northgate House project will allow the College to develop further its plans to use this site as a means of enhancing its existing academic and accommodation facilities in line with the academic strategy. The Development team will seek further support to build on this lead gift in order to deliver this major capital opportunity.

In order to achieve our fundraising goals, we will look to:

- ➌ Attract support from non-alumni and alumni with a bold vision of the College's aims in the next five years, including a major redevelopment of Northgate House;
- ➍ Raise the public profile of the College and of Fellows' research via a media and communications strategy. This will focus on the College as a centre of innovation and entrepreneurship and include important contributions from our alumni ; and
- ➎ Increase engagement of Fellows in campaign activities by presenting events and attracting potential donors through their own networks.

# PEOPLE



Academic and non-academic staff perform vital roles for the College in pursuit of its core academic purpose. The College is committed to creating a supportive environment for everyone, enabling them to develop their abilities and make the best contribution they can to the work of the College. We want Jesus College to be the ‘employer of choice’ in Oxford.

## Career development

As a College, we strive for excellence in our approach to developing skills. To make the College an attractive employer we are committed to ensuring that staff are trained and developed appropriately to meet their own career aspirations. We will achieve this by:

- Enhancing our existing approach to training and development. We aim to develop and commission programmes which will achieve a balance between equipping people to deliver current College goals, preparing them for the changing requirements of future roles and offering opportunity for personal growth;
- Using technology to create a range of learning opportunities accessible to our employees and make associated resources available to continue to develop learning. As part of this we will improve IT facilities and the College’s approach to digital communications; and
- Establish effective career planning and development reviews so that we set clear expectations as to what is expected of staff in their roles and as advocates of the College.

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The College has a strong commitment to the well-being of its Fellows and staff. It must be a progressive, collaborative and inclusive place of work in which all feel valued, respected and part of the College community

## Reward and Remuneration

We are committed to ensuring that all staff are appropriately rewarded. The financial pressures of living in or near Oxford are well known. To address this, we will:

- Continue to pay at least the Living Wage, as we have done since it was introduced. Our commitment to this has been reinforced recently by our decision to become an accredited Living Wage employer, which we will work towards over the coming months;
- Institute a wide-ranging review of remuneration for Fellows and staff by the College's independent Remuneration Committee. The review will recognise that it is the duty of Governing Body Trustees to ensure that the College has the best people to carry out its teaching, research and allied functions and that to this end we must ensure that we offer competitive and realistic remuneration packages consistent with their needs and the College's objectives;
- Further develop our approach to reward and recognition to ensure it is flexible and fair whilst supporting the achievement of the College's strategic goals; and
- Ensure that our performance management processes identify and reward the achievement of our staff, and provide development and enhancement opportunities wherever possible within the constraints of the College's size.

## Working environment

The College has a strong commitment to the well-being of its Fellows and staff. It must be a progressive, collaborative and inclusive place of work in which all feel valued, respected and part of the College community. We will:

- Actively support the health, well-being and safety of our staff by encouraging leaders and managers to promote these proactively within their teams;
- When implementing change, ensure we support our staff throughout while being mindful of our culture and heritage as a College when change is required;
- Continue and increase the number of social events open to Fellows and staff, creating a Fellows/staff newsletter;
- Develop a culture and mind-set of respecting diversity in the workplace and seeking to achieve equality in all that we do;
- Review the facilities and support available for working mothers in the College and members of staff returning to College for other reasons;
- Regularly review arrangements for disabled people to maximise their access to the College; and
- Continue working to reduce the College's carbon footprint and increase the College's sustainability.

## Leadership and management

In recent years, the College has done much to strengthen its leadership and management processes but there is more we can do. This includes:

- Developing management ability within our teams to deliver the benefits of effective leadership to the College;
- Collaborating with other colleges and the University to learn from best practice employers in the higher education sector, adapting our approach to leadership and management as a result;
- Developing succession plans to replenish and refresh our staffing profile when required; and
- Continually supporting our academic staff in their managerial responsibilities and providing appropriate induction and development opportunities to all staff.



# GOVERNANCE



As a registered charity, Jesus College is governed by its Trustees, known as the Governing Body. Over the last few years we have increased student and staff representation on our committees and at Governing Body itself as a means of improving the transparency of our management of the College.

Our focus now is on the balance between trustee responsibilities and the smooth running of the College. Academic priorities remain at the heart of all our decision-making and for this reason, we will:

- Retain the full participation of academic Fellows in the governance of the College whilst keeping under review ways in which certain responsibilities and decision-making could or should be delegated to College Committees and Officers to improve the management of the College's affairs. In doing this we recognise that there are legal constraints on the powers of Trustees to delegate their responsibilities;
- Extend our arrangements for formal training in trustee duties to existing and new members of Governing Body and offer annual training in the financial affairs of College;
- Invite a Research Fellow to attend Governing Body to represent Research Fellows and lecturers;
- Invite an additional Governing Body member to attend College Officer meetings;
- Review current Senior Common Room arrangements to ensure that they meet the needs of today's Fellowship; and
- Continue to implement best practice risk management procedures and action plans.

“ ”

Our focus now is on the balance between trustee responsibilities and the smooth running of the College



Image courtesy of Wouter Van De Pontsele, Jesus College student

# ANNEXE I:

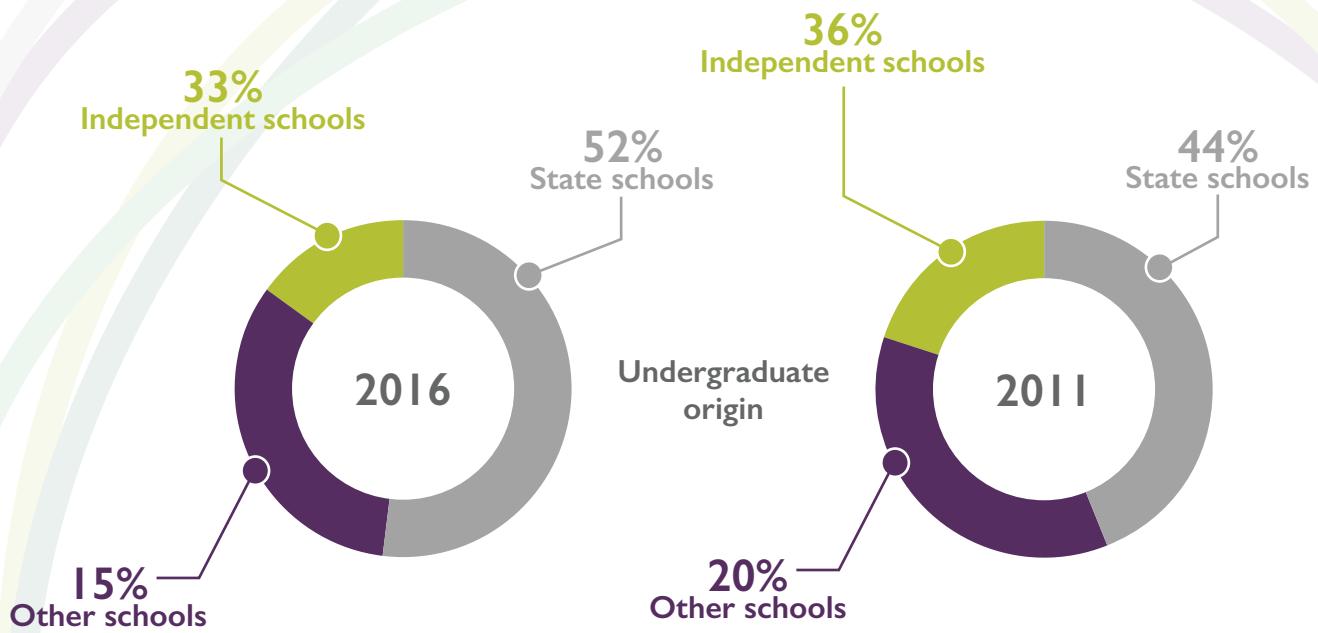
## FACTS AND FIGURES 2016

### Academic

Size and shape	2016	2011
Undergraduates	334	347
Graduates	230	200
Tutorial Fellows	30	29
Professorial Fellows	10	7
Senior Research Fellows	12	12
Visiting Senior Research Fellows	1	1
Hugh Price Fellows	9	9
Junior Research Fellows	14	7
Officer Fellows	6	2
Lecturers	38	25

Balance of Students by Divisions	Undergraduate		Graduate	
	2016	2011	2016	2011
Humanities	36%	34%	12%	19%
MPLS	37%	35%	39%	35%
Medical Science	5%	7%	20%	12%
Social Science	22%	24%	29%	34%

Student origin by fee type	Undergraduate		Graduate	
	2016	2011	2016	2011
Home	84%	90%	42%	47%
EU	7%	5%	14%	22%
Overseas	9%	5%	44%	31%



<b>Undergraduate gender and origin</b>	<b>2016</b>	<b>2011</b>
Male	55%	52%
Female	45%	48%

State schools	52%	44%
Independent schools	33%	36%
Other schools	15%	20%

<b>Academic results</b>	<b>2016</b>	<b>2011</b>
% of first class degrees at finals in last five years (average)	32%	29%
% of 2:2s or lower	6%	7%
Position in the Norrington Table	13th	7th
Average position in the Norrington Table over the last 10 years	12th	10th
% of undergraduates receiving access bursaries	25%	25%

## Staff

Headcount	2016	2011
Number of non-academic staff	93	90

## Accommodation

In residence	2016	2011
% of undergraduates who could live in College accommodation for whole course	100%	100%
% of graduate students who opt to live in College accommodation	36%	50%

Accommodation available	2016	2011
Single student rooms	429	431
Flats for student couples	11	11
Fellows' rooms	47	48

Location of accommodation	2016	2011
Historic Site - Turl Street and Ship Street Houses (rooms)	148	152
Ship Street Centre (ensuite rooms)	31	31
North Oxford Side - Woodstock Road (rooms in flats)	131	129
East Oxford Site - Herbert / Bartlemas Close (rooms in flats incl. couples)	130	130

## Finance

	2016 £'m	2011 £'m
<b>Endowment</b>		
Investments in securities	97.7	61.5
Investments in property	89.3	92.4
Financed by loans	-17.2	-20.6
	<b>169.8</b>	<b>133.3</b>
Endowment income	5.57	5.47
Income yield	3.3%	4.1%
Income (2015-16) before donations	11.6	10.9
Expenditure (2015-16)	11.8	10.7
<b>Funds of the College</b>		
Endowment funds	166.1	125.8
Restricted funds	2.5	1.5
Unrestricted funds	25.6	22.2
	<b>194.2</b>	<b>149.5</b>



The Development Office  
Jesus College | Turl Street | Oxford | OX1 3DW | United Kingdom  
Tel: +44 1865 616812 | [alumni@jesus.ox.ac.uk](mailto:alumni@jesus.ox.ac.uk)  
[www.jesus.ox.ac.uk](http://www.jesus.ox.ac.uk)

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