

Jesus College

Strategic Plan 2023 - 2027



**Jesus
College**
OXFORD



Jesus College's last Strategic Plan covered the five years from 2017 -2021. In light of the COVID-19 pandemic, it was agreed by the Governing Body that the College would extend the plan's lifecycle into the academic year 2021/2022. The achievements and data presented in this document reflect that one-year extension, and the College's new strategic objectives cover the next five years, from 2023 - 2027.

Contents

04	The Principal's Welcome
08	Academic Strategy
14	Access and Outreach
18	Sports and the Arts
22	Our People
26	Equality, Diversity and Inclusion
30	Key Facts and Figures
32	Infrastructure
36	Sustainability
40	The Cheng Kar Shun Digital Hub
44	Development
48	Communications
52	Finance
56	Governance



The Principal's Welcome

Beyond our Elizabethan heritage and our outstanding academic community, one of Jesus College's greatest qualities is our ability to respond to globally-critical challenges as they emerge, while also continuing to value and support research that engages with what it is to be human in the context of history, literature, language, and the arts.

The past six years have seen extraordinary global events unfold: the COVID-19 pandemic, the impact on lives wrought by climate change, Brexit, and the war in Ukraine. In facing these challenges, the University has consistently justified its position at the top of the Times Higher Education Global Ranking. It delivered novel vaccines for COVID-19, accelerated research towards global zero carbon targets, and increased the scale and scope of its central research fund to grow capacity to pump-prime and match-fund major research initiatives in critical areas.

The breadth and depth of Jesus' academic expertise in tackling real-world problems also continues to inspire. Our exceptional researchers lead and support the international research agenda across disciplines, countries and continents; driving advances in knowledge, creativity and innovation. However, there is no doubt that global events have impacted our community deeply and, as we set our strategic objectives for the next five years, we do so with an enhanced understanding of the unpredictability of the world we currently live in, and what really matters to our people.

Our academic community has grown significantly since the last Strategic Plan. The College Fellowship has expanded by 34% (from 82 to 110), and our student numbers have risen by 27% (from 566 to 718). Oxford's exemplary tutorial system continues to play a central role in our students' learning experience here at Jesus, and we are delighted to have welcomed many new tutors who are experts in their field. As we go forward, we will consolidate this growth in our community and remain agile in our response to changing needs in higher education and research in the 21st century.

“

Jesus is an outstanding Oxford college which attracts the very best students and holds its Fellows, staff and alumni in the highest regard. We are proud of our history and excited for the future.

It is a mark of the seriousness with which we take our responsibility to become more sustainable, and our commitment to equality, diversity and inclusivity, that we are featuring both as strategic priorities. We will work harder to embed inclusivity across all aspects of College life and continue to seek out and support the brightest young people, no matter what their background. We will also embark on projects to improve accessibility on our historical site, and address the University's challenge of becoming net zero carbon by 2035.

The pandemic has provided a catalyst for accelerating digital transformation in higher education; there is now huge momentum to deliver a more creative and innovative learning experience for university students, and an opportunity to utilise the latest digital research tools and methodologies to transform research. In this regard, Jesus is ahead of the curve.

The integrated digital facilities in our new Cheng Yu Tung Building, and the Digital Hub specifically, will enable our students and academics across all subjects and disciplines to harness the latest technologies and methods to enhance both learning and discovery.

Going forward, we aim to maximise the opportunities presented by the Hub to benefit the needs of our community, the wider academic research community, the general public and the young people who participate in our access programmes.

We are very fortunate to have an alumni community that supports our ambitions, and the successful completion of the Cheng Yu Tung Building, and the ten-year 450th Anniversary campaign to raise £45m towards academic priorities, has been a great cause for celebration across College. As ever, we are extremely grateful to all our alumni and friends for their generosity.

Our students are already embracing the opportunities provided by the new Cheng Yu Tung Building.



The walkway between the College's old and new buildings.

Now, in the midst of the current cost-of-living crisis, our strategic objectives must continue to be supported by pragmatic financial decision-making. We do not take our financial position for granted. Fundraising will remain key to delivering our core purpose and activities going forward, and the continued support of our Old Members and friends of the College will be invaluable as we look to the next five years.

Nigel Shadbolt

Professor Sir Nigel Shadbolt FRS FREng FBCS
Principal of Jesus College, Oxford





Our Academic Strategy

Delivering academic excellence in teaching and research

Achievements 2017-2022

Our primary mission is to deliver academic excellence in our teaching and research, and provide a transformative educational experience for our students. We place the success, welfare, and happiness of the College community at the heart of everything we do.

Our 2017-2022 Academic Strategy set out a series of bold plans to develop new spaces in which our academics and students could thrive; to improve support for Tutorial Fellows; increase financial support for students (especially postgraduates); support the development of our students' skills sets; and to improve resourcing for the Academic Office. Despite the pandemic and its short-term impact on College life, we have delivered these objectives. The College has grown both in size and ambition, not least with the development of the Cheng Yu Tung Building, and the addition of many outstanding new academics to the Fellowship.

The Cheng Yu Tung Building

The Cheng Yu Tung Building, on the site of the old Northgate House, has added an additional 7641m² to our footprint. It houses bright and flexible teaching and study spaces, meeting rooms, postgraduate facilities, a cafe, and multifaith room. Fundraising for a new gym is underway.



The postgraduate facilities, built around a new raised Fourth Quad, provide practical and comfortable spaces in which our students can live, study and socialise, with 68 ensuite rooms, spacious communal kitchens, and a new Postgraduate Study Room.

The building is centred around the Cheng Kar Shun Digital Hub – an exceptional learning and research facility for the digital age. Unique to Jesus, the Digital Hub will harness the latest digital technologies and research methodologies to bring both College members and wider academia together; facilitating knowledge exchange, encouraging interdisciplinarity and innovation, and enhancing our work in access and public engagement.

Expanding and supporting the Fellowship

Over the past six years, our Fellowship has grown from 82 to 110, at all levels and across disciplines.

In 2019, we welcomed Professor Dirk Van Hulle to the newly-created post of Professor of Bibliography and Modern Book History. In 2020, a successful £3.5m fundraising campaign led to the restoration and permanent endowment of the Jesus Chair of Celtic. In March of the same year, the then Prince of Wales visited College to celebrate the restoration of the Chair and meet Professor David Willis, the latest in a line of six Celtic scholars to have held this prestigious University post. More recently, we elected Professor Ben Goldacre MBE to the Fellowship. Ben is the first Bennett Professor of Evidence-Based Medicine, a new Statutory Chair that will provide academic leadership in the field of data science across the University. The endowment, funded by philanthropist Peter Bennett and his wife Desiree, also enables a series of four consecutive Junior Research Fellowships (JRFs) at Jesus to complement and support his work.

JRFs bring a wonderful combination of research excellence and exuberance to our academic community, and we prioritised growth in this area. In addition to the new Bennett scholars, we welcomed seven JRFs in subjects including Climate Science, Law, and Linguistics, co-funded a JRF in Mathematics, and have directly funded JRFs in Classics, Politics, and Philosophy. Of those JRFs whose time at Jesus has come to end, more than 90% have gone on to further academic employment at universities and research institutions across the globe.

At mid-career level, we increased our number of Hugh Price Fellows and Senior Research Fellows from 18 to 21, with six more joining College at the start of the 2022/23 academic year.



Professor Renée B Adams, Senior Research Fellow and Professor of Finance at the Saïd Business School.

His Majesty King Charles, then HRH The Prince of Wales, visited College in 2020 to celebrate the restoration of the Jesus Chair of Celtic.



We added five endowed or funded Tutorial Fellows in Biology, Computer Science (x2), and Linguistics and Philosophy, and continued to support our Tutorial Fellows (TFs) to manage the multiple demands on their time, including the creation of a Postgraduate Assistant Scheme, and increases to the Official Fellows' Allowance and Major Research Grants.

Thanks to the efforts of the Development Office, we raised funds to support six Career Development Fellows (CDFs) in English, History, Engineering, and Music, as well as in Access and the Digital Hub. Our subject-based CDFs have enriched subject families, and provided additional support to our Tutorial Fellows.

The membership of our Honorary Fellows (HFs) diversified with the election in 2020 of Tom Ilube CBE and Dame Jocelyn Bell-Burnell. In the future, we will continue this diversification by broadening the HF nomination process.

Our students

Our students are the beating heart of College life, and we are committed to providing them with exceptional teaching and extracurricular opportunities.

The pandemic and subsequent restrictions on travel, sports and socialising proved challenging, but didn't dent our JCR and MCR members' strong sense of community, or their approach to study.

Both our undergraduate and postgraduate student numbers have risen significantly over the past six years, and we also increased the number of part-time postgraduates, which has further diversified the College's postgraduate community.

Student numbers	2022	2016
Undergraduates	384	332
Postgraduates	298	230
Part-time postgraduates	36	4
Total number of students	718	566

Financial support

Financial support continues to be a priority as we strive to encourage more students from disadvantaged backgrounds to apply to Oxford. Our undergraduate bursary awards almost tripled in this period, thanks to generous funding by College alumni, and made a huge difference to students joining us from very low-income households. The figures speak for themselves: in 2016/17 the College awarded £38,000 in undergraduate bursaries, but by 2021/22 the figure was close to £100,000.

We doubled the number of endowed postgraduate studentships from three to six, and currently directly fund 60 postgraduates at £445k - an increase on 41 students at £180k in 2016. We also converted our four Writing-Up Scholarships to Writing-Up Grants, meaning all 4th year postgraduates are now eligible to apply.

“

In 2016/17 the College awarded £38,000 in undergraduate bursaries, but by 2021/22 the figure was close to £100,000.

Welfare, wellbeing, and skills

In 2020, the College appointed a permanent Welfare Officer who, along with the wider Welfare Team, has provided exceptional student welfare support, especially during the pandemic. We also recruited a dedicated Disability & Grants Officer to support students with disabilities and short-term conditions, and those experiencing financial difficulties.

To enhance our students' skills, we created a student mentoring scheme, delivered by postgraduates, and offered work experience and internships through our Access programme. There is further work to be done in this area - especially for those students joining us from disadvantaged backgrounds, and those who do not have English as a first language, and so a new Inreach programme will be initiated as part of our future plans.

Academic Office

The Academic Office continued to work at full capacity to enhance, promote and protect College's core academic purpose. The Office moved many of its resources online and introduced a new online portal to receive academic job applications, all submissions related to undergraduate admissions, and funding applications. It also digitised our student records archive and is currently working towards the total digitisation of all student records.

The relatively rapid growth of both our student and academic staff communities over the past six years led to a substantive review of the department's resourcing needs. As a result, we recruited a new Academic Registrar to support the work of the Academic Director, in addition to the new Disability & Grants Officer.



Kirren Mahmood, the College's Welfare Officer.



Celebrating the end of Finals.



Our Academic Strategy

The next five years

Academic excellence will of course remain central to our purpose. As we begin to explore the academic opportunities presented by our new building and its facilities, we will work to enhance the lively and innovative interdisciplinary research environment that is so special to Jesus, and adopt a flexible approach to changing needs in higher education.

Size and shape

Over the next five years, we aim to consolidate the progress we have made in terms of the size and constituency of the College Fellowship, taking into account the increase this year in the number of Senior Research Fellows, Hugh Price Fellows, and Junior Research Fellows.



Dr Bettina Ip, Hugh Price Fellow in Neuroscience, joined College in 2022.

The same approach will apply to our student body, although we will continue to remain agile to changing academic needs. For example, we will monitor closely and respond as required, to developments in the Medical Sciences Division, given the possibility that the Government may wish increase the number of university places available to train doctors.

Support for Tutorial Fellows and Lecturers

Buy-out for new Tutorial Fellows

Workload remains a concern for our Tutorial Fellows (TFs) at all levels. To support our newest TFs, we will offer them a degree of buy-out. A minimum offer comprises a two-hour buy-out for the first two years in post. This will allow new TFs to get up to speed on their teaching whilst also allowing them to maintain their research.

Those with caring responsibilities

We want to ensure that academic life is equitable for those with caring responsibilities. For members with children of nursery age (0-4 years), College will continue to support priority places at University nurseries, and a fund will be established to help the additional childcare costs necessitated by research e.g. when travelling to a conference or on fieldwork. We will also work to manage the number of College academic activities and events that take place outside of regular office hours.

Supporting early-career researchers (ECRs)

We plan to increase our ECR numbers, and build a supportive research culture in which they can develop their academic skills. To oversee this progression, the new Academic Registrar will work to ensure that they receive the academic support they need, and facilitate activities and events to nurture a sense of community when they first join College.

Research Associates

For ECRs, the opportunity for peer-to-peer networking and academic mentoring is invaluable. We plan to create a new type of association for ECRs under the working title 'Research Associate'. This will give up to 30 postdoctoral researchers a Jesus College affiliation, enabling direct contact with other colleagues working in the same or other disciplines, and opportunities to have meaningful interactions with members of the SCR. MCR postdocs would also be encouraged to become a Research Associate.

In return, we expect them to take on a small number of College advisees, and will prioritise offering Associate membership to those in fields where we are short of Advisors relative to the number of postgraduates we have.

More Junior Research and Career Development Fellows

Both our Junior Research Fellows (JRFs) and Career Development Fellows (CDFs) remain essential contributors to the College's academic and cultural life, and we will work with the Development Office to raise funds to secure more such posts. In particular, we propose to establish a CDF in Study Skills who would oversee a programme of student skills development on topics such as time-management, writing, presentation, and how to approach assessed work, especially dissertations. In the case of JRFs, we will seek to offer both stipendiary and non-stipendiary Fellowships, although postdoctoral researcher support through stipendiary posts will be prioritised.

A Working Group will be established to consider the creation of a Community Fellowship, to build our engagement with community stakeholders who represent the values and objectives that College promotes.

Our Students

Academic skills support

In addition to the CDF in Study Skills, we will continue to offer specialist subject support through the Postgraduate Assistant Scheme.

Undergraduate inreach

The Access and Outreach Team will develop an inreach programme to support our most disadvantaged students when they join College. This programme aims to help them to build confidence in their abilities and skills set by providing opportunities such as paid access work and professional skills development, connecting them to relevant alumni and businesses that support our access projects.

Postgraduates

Ensuring that all those with the potential to excel in postgraduate studies at Oxford can do so, regardless of background, is vital to both the University's academic success and its reputation. However, obtaining and maintaining funding for doctoral research remains challenging. Having significantly enhanced the College's postgraduate facilities with the development of the Cheng Building, we will continue to build momentum in our fundraising efforts for postgraduate support – whether that's fully funded or co-funded places.

We will also continue to offer studentships in areas where we want to attract more students, for example the Academic Futures studentships (which College now co-funds), and support the University's UNIQ+ Research Internships programme.

Our Libraries and Archives

The Cheng Building provides many new spaces in which our students can study. These study spaces are fully accessible, open plan, and include a range of desks for laptop work and informal seating areas for reading and reflection.

Strategically, our focus now turns towards exploring opportunities for more extensive and integrated library facilities in College, in order to improve accessibility, layout and functionality. Our first step, as outlined in the Infrastructure Strategy (pages 34-35) is to undertake a review of our existing library facilities – especially the Meyricke Library – to establish how best to move forward.



To maximise our ability to make the most of our library collections, and improve the student experience, we plan to recruit a professionally-qualified Deputy Librarian who will take responsibility for acquisitions, cataloguing, and circulation. A larger team will enable the Librarian to make full use of their expertise in rare books and digitisation, secure business continuity, and enable the libraries to develop new services, including information skills training and outreach, to potential students and Old Members.

We will also create a long-term plan for the complete digitisation and cataloguing of our collection of medieval manuscripts and early printed books, in order to make these widely accessible to members of our community and researchers across the world.



Access and Outreach

Opportunity and equity of experience for all students

Achievements 2017-2022

Access and outreach remains a priority for the College. We firmly believe that a university education at Oxford, or other leading universities across the UK, should be open to anyone with the academic ability and potential to benefit from it.

Over the past six years, our access and outreach programmes expanded significantly, and we now engage with over 12,500 young people annually across our link regions of Wales, Lambeth and Wandsworth.

In collaboration with the Welsh Government's Seren programme, we piloted our first Summer School for 22 academically-gifted students from Welsh state schools in 2017. Thanks to a £1m gift from alumnus Oliver Thomas (2000, BA Economics) and his family to endow the summer



Jeremy Miles MS, Minister for Education and Welsh Language, meets Seren Summer School learners in College in 2021.



Young learners take a tour of Oxford as part of an access visit in 2021.

schools, we now welcome 75 young learners annually to our residential week, and hundreds more to the online residential Summer School week, and hundreds more to the online version. Around one-fifth of all current Oxford students from Wales attended the residential Summer School. More than half of attendees at the 2022 Summer School applied to Oxford.



Dr Matthew Williams, Access Fellow, who leads our Access and Outreach work.

“

We became founding members of the Oxford-Cymru consortium, and led the University's access initiative for pupils of Pakistani and Bangladeshi origin, which has been successful at reaching over 600 of these most underrepresented students.

Our role in supporting the University's access work also grew. In 2020, we became founding members of the Oxford-Cymru consortium, and led the University's access initiative for pupils of Pakistani and Bangladeshi origin, which has been successful at reaching over 600 of these most under-represented students. We worked closely with the Brilliant Club, IntoUniversity, University Education and

Target Oxbridge to further inspire and enable talented minds to reach extraordinary futures, and appointed an Access Assistant in 2019 to support our endeavours.

As well as participating in the University's Opportunity Oxford scheme to increase the number of disadvantaged students at Oxford, the College also committed to joining the new Astrophoria Foundation Year programme. This Oxford initiative is a one-year foundation programme for UK state school students with significant academic potential, who have experienced severe personal disadvantage and/or disrupted education that has resulted in them being unable to apply to the University. The course aims to motivate them to reach their academic potential through a supportive and challenging academic curriculum that develops their skills, self-belief and confidence.

We also widened our reach by utilising digital communications tools, including social media and our Access YouTube channel; the most subscribed-to across Oxbridge with over 1.2 million views in the 2021/2022 academic year alone.

Access and Outreach

The next five years

Our Access and Outreach team will continue to deliver its outstanding work; offering a wide variety of access initiatives to state schools and colleges, and under-represented groups within our link regions.

Contributing to the University's Action and Participation Plan

To ensure that the College is meeting or exceeding the University's Access Agreement targets, as set out in its Action and Participation Plan, the Academic Office will produce an annual audit of College admissions by subject, comparing these figures to University-wide equivalents, and reporting every Michaelmas term to Academic Committee and Governing Body on our position relative to the University on key metrics, and for which subjects improvements need to be made.

The Access and Outreach team will establish contact with all non-selective state schools in Wales, Lambeth and Wandsworth to describe our minimum offering (one online or in-person access event) and signpost these schools to our digital resources. We will also sustain our existing targeted programmes for West Wales, Women in Sciences, and British Bangladeshi and Pakistani students.

Postgraduate access

Providing access support to postgraduate students is an emerging priority, and we will look to invest in additional resources to support a wider postgraduate access programme: possibly a part-time position or internship in this area. We will also continue to support the University's UNIQ+ Research Internships, which are designed to provide UK students from under-represented and disadvantaged backgrounds with the opportunity to experience postgraduate study. To reach more potential doctoral researchers, we plan to create new access videos about postgraduate life at Jesus and the University for our access YouTube channel.

Digital outreach

Building on the success of our access YouTube channel, we will work with the Communications Manager to explore new opportunities for targeted digital engagement with the young people we are trying to reach. We plan to expand our YouTube channel outputs by offering study skills videos, and including more content produced by our undergraduate and postgraduate members.

Utilising the facilities in the Digital Hub, we will introduce a podcast series for prospective students, and one for teachers, and develop hybrid access events such as for Women in Sciences and the British Bangladeshi and Pakistani outreach programme.



Seren Summer School learners listen to a talk in the Sheldonian Theatre.

Widening participation

We intend to work to widen participation in higher education for the most socio-economically disadvantaged groups and individuals. This work will not only involve improving applications and diversity at Oxford, but also targeted engagement with those for whom Oxford is not a desirable or realistic prospect. Such activities attain significant indirect benefits by emotionally connecting with communities that have little or no sustained relationship with Oxford.

Specifically, within the next five years we intend to develop sustained programmes (10 hours in at least two non-continuous sessions) for young students aged 10-16 who are on free school meals, students who are care-experienced, and disabled students. We also intend to develop programmes for mature students.

Undergraduate inreach

Our students join us from a wide range of backgrounds and life experiences. We are committed to ensuring that every Jesus student has an equitable journey during their time at the College; one that builds their confidence, life skills and ambitions.

As identified in the Academic Strategy, to achieve equity of student experience we plan to develop and launch a new inreach programme to support our most disadvantaged students when they join College. The establishment of a professionalised student ambassador programme with the JCR will enable these students to develop their career skills, receive training in education, public speaking and media production, and take on paid work across our access events.



Student ambassadors at our University Open Day.

In 2022, the JCR established its own Access website, with written and video content that provides student-focused resources for prospective undergraduates. In the future, the College will look to support this website by advertising its existence widely and assisting with the development of new content.

Impact assessment

To ensure that our work is resource-efficient and effective in meeting our goals, we will develop more detailed impact assessment criteria for key stages 2-5, with differentiated metrics for years 12 and 13.

We will use feedback questionnaires developed from these criteria to test the effectiveness of our offering. By integrating our own impact assessments with systems used across the higher education sector, we can bolster our understanding of the efficacy of access work on a wider scale.

Sports and the Arts

“

Jesus students won Blues across many sports, most recently in rugby, golf and rowing, and we saw Cuppers wins in basketball, football and more.

Achievements 2017-2022

Sporting and cultural endeavours provide an opportunity for members of our community to come together, whether that's cheering on the Jesus College Boat Club (JCBC) at Summer Eights, or enjoying one of the Principal's termly musical soirées.

Sports

We continued to encourage wide participation in sporting activities across the College and, in addition to traditional sports, we now have amalgamated clubs in billiards, ice skating, hockey, and even cheerleading. Jesus students won Blues across many sports, most recently in rugby, golf and rowing, and we saw Cuppers wins in basketball, football and more. Sporting successes, no matter how big or small, are celebrated at the annual student Sports Dinner and, with an ever-increasing number of sports represented in College, every seat in Hall was taken for the 2022 event. The College Development Fund continued to provide invaluable support for our sports teams, funding new kit every year. The JCBC received annual funding for coaching, travel equipment and competition entry fees.

The annual Oxford Town and Gown 10km race remained a popular event for College runners, with a team of 26 taking part in 2022.

Arts and cultural life

Despite the pandemic, the cultural life of the College continued to thrive, with a range of clubs and societies across the arts and literature. We have a small but active student community of poets, writers, musicians, and visual artists, as well as the Chapel Choir. The size and level of commitment of the College's artistic community inevitably fluctuates from year to year, but the student-led Turl Street Arts Festival, held in conjunction with Lincoln and Exeter Colleges, continues to be a highlight of each Hilary term.

The Chapel Choir, while founded as an adjunct and support to religious worship, also represents an artistic voice in College. A generous £125k donation from two alumni created the Cantorion Jesu Fund, which supports the funding of our Chapel Music Coordinator and the Jesus College Choir. Under the Music Coordinator's guidance, the Choir has gone from strength to strength, and now has over 70 members. We currently have three Organ Scholars, who help to organise and direct the music at Chapel services, and the Chaplain hosts lunchtime recitals and events each Thursday during term-time.

The Principal continued to host termly musical soirées in the Lodgings. More recently the College, in partnership with the Faculty of Music and Saïd Business School, welcomed its inaugural Visiting Professor in Music Business. This new role is designed to recognise the achievements and contribution of diverse figures across the music industry, and to forge connections between students and academics in the University and the wider music industry.

As the University's only Elizabethan college, it seemed fitting that Jesus took the lead on a project to bring the works of Shakespeare to new audiences. In 2021, the Access and Outreach team, in collaboration with the Development Office, launched the Jesus Shakespeare Project, which aims to bring Shakespeare to wider audiences, and to young people especially, by presenting accessible and abridged versions of his plays. So far this unique project has reached over 400 people of all ages, with more productions in the pipeline for 2023/24.



The cast of the Jesus Shakespeare Project's production of *The Two Gentlemen of Verona*.

At governance level, the Arts and Chattels Standing Committee continued to address issues (loan, display, maintenance) pertaining to the College's existing collection of books, manuscripts, paintings and other arts chattels.



Current and past members of Jesus College joined forces for the Dragon Boat Race with Water Aid in London in July 2022, in honour of the late alumnus Sean McGrady (1982).

Sports and the Arts

The next five years

With the Cheng Building now open, it's an ideal time to consider the place of sports and the arts in the life of the College over the next five years.

Upgrades and new sporting facilities

To further encourage sporting pursuits in College, we will invest in infrastructure upgrades to our sports facilities. Specifically, we plan to make improvements to our tennis courts and the College boathouse. We will also raise funds to develop a new gym in the lower ground floor of the Cheng Building, and ensure that this and other new facilities and activities are made available at times suitable for everyone, including those members with childcare responsibilities, additional employment demands, and other restrictions on their time.



Yang Pei, a fourth-year DPhil student in Medical Sciences, won the Individual Men's Recurve competition in the British Universities and College Sports Archery Championships in 2022.

Enhancing and supporting artistic endeavours

Until now, the physical limitations of the historical site have meant we were unable to create, rehearse and host larger public performances or exhibitions.



In 2020, the College took part in the Photo Oxford Festival, featuring the work of Togolese-Italian photographer Silvia Rosi on the Cornmarket Street hoardings around the Cheng Building development.

However, the opening of the new building in a central location, with the Cheng Kar Shun Digital Hub as its centrepiece, provides the College with new and dynamic performance and artistic display spaces, and the opportunity to enhance public engagement in the arts.

To oversee the next exciting steps in this journey, we will stand up the Arts Committee which the College resolved to establish before the pandemic.

We will also create a new Arts Fund to support College members wishing to pursue arts projects, and consider the arts in the context of how they might support wellbeing for members of our community.

The new Tower Room will host a display of artworks generously donated to the College by philanthropist and internationally renowned art collector Roasline Wong and, as part of the Digital Hub events programme, plans for digital art exhibitions are already underway. Complementary to this, we are shortly to welcome two contemporary artists as Short-term Visiting Fellows to the College. Over 12 months they will have access to Jesus' people, buildings, libraries and archives with the aim of producing a new body of creative work that not only enhances our art collection, but inspires future artistic endeavours.

The completion of the Cheng Building coincides with the start of construction of the Stephen A. Schwarzman Centre for the Humanities in the Radcliffe Observatory Quarter, which has a well-established Humanities Cultural Programme (HCP). We will consider how the College's artistic ambitions might usefully align with the goals of the HCP, which include social impact, and developing connections between Humanities and AI. We will also learn from other successful models of arts and performance spaces and programmes, where the focus is on digitally-oriented work.



Our thriving College choir now has over 70 members.



Our People Strategy

Supporting and valuing our staff

“,

We have introduced an Employee Assistance Programme which offers confidential 24/7 face-to-face or telephone counselling to all staff.

Achievements 2017-2022

Jesus is now home to over 90 support staff and 150 academic staff, and we aim to create an environment in which the people who work for us thrive and succeed. Over the past five years, our focus has been on implementing initiatives across pay and performance, inclusion and wellbeing, in order to recruit and retain the best people.

Pay and performance

Since 2017, Jesus College has been accredited by, and a member of, the Living Wage Foundation, and we introduced an annual salary survey to review the competitiveness of our staff salaries in the University context.

We rolled out an annual performance-based bonus system for our support staff, while the Remuneration Committee replaced the Housing Allowance given to Fellows with a more generous Official Fellows' Allowance.

We encourage our support staff to develop their skills and confidence, and implemented a written performance management system to enable line managers to carry out annual reviews for their team members. Managers receive ongoing HR support when required.

Inclusion and wellbeing

In the last Strategic Plan, we placed a strong emphasis on actions to enhance the wellbeing of our Fellows and support staff, and providing an inclusive environment where everyone feels valued, respected, and a part of the College community. We have introduced an Employee Assistance Programme which offers confidential 24/7 face-to-face or telephone counselling to all staff, as well as free annual flu jabs. During the first 18 months of the pandemic, we hosted a free COVID-19 vaccine clinic in College.

We made steady progress in our inclusivity work, with the establishment of the Equality & Diversity Committee in 2020 to provide strategic oversight and objectives, and we now produce an annual gender pay gap report for Government. While COVID-19 paused our plans for combined staff social events in 2020, we were delighted to welcome staff and their families to a weekend College brunch in autumn 2022, and similar events are planned for the future on a termly basis.



Members of the College's Housekeeping team.



Mark Trafford, Sales Ledger Officer in the Accounts Department, is a three-times Bar Billiards World Champion.

Our People Strategy

The next five years

As we emerge from the pandemic and face new challenges, such as the current cost-of-living crisis, our response and the lessons we have learnt will help to inform how we recruit and retain talent, how we manage development and welfare, and how we create an inclusive and equitable working environment going forward.

Oxford remains an expensive city to live in, with high rents and a shortage of affordable housing. For many of our staff this means having to live further away and incur both the financial and time costs of commuting to work. In addition, like many employers, we are deeply concerned about the unprecedented cost-of-living crisis and the further financial impact this has on our staff.

We remain committed to ensuring that we offer competitive and realistic remuneration packages, and will continue to adapt to the evolving needs of our people in light of current events and the pressures these place on work, life and financial circumstances.

Both the College and the University have already provided extra financial support to academic and support staff members to help with rising costs, and we will continue to monitor the situation closely and respond as necessary.

The right people in place to deliver

Recruiting and retaining skilled people promptly and appropriately is vital to delivering our objectives. Our people need to have the confidence, resilience, and agility to innovate and deliver, in order to meet the exciting priorities described throughout this Plan.

We will explore what the skills landscape might look like in the future, and review our salaries and reward schemes to help us attract and retain the best people. Oxford has a high employment rate, so we will consider innovative recruitment strategies to attract applications for roles that prove difficult to fill, and create a retention strategy to ensure continuity in these roles and inform succession planning.

We will also incorporate the advice and recommendations of the Equality and Diversity Committee in our recruitment activities, working closely with the Committee to ensure that we apply best practice in our advertising, short-listing, and interviewing processes as we move to become a more inclusive employer.

Staff wellbeing

Staff support comes in many guises, but we know that whatever form it takes it can positively impact wellbeing in the workplace, increase overall job satisfaction, and reduce sickness. By continuing to look at opportunities to provide both practical and emotional support for our people, we hope to further strengthen our College community.

We will review the effectiveness of the current Employee Assistance Programme, and implement new policies that reflect our staff constituency, such as a Menopause Policy. We will maintain the Flexible Working Policy, which has been well received by staff, and keep this under review. We will also initiate a new independent disability audit, and look to raise awareness of mental health issues across our staff, including the introduction of mental health first aiders.

Workforce development

The College will invest in its people through a number of development programmes that will support them to do their jobs to the best of their abilities, and grow their skills. The use of internal and external learning and training will support our drive in this area, and ensure we continue to keep abreast of new initiatives in employment strategy and skills development. We will encourage our people to take part in life-long learning initiatives, and continue to build a work environment where we demonstrate and celebrate our values of equality and diversity.

Staff engagement and internal communications

How we engage and communicate with our staff underpins everything we do, and is fundamental to the success of our retention strategy. We want everyone, across all grades and functions, to understand and connect with the College's strategic goals, and to feel valued and appreciated for the role they play in helping us to meet those goals. We also want them to feel valued as team members and an important part of the wider College community.

Our approach to leadership and management is an essential part of this, and we will focus on supporting our leaders and managers by ensuring they have the guidance and tools to effectively manage and engage their teams.

We also want to enable those who lead or manage teams, as well as potential managers of the future, to develop their knowledge and skills in this area through personal development and training.

How, when and what we communicate to our staff will be the subject of an internal communications review across departments, and at different levels of membership of the College. We will encourage all our people to share their thoughts and ideas to help us plan how we move forward, making new connections and strengthening existing ones.

Members of the College's Lodge Team.



JESUS COLLEGE OXFORD



Oxford remains an expensive city to live in, with high rents and a shortage of affordable housing.



Equality, Diversity and Inclusion

Embedding equality, diversity and inclusivity in College life

A Sri Lankan themed Hall dinner, hosted by the JCR.



Achievements 2017-2022

We are committed to nurturing an inclusive environment where the rights and dignity of all our staff and students are respected.

We encourage and celebrate diversity among our applicants, students, staff, and visitors, recognising the contributions to our mission which can be made by individuals from a wide range of backgrounds and experiences. We are also aware that more work needs to be done in this area, and so established the Equality and Diversity Committee in 2020 to develop a College strategy for equality, diversity and inclusivity (EDI). This Committee is led by the Equality and Diversity Fellow.

Through the Committee we delivered a range of activities across College that promoted and celebrated EDI, from events marking Black History Month and Transgender Day of Remembrance, to hosting international food nights, and a social media campaign celebrating the women of Jesus for International Women's Day.



The College updated its Equal Opportunities Statement to better reflect its ambition, including it in all staff recruitment advertising.

Members of Governing Body took part in Implicit Bias training, and our staff undertook online equality and diversity, and bullying and harassment training. We also hosted workshops on these themes for College members who found it easier to learn in a facilitated group environment. To maintain momentum, two College Officers undertook training to deliver the University's Implicit Bias course to all staff involved in recruitment. The College updated its Equal Opportunities Statement to better reflect its ambition, including it in all staff recruitment advertising.

Our students were also actively involved in promoting EDI across the College, with both the JCR and MCR committees hosting events such as film nights to mark LGBTQ+ History Month, cookery workshops to celebrate the Lunar New Year, and annual College celebrations for Diwali, Eid al-fitr, as well as other religious festivals and holidays.

Celebrating Black History Month in 2021.



Our alumni also supported our efforts: in 2021 we established the Joan Erene Corine Martindale Clarke and Lionel Da Costa Clarke Scholarship - our first bursary that specifically supports Black British students, thanks to a generous gift to College by alumnus Alwyn Clarke (2011, Jurisprudence). Shortly afterwards we announced the new Bradley Wilson Scholarship in Geography and the Environment, which offers a fully-funded Doctor of Philosophy (DPhil/PhD) scholarship for UK Black and Mixed-Black applicants, and was funded by Geography alumni Bradley Wilson (1967) and Rodney Wright (1962).

Chinese lanterns hang in First Quad to celebrate the Lunar New Year.



Equality, Diversity and Inclusion

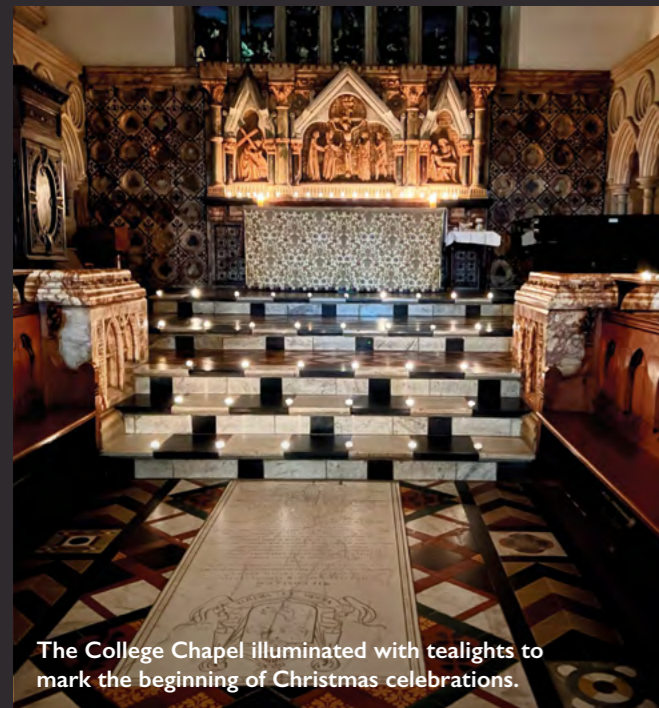
The next five years

The benefits of an inclusive culture are many, and by making everyone feel valued and supported, we build a stronger community. Therefore, over the next five years our priority is to embed EDI across all aspects of College life.

Benchmarking

Adopting a systematic approach, we will first assess and formalise our data collection processes to strengthen our benchmarking data for how our policies, practices, activities and decisions meet the needs of our community, and where we could make improvements. We will then develop and implement an Equality Impact Assessment tool and apply the data collected to this tool to inform future actions.

To deliver such an extensive programme of work will require additional resources, and so we propose to appoint a part-time EDI Officer to support the project and the wider activities of the EDI Committee.



The College Chapel illuminated with tealights to mark the beginning of Christmas celebrations.

Our staff

As already recognised in this Plan, the College's workforce needs will continue to evolve as we adapt to changing demands on work, life and financial circumstances. Further to this, we must promote cultural and structural change in our recruitment processes.

We will establish diversity targets across all equality strands, and consider the composition of recruitment panels and interviewer training in this context.

We will improve transparency and accountability across all recruitment activities, with equality data presented to Governing Body through the relevant Committee, and the publication of an annual Equality and Diversity Report to highlight our outputs and successes.

As set out in the Our People section of this Plan (pages 22 - 25) we want to ensure that all our support staff feel included and recognised as valued members of the College, and we will introduce new initiatives to this end.

Our students

Student intake across all equality strands will continue to be a priority, and we will increase data collection to enable us to set equality benchmarks, increase accountability, and identify areas of priority. We aim to better understand what is happening to candidates who apply, what we may be able to do differently, or where we need to offer assistance. We will also agree and introduce standardised and systematic data collections for all students, to include admissions data, academic performance data, and international student data.

In addition, we will review the Student Charter and develop a code of conduct for academic staff relating to diversity. The EDI Committee will also consider opportunities to introduce wider postgraduate access initiatives to support diversity, in addition to promoting University initiatives that target postgraduate students in protected characteristic groups. The Equality and Diversity Fellow will work with the Academic Office to create a pipeline for access in this regard.

We will explore opportunities to make the College more physically accessible for our community.



Events and communications

Our community comprises people from across the globe, and from a range of backgrounds and experiences. Their wellbeing and sense of belonging is vital to fulfilling the College's vision and ambitions. There is much to be gained though providing inclusive events that encourage interaction between each of our constituent groups, and activities that build strong connections within specific groups. To this end, we will extend our programme of inclusive events, collaborating with staff and students across College to further strengthen a sense of community.

Communications will also be vital to demonstrating our commitment to an inclusive culture. The Communications Manager will work to ensure that the written and visual content we produce for our members and wider audiences – such as prospective students, the general public, or individuals with accessibility needs – reflects this commitment. We will also reach out to other colleges, the University, and partner organisations to learn about the successful measures they have taken towards embedding EDI.

Physical space that promotes inclusivity

Across this Strategic Plan, we have set out our desire to make College more physically accessible, especially within communal areas such as the libraries, bar and Upper SCR, and we will carry out a full cross-site accessibility audit to this end.

We will also review the provision of disabled accommodation at Barts. In addition, we will look at how we provide appropriate space in College for other protected groups.

We want to make sure our communal spaces encourage EDI, both in design and layout, and in the representation of College role models for EDI in our art collection. We will seek to redesign the Lower and Upper SCR, and the Sir Peter North Room, to make them more reflective of the College Fellowship. Building on projects such as the photographic 'Portraits of a College' exhibition, we will look to further showcase the diversity of our current and Old Members across College communities.

Educating for inclusivity

Training is key to how we embed EDI in College, and we will extend targeted training for members of our community across areas such as implicit bias, race awareness and neurodiversity. We will also cultivate a positive teaching environment where all our students feel included and respected. In support of the University's Oxford Against Sexual Violence campaign we will deliver in-College sexual consent workshops for all students, and ensure information and help is there for those who might need it.

We will also promote other University EDI resources and campaigns to our staff and students, and monitor training developments in the wider EDI context.

Broadening general awareness of inclusivity is also vital; for example, considering the language we use to promote inclusive events, the timings of such events, and whether they are recorded for wider dissemination. We will work across College to implement processes and activities that encourage awareness of such issues around inclusivity.

Jesus College

Key facts and figures for the past six years

ACADEMIC

	2022	2016
FELLOWSHIP	110	82
STUDENTS		
Undergraduates	384	332
Postgraduates	298	230
Part-time postgraduates	36	4
Total number of students	718	566
BURSARIES		
Undergraduate	£98K(77)	£38k(67)
Postgraduate	£445K(60)	£180k(41)

COMMUNICATIONS

	2022	2016
News articles on website	84	38
Website engagement (av. per month)	7025	1437

SUPPORT STAFF

	2022	2016
Headcount (at full complement)	112	93

INFRASTRUCTURE

	2022	2016
Teaching and meeting rooms	16	10
Dedicated student study spaces	10	5
Quads	4	3
Fully-accessible student flat	1	0
Fully-accessible Fellow's room	1	0
Fully-accessible meeting room	1	0

TOTAL FUNDS

July 2016	£194m
July 2022	£257m

450TH ANNIVERSARY CAMPAIGN

£28.4m raised for Academic Priorities	£15m raised for Infrastructure	£1.6m raised for Access and Outreach
---	--	--

CHENG YU TUNG BUILDING

764m² of new College space	369m³ concrete	29k tonnes of steel	580m² of glass
87% construction waste diverted from landfill	51.7k working people days of construction	8k hand-cut pieces of limestone cladding	£40m development cost

ENVIRONMENTAL SUSTAINABILITY

20 solar panels installed (Cheng Building)	2 ground source heat pumps (Cheng Building)	£1.5m insulation upgrade (Stevens Close)
1 electric vehicle	100% eco-friendly College laundry washing	81 extra spaces for bicycle storage (Turl Street)





Infrastructure Strategy

Modernising the College estate

Achievements 2017-2022

The development of the Cheng Building is the largest transformation to the College's infrastructure in its 450-year history.

Built to budget, and adding a further 7641m² of fully-accessible space to the College footprint, our new building will serve many purposes in the years ahead.

Enhancing teaching and research in the digital age

The Cheng Kar Shun Digital Hub, a three-floor elevation in the centre of the building, incorporates the latest digital technologies into a range of new spaces, including five carefully designed study areas for students with a range of desks, bespoke lighting, and informal seating. Six new teaching and meeting spaces have been created, with integrated partition walling to enable room size flexibility. There are open plan convening areas across all three floors, and a sunken garden on the ground floor for quiet reflection in the warmer months.

As well as becoming a fulcrum for academic endeavour, the Hub also provides the College with significant additional event space for our pioneering access work, innovative public engagement programmes, and conferences of all sizes. The new Buchanan Tower Room (integrating the Rosaline Wong Gallery) offers the opportunity for exhibitions, drinks receptions, or fine dining experiences, with panoramic views across the east and south of Oxford.



The new Welsh Access Fund Fourth Quad provides a welcoming new convening and events space for the College.

Accessed via a new ground floor entrance on Market Street, the Hub has a wheelchair-friendly lift to all floors and disabled bathroom facilities.

A home-from-home for our community

The building is also home to four Fellows' suites for Short-Term Visiting Fellows and accessible postgraduate facilities, including ensuite bedrooms, a laundry, and kitchens for 68 postgraduate students, as well as a Postgraduate Study Room and Multifaith Room.

The new Welsh Access Fund Fourth Quad provides the College with a new outdoor convening space, and much-welcomed College Café, which doubles up as an informal study space, or events space, when the café is closed.

A resource for the Oxford community

The lower ground floor of the building is home to the new NHS Northgate Health Centre, a state-of-the-art medical centre combining three GP practises and a range of primary care services for 20,000 patients across the Oxford community. On Cornmarket, flexible spaces for retail tenants have been created, and the College is actively marketing these through a commercial property consultancy.

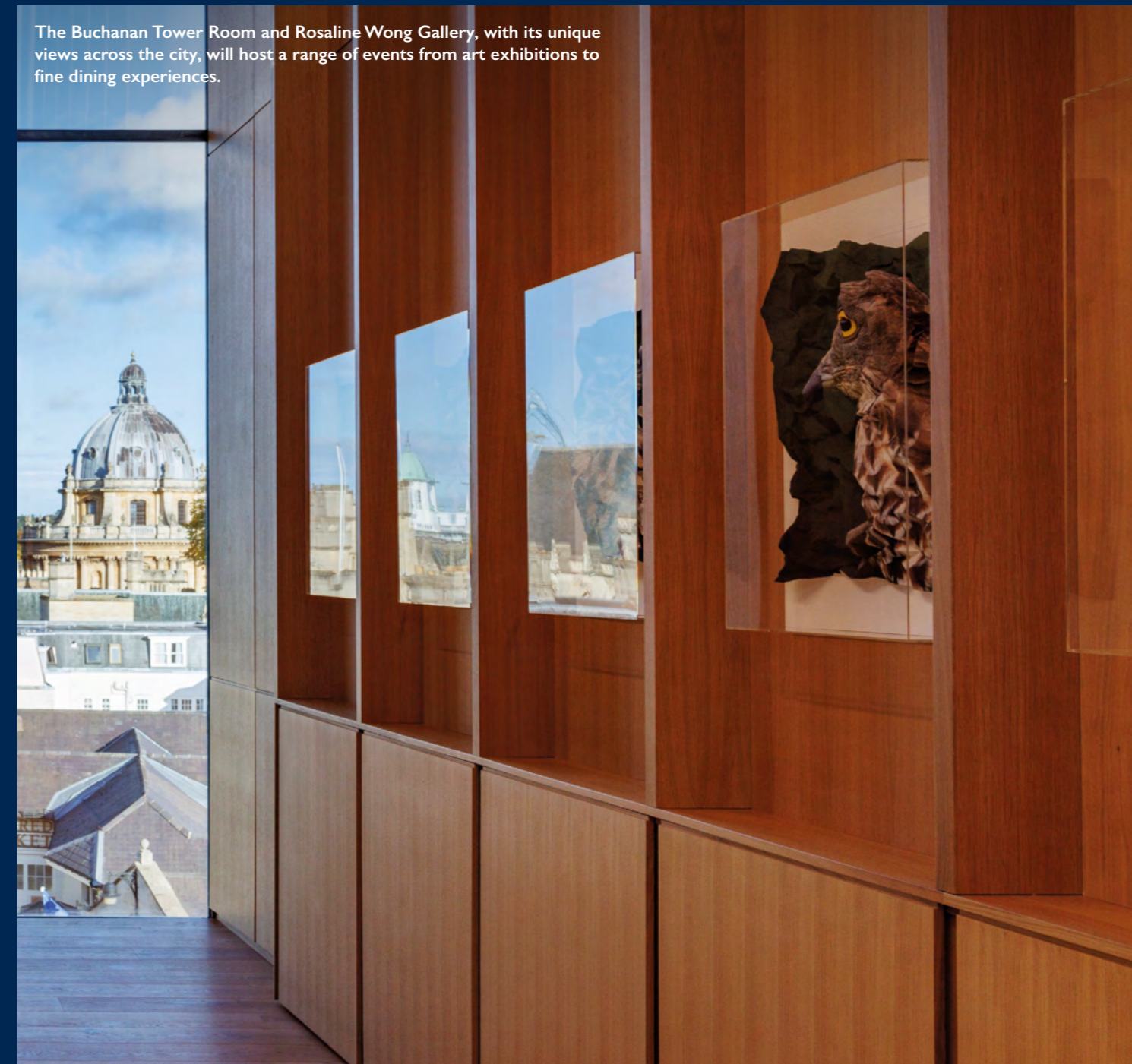
While the new building was our key project of the past six years, we also carried out other work to improve the College's infrastructure. Following an accessibility audit in 2019, we took a number of steps to improve accessibility

across the College's historic buildings, including the installation of lifts at the two entranceways to Hall, the development of a new accessible meeting room in First Quad, and a fully-accessible Fellows' office in Second Quad. We also completed an accessible flat conversion at Steven's Close, our North Oxford annexe site.

“

Built to budget, and adding a further 7641m² of fully-accessible space to the College footprint, our new building will serve many purposes in the years and decades ahead.

The Buchanan Tower Room and Rosaline Wong Gallery, with its unique views across the city, will host a range of events from art exhibitions to fine dining experiences.



Infrastructure Strategy

The next five years

The College will now begin an operational management review of its whole infrastructure, and the further steps we need to take to ensure our estate is fit for purpose in the 21st century.

Accessibility and management

Our first priority is to conduct an option appraisal on the College's retail units on Cornmarket to the north of the Cheng Building, with a view to determining the development potential of these spaces. This appraisal will also stimulate thought and discussion on what the College might consider more generally in terms of accessibility for the internal areas of the College -this includes the Meyricke Library and Third Quad. Improving accessibility across our Oxford estate, including spaces such as the Upper SCR and College bar, will also be a priority.

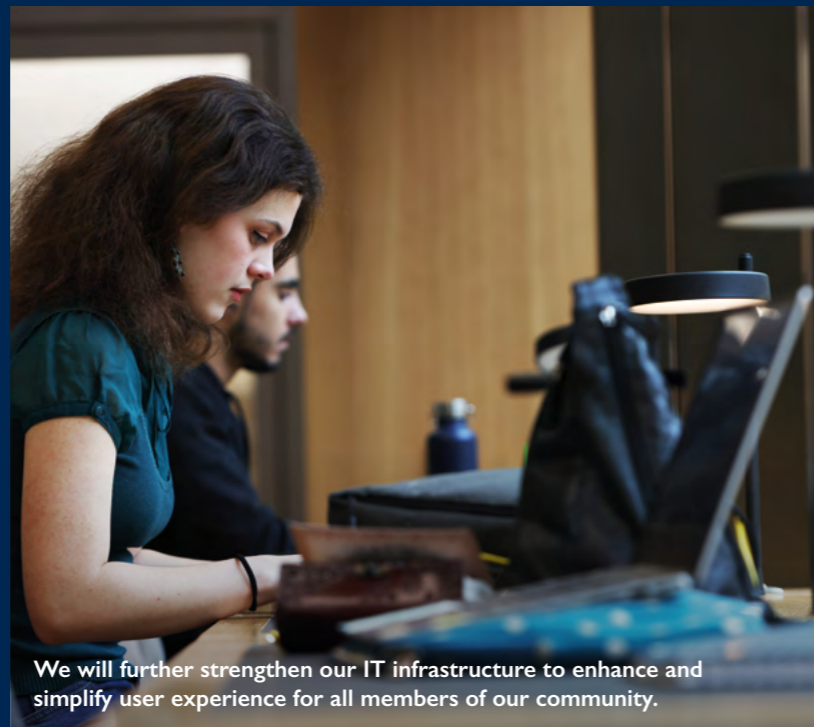
The College will continue a rolling plan for modernisation and maintenance to ensure that our estate is managed efficiently and fully fit for purpose. This work will include the updating of student accommodation. We plan to develop the student bedrooms in Third Quad, to create more ensuite rooms for undergraduates, with the potential to free up some non-ensuite rooms for additional Tutor offices. To ensure we can respond quickly and efficiently to the future accommodation needs of both students and staff, we will undertake a review to understand what those needs might be.

Optimising the use of new spaces

As we familiarise ourselves with the cadence of College life now our new building and exciting Digital Hub are open, we will work to understand how these developments interact with the College's diverse requirements and activities. We will seek ways of balancing the academic needs of our community, and our wider access and public engagement work, against the building's commercial potential as a conferencing and events venue. An operational review will take place 12 months after the full opening of the building, and an annual Conference Action Plan will be produced to ensure both financial and strategic objectives are being met.

Improving our IT infrastructure

We have already invested significantly in improving our IT infrastructure. This work included a complete refresh of the Wi-Fi system across the whole Oxford estate, and a new 1Gb/s network link to the Herbet Close annexe, giving a ten-fold increase in connection speed. We introduced dual firewalls, core switches and server nodes to improve resilience, and overhauled our data flow processes so that our databases are now automatically updated with the overnight data feed from the University.



We will further strengthen our IT infrastructure to enhance and simplify user experience for all members of our community.



Building on this progress, we will now focus on boosting connection speeds, enhancing security further streamlining of IT systems management, and simplifying the user experience for our community, enabling the IT team to support users with more complex issues. We will also complete our action plan for the provision of hybrid meeting facilities, which will enable both in-person and remote-working participants to attend.

The College will conduct an option appraisal on its retail units on Cornmarket to determine the development potential of these spaces.



Sustainability Strategy

A greener Jesus College



Bees enjoying the alliums in Second Quad.

Achievements 2017-2022

We recognise the urgent need to address the climate crisis and are committed to reducing our impact on the environment. The University of Oxford has set an ambitious goal to reach net zero carbon and achieve biodiversity net gain by 2035, and the College is committed to this goal.

Over the past six years, we developed and implemented a wide range of sustainability-driven initiatives designed to realise this ambition, being mindful of the challenges presented by the Grade I Listed status of our historical central site.

Reducing energy consumption and adopting renewable energy solutions

Guided by the results of an independent feasibility study undertaken in 2019, we carried out a range of additional energy reduction measures across the historical site, including the installation of low-energy LED lighting, window draft-proofing, boiler upgrades, and enhanced roof insulation. We are nearing completion of a £1.5m project to upgrade insulation at Steven's Close (an all-electric building).

“

Over the past six years, we developed and implemented a wide range of sustainability-driven initiatives designed to realise this ambition, being mindful of the challenges presented by the Grade I Listed building status of our historical central site.

Utilising zero-carbon services and products

In preparation for the new Zero Emission Zone in Oxford, which aims to improve air quality, cut carbon emissions, and move towards zero emission travel in the city, we worked to reduce or remove the carbon footprint of the services provided to College. We moved our entire laundry service to a local sustainable laundry business and, wherever possible, now source products that are sustainable, recyclable, and manufactured using ethically sound processes.

We also encourage our community and visitors to the College to use sustainable travel options wherever possible, and recently increased our capacity for secure bicycle storage on the main College site, as well as leasing our first electric van.

Managing consumption and waste

The College introduced a number of initiatives to reduce food wastage, and promote healthy and sustainable eating. This included introducing an online booking system for Hall lunches and dinners, and regularly updating menus with nutritious, meat-free and locally-sourced options. We have also moved increasingly towards the use of digital materials for meetings, publications and general College business. These measures, focused on sustainable consumption, were complemented by significantly reduced reliance on single-use plastics, and enhanced water and waste recycling capacity.

Improving biodiversity

From the endeavours of the JCR/MCR Gardening Club to the enterprising eco-initiatives of groundsman David Mead at Herbert Close, our community remains passionate about making the best of our green spaces. At our annexe sites, we introduced a wide range of environmentally sustainable practices and projects to improve biodiversity and encourage wildlife. On the main College site, new plants were introduced to encourage pollinating insects.

David Mead, Groundsman at our Herbert Close site.



Sustainability Strategy

The next five years

The Cheng Building sets a benchmark for best practice in environmentally sustainable building management.

In developing this new part of the College, we used high performance, low carbon materials from sustainable and recycled sources. The building is heated using renewable energy technologies, such as ground source heat pumps and photovoltaic panels, in line with the College's strategy to move towards net zero carbon emissions. The new building demonstrates what is achievable as part of our overall environmental strategy, giving the College a strong foundation on which to enhance the sustainability of all our operations over the next five years.

Sustainability Working Group

The College's ambition is to comply with the University's net zero strategy by 2035. We will direct our academic, operational and financial resources to this end, establish a Sustainability Working Group to oversee the development and delivery of our plans, and ensure that sustainability becomes firmly embedded in all parts of the College and in all our activities. We will continue to address the direct impact our activities have on the environment by further developing our programme of carbon reduction and sustainability improvements. This work includes initiatives to minimise energy consumption – such as completing the insulation upgrades at Steven's Close and beginning a similar project at Herbert Close – and installing heat monitoring systems across our buildings.

Biodiversity

To mitigate for changes to the UK climate, we will review the types and forms of planting in all four College quads, with a view to introducing more perennials and drought-resistant species. The sustainable planting programme at Steven's Close will continue, as will our support of student-led environmental initiatives, and those of the University, such as the 'Be Energy Friendly' campaign and Green Action Week.

Reporting

The Sustainability Working Group will establish measures to monitor the impact of our steps towards sustainability, reporting on progress regularly both internally and via our website.

We will also address the impact of our activities on sustainability in the wider world, most importantly in our role as an institution with the mission to educate future generations. We will support progress towards achieving net zero emissions of carbon dioxide, both in the UK and globally, by means of our investment policy, and we will also explore opportunities to inform wider public decision-making on issues around sustainability.

The mandate of the College's investment manager, as well as that of our internal team that manages the College's estates, are aligned with these objectives. Accountability and transparency of reporting, will be essential features of the Strategy and consequently we will provide an annual report on our environmental impacts and progress towards our sustainability goals.

Investments

The principal objective of our Investment Strategy is to preserve and preferably grow the real value of our endowment over the long term, having regard for our expenditure rule and the need to protect the value of College assets against erosion by inflation. We recognise the growing importance of environmental, social and governance (ESG) criteria when selecting and managing investments.

Investments are made on a total return basis; this means that there is no preference for capital growth or income. Together with our property holdings, we invests in funds rather than making direct investments. We expect all fund managers to adhere to the United Nations principles of responsible investment, to have an ESG policy, and to confirm that ESG criteria are included in their investment decisions.

Our commitment to achieving overall net zero status by 2035 will be reflected in our investment portfolio, where we will seek to achieve net zero by 2030 at the latest. Having regard for our financial return objectives, the Strategy has three components:

1. *Decarbonise*: This will involve reducing exposure to companies that have the highest carbon emissions and disinvesting from those companies that promote or extract fossil fuel reserves before the end of the current Strategic Plan period in 2027.

2. *Invest for positive impact*: Where appropriate, we will invest in new companies that seek to have positive environmental impacts in order to speed up the transition to a low carbon economy.

3. *Engage*: Either through our investment manager, or directly, we will engage with our investment partners to encourage the low-carbon transition of economic sectors in line with science and in consideration of associated social impacts.

We will review the types and forms of planting in all four College quads, with a view to introducing more perennials and drought-resistant species.





The Cheng Kar Shun Digital Hub

Showcasing research in the digital age

The Cheng Kar Shun Digital Hub presents us with a unique opportunity to enhance our reputation as an innovative and outward-facing Oxford college.

Dr Janina Schupp joined the College in the summer of 2021 as SOUTHWORKS Career Development Fellow of the Digital Hub - a position supported by Jesus and Saïd Business School Associate Alumnus Alejandro Jack and his SOUTHWORKS business partner, Jonathan Halife. Ahead of the opening of the Digital Hub, this new Fellowship enabled the College to develop its first programme of original activities themed around scholarship and research in the digital age.

Digital Bootcamps

In Michaelmas 2021 we launched the Digital Bootcamp series; workshops for the College community to boost their digital skills, personal development, and to discover cutting-edge technologies. These workshops provided a rare opportunity to learn more about the enormous potential of new interdisciplinary methods, tools and technologies, and how digital tech and processes can be utilised across a wide range of applications. Over 60 students, staff, and Fellows enthusiastically joined the workshops to gain insights into digital text editing, 3D object scanning and digital film production, and to benefit from the College's first personal development training sessions, including public speaking in the digital age.

The launch of 'New Era', a postgraduate-led digital project that explores solutions to 21st century societal challenges.



“

Over 60 students, staff, and Fellows enthusiastically joined the workshops to gain insights into digital text editing, 3D object scanning and digital film production.

Digital Hub Reading Club

The student-founded and curated Digital Hub Reading Club gave College members the opportunity to read and discuss contemporary fiction on AI, robots, and everything digital. The Club also provided an important social function, bringing together staff, Fellows, and students in an informal setting to explore a shared passion.

Academic and public events

In Trinity 2022, we hosted the first of our Digital Hub external events: 'Evolving Earth: An Interdisciplinary Challenge', co-organised by DPhil student Harriet McKinley-Smith, brought together researchers from across the University to discuss interdisciplinary perspectives around the changes affecting our planet. This was followed by 'Immers-eXpo: Immersive Research and the Metaverse', a large-scale showcase of the latest uses of immersive technology in academia and industry. Most recently, the College hosted the inaugural Oxford Synthetic Media Forum and 'Archives of the Future', an exploration of how archivists of the future might preserve and keep secure digital archival materials.



The Immers-eXpo conference showcased the latest uses of immersive technology in academia and industry.

The Cheng Kar Shun Digital Hub

The next five years

With the Digital Hub now fully open, we will develop new and innovative programmes of activities that explore and support research and learning in the digital age.

Digital Bootcamps

We will offer more opportunities for College members to participate in digital skills training workshops, which introduce them to new digital teaching and research tools and methodologies. Enhancing digital communications skills will also form part of the Bootcamp programme (see Digital Media Lab on page 43).

Events

Under the curatorship of the Digital Hub CDF, and in collaboration with members of our community and the wider University, the events programme will expand and become more ambitious. Hackathons, digital music performances, and digital art exhibitions are already being planned. We also want to reach out to new potential partners who share our vision, and who are open to sharing their academic expertise, networks, and resources, or who might consider financially supporting an event or tailored programme of activities. The needs of our community will, of course, always be prioritised when considering the size and shape of future programmes.

New networks

We want to build a sense of community and engage more deeply with the people who use or visit the Digital Hub regularly, whether they are College members, the wider academic community or general public. To achieve this, and subject to resourcing, we plan to develop two new communications networks; one for academic members, and one for general public members, through which to share information on upcoming events, promote early-bird ticket bookings to symposia, conferences, events and skills workshops, and facilitate opportunities to create or support Hub programmes.

The inaugural Oxford Synthetic Media Forum brought together colleagues from interdisciplinary research institutes across the UK.



Website

To support our efforts, we will create a new web presence for the Digital Hub on the College website which will provide a repository for digital research materials generated by our Fellows, as well as event booking information, event videos, podcasts and more.

Digital Media Lab

We also plan to develop a Digital Media Lab (DML). The DML, located on the Hub's second floor, will provide our students and researchers with the latest digital and audio-visual tools, and digital communication skills training to enhance knowledge transfer, and widen the reach and impact of the research they carry out. The first phase of the development of the DML will focus on equipping the space, and trialling and evaluating a range of activities. This will include skills training in podcasting and digital videography, and the production of audio-visual content—such as talks, podcasts, lectures—to be hosted on the Hub website to widen the reach of research dissemination.

We will also use the new facility to produce digital materials and content to enhance audience experience across all Hub activities, and explore the option, in the future, to offer the DML as a 'hireable' resource to the wider University (especially colleges) or local community organisations who lack such facilities themselves.



Jesus Fellows (l-r) Paul Riley, Georg Holländer and Shankar Srinivas hosted a Hub event on 'Regenerative Medicine in the Digital Age'.



Development Strategy

*Supporting academic excellence,
College environment and community*

College Principal Professor Sir Nigel Shadbolt welcomes guests to the dedication of the Welsh Access Fund Quad.



Achievements 2017-2022

Each one of our students becomes a valued member of College for life, and we are regularly in touch with a connected network of over 6,000 alumni across the globe.

The 450th Anniversary Campaign was launched in 2012, primarily to raise £45 million in support of our priority areas for College: teaching and research, fabric and environment, student support, and access and outreach. At the time of the 2017-2022 Strategic Plan, £10m of this target remained to be raised, and it is thanks to the unwavering support and generosity of our many Jesus alumni and friends that we were able to complete our campaign successfully in July 2022.

Creating life-changing academic opportunities

Over the past decade approximately £28.4m of the total £45m campaign target was raised for academic priorities, including the creation of new bursaries and graduate studentships. This tremendous support enabled us to participate in co-funded opportunities with the University, such as the Graduate Endowment Matched Scholarships funding scheme, Clarendon Scholarships, and the newly created Oxford Academic Futures programme.

“

Over the past decade, approximately £28.4m of the total £45m campaign target was raised for academic priorities, including the creation of new bursaries and graduate studentships.

A campaign gift of over £1m from alumnus Christopher Richey (1984, MPhil Management Studies), for example, will be combined with GEMS matched funding to endow an unrestricted graduate studentship in any subject. Similar gifts also funded early career research through the creation of new Junior Research and Career Development Fellowships across a range of academic disciplines.

Significant legacies from College alumni also played an instrumental part in funding 12 new endowed and spend-down Teaching Fellowships, as well as helping to restore a £3.5m historic University Chair, the Jesus Chair of Celtic.

Creating new College spaces

The realisation of the Cheng Building was due in large part to a £15m lead donation from philanthropist Dr Henry Cheng Kar Shun. This generous benefaction from the Cheng family also created the Cheng Kar Shun Digital Hub. Their support of the College's fabric and environment was complemented by additional donations from our alumni and friends, many of whom are also recognised by name in the new building.

Creating opportunities for Access and Outreach

A £1m gift from alumnus Oliver Thomas and his family was transformative for our outreach work in Wales, and enabled the College to endow in perpetuity its Welsh summer school programme. We also received over £600k in donations from both alumni and corporate supporters towards College access visits from schools in London and across Wales. Thanks to generous support of this kind, we are able to participate in University co-funded programmes such as Target Oxbridge and, more recently, the Ukrainian Graduate Student Support Fund.

Creating new alumni communications and networks

Since College's last Strategic Plan we have sought to grow and strengthen the bonds of our diverse and ever-expanding alumni community through an engaging programme of events that encourage intellectual curiosity across all College disciplines.

The result saw increased participation and a more diverse stratification of age groups attending our events. In tandem, we have built a large digital library of video content from the events programme, generating thousands of post-event views.

We have also re-vamped our flagship print publications to reflect the vibrant aesthetic of our digital presence, and introduced two new online alumni publications. These communications have a growing alumni following, and have helped us bridge the technological gap between older and younger alumni groups.

We upheld our promise to invest in our alumni community by creating more opportunities to gather and celebrate them. In 2018, we launched the 1571 Society, the College's first official legacy society. This group enjoys exclusive stewardship, and our number of known legators to Jesus has doubled since launching. In addition, the Jesus Entrepreneurs Network (JEN) now serves a much wider alumni professional ecosystem.

Other special long-standing alumni groups - such as the XL Network and Cadwallader Club - continue and, although they operate independently of the Development Office, we offer support of their annual activities.



Celebrating the 45th anniversary of the admission of women to Jesus College in 2019.

Development Strategy

The next five years

The Development Office's first priority will be to ensure that the c. 2,500 alumni who contributed to the 450th Anniversary Campaign are properly thanked and feel a strong sense of collective achievement. We will also use this post-campaign period to analyse our donation data to understand our key donor demographics and participation over the past decade, and inform our fundraising and alumni engagement strategies going forward.

Whilst this important data work is underway, our fundraising activity continues as usual, with an emphasis on securing unrestricted donations and maintaining momentum with our annual fund programme. The donation data we have collected over the past decade, and the opening of our new building, will both provide opportunities for us to shape our Communications Strategy to connect and re-engage our donors and alumni. The new Cheng Building evokes a great sense of pride in our alumni, and we will continue to create opportunities for them to visit College to help grow affinity with Jesus in the coming years.

Supporting ongoing and new priorities

Building on our recent campaign success, our focus in the coming years will shift toward raising significant funds for ongoing and new academic priorities, such as Tutorial and Early Career Fellowships, graduate studentships and bursaries, and Research Associates. We will also continue to work closely with the Jesus Access Team to help support their plans, including new programmes in undergraduate in-reach, digital outreach, and widening schools participation in London and Wales.

Another key priority for us, in addition to supporting the academic vibrancy of College, will be a renewed focus on raising support for our College estate, with sustainability squarely in mind (see pages 38-39).

Our ambitions for a 'greener Jesus' will be at the heart of this message and will include projects that will improve our historical buildings and allow us to make the vital changes to College's fabric and environment needed to meet our net-zero pledge.



Alumni and students enjoy watching Summer Eights from the College boathouse.

The new academic and sustainability goals for College will require significant additional support to be raised over the next decade as outlined in the financial strategy. The Development Office plans to address this need by introducing alumni and potential donors to our new College priorities and creating opportunities to support individual projects, rather than launching a new campaign in the immediate term.

Jesus Entrepreneurs Network

We will continue to promote innovation and entrepreneurship through this network over the next five years, and will do this by developing more curated online content, and by creating more opportunities for JEN members to volunteer and share their expertise.

Alumni engagement: exploring new opportunities

The Digital Hub creates an extraordinary opportunity to position Jesus as a top college for technology-driven research and learning. The potential of our new building to host bigger events and symposia that will attract participation from the University and supporting institutes is an exciting step-change for College. The use of the space will be central to our alumni engagement strategy over the next five years; exploiting the Hub's technologies will allow us to bring the research of the College Fellowship to life for our alumni and stakeholders in dynamic new ways.

To support the delivery of these activities and to help the Digital Hub reach its potential, the Alumni Engagement team will need to play a more significant role in supporting alumni and College events in the Hub. The Development Office plans to add resource for the Alumni Engagement team to support the Digital Hub CDF with the planning and promoting of future Hub events. There is an opportunity to work together over the coming years to promote the Hub more broadly and ideally harness financial support for Hub activities and academic research from our networks.



Dr Henry Cheng Kar Shun and Professor Sir Nigel Shadbolt cut the ribbon to open our new Cheng Building at a formal dedication event in October 2022.

Alumni engagement: new generations

Our alumni marketing and communications strategy will also need to pivot over the next five years to help us effectively engage a younger alumni audience that is digitally literate, and widen our reach to more non-alumni networks. Now, more than ever before, we are carefully watching social media trends and using analytics to understand what engages and motivates our alumni and online followers.

The future of College philanthropy will soon depend on understanding the nuanced desires of these networks, and for us to be able to communicate College messages and our USPs most effectively across a wide range of channels.

To support this important work, both the Development and Communication teams will need more resource. Critically, the Development Office will also need to evolve to become more marketing and insights focused, which will mean a strategic shift towards a more data-led operation.

Over the coming years we will continue to work closely with key members of the College to develop messaging around our shared vision of positioning Jesus as a future-facing and exceptional Oxford college for teaching and research, and continue to nourish the belief in our alumni and friends that this is an institution that is well worth their generous support.



Communications

Amplifying the College's story

How we present ourselves to the outside world – whether that's the wider University, regional and national media, prospective students, alumni, or members of the local community – plays an important part in the success of our core mission.

In February 2020, in response to the 2016-2021 Strategic Plan, we appointed a Communications Manager to develop and deliver a Communications Strategy for College. That initial 2-year Strategy saw the creation of a new user-friendly and accessible College website, streamlined social media channels, the implementation of timely and efficient editorial processes, a new College intranet for internal news and information, new digital prospectuses in both English and Welsh, and more. Around 7,000 new users now visit our website each month, and our reach is global. Our Admissions section, which is targeted specifically at prospective students, receives the highest audience traffic.

We maximised opportunities to proactively communicate our research, our people, and our activities to the media and wider audiences, publishing over 180 news articles and features on the website, issuing 34 press releases, and responding quickly and effectively to emerging issues such as COVID-19. In 2021, the announcement that actor Michael Sheen was to fund a Welsh undergraduate bursary at Jesus reached an estimated 1.8 million people through online interactions, television and radio broadcasts, and print media.

We also strengthened our relationships with the University's central Public Affairs Directorate, and communications colleagues in departments, divisions and other Oxford colleges. We worked in collaboration on campaigns such as Black History Month and Women in Science Week, and to promote research news, new scholarships, and Access programmes.

Communications during the pandemic

Timely and accurate communications were key during the pandemic. Supported by the Communications Manager, the College's COVID-19 Planning Group produced over 260 separate email updates and guidance documents for our community in 2020/21 alone. The pandemic also led to an increase in demand for digital content. In collaboration, the Communications and Development offices produced hundreds of social media posts, website features and videos to keep current and Old Members abreast of our activities during lockdown, including the development of the Cheng Building and the 450th Anniversary. This had a significant impact on levels of engagement. For example, in 2021 the Cheng Building section of the website was viewed over 7.5k times.

Community engagement

The development of the new building provided an opportunity to engage with local communities about the College, our people, and the remarkable research carried out by our Fellows. As well as keeping the website up to date with news and films from the construction site, the Communications Manager worked with the local media to keep Oxford residents informed on progress, and the *Oxford Mail* ran 16 individual news articles about the project (in print and online) from 2020 to 2022. The beautifully-designed hoardings, which ran along the perimeter of the site for nearly two years, drew interest and compliments from those who viewed them. The opening of the new NHS Northgate Health Centre in the lower ground floor of the building also garnered praise for the College from the local Oxford community it now serves.

“

We maximised opportunities to proactively communicate our research, our people and our activities to the media and wider audiences, publishing over 180 news articles and features on the website.



Ahead of the 2022 Oxford/Cambridge Boat Race, Oxford crew member and Jesus Masters' student David Ambler (in white t-shirt) was interviewed in College by the BBC.

Communications Strategy

The next five years



We are proud of the progress we have made to build the College's reputation in the public domain. The ambitions set out in this Strategic Plan, and the future opportunities presented by the Cheng Kar Shun Digital Hub, now provide a platform from which to strengthen and amplify our story over the next five years.

Our communications objectives will align with the wider objectives of the College's Strategic Plan and, alongside our existing communications tools, we will use podcasting, and the latest digital technologies to enhance the reach and impact of our messaging. Our goals are to:

- Position Jesus College as a leading institution for teaching and interdisciplinary research in the digital age; communicating news and features about our people, our research and achievements to new audiences;
- Support the work of the SOUTHWORKS Digital Hub CDF by engaging with existing and new audiences about the Digital Hub events programme, including an enhanced web and social media presence;
- Support the College's access and outreach work through enhanced engagement with prospective students, especially those from disadvantaged backgrounds, and develop student skills in digital media so they can share their experiences and insights more widely;
- Support efforts to attract and retain the best talent across both academic and professional staff by enhancing our internal communications toolkit;
- Demonstrate the College's commitment to equality, diversity and inclusion by communicating more widely about our EDI work, programmes and collaborations;
- Demonstrate our commitment to, and delivery of, projects to make the College more sustainable and accessible.



Gale Digital Humanities Fellow Dr Xiurong Zhao was interviewed for a film on the Gale Fellowships programme.

We will conduct data analysis and evaluation of our efforts to further inform how we engage with our various audiences and stakeholder groups, both in the UK and internationally.

College website

Building on the successful launch of the new College website, we will integrate new design features that enhance the user journey, and undertake an accessibility audit to ensure that it meets the requirements of the international Web Content Accessibility Guidelines. We will also continue to use data analytics software to understand how our audiences use the website, and make improvements where necessary.

Reactive communications

As demonstrated during the COVID-19 pandemic, our ability to be able to respond proactively to rapidly emerging issues will remain critical. We will further strengthen our communications processes to ensure we disseminate accurate and timely information as and when required.

The pandemic also facilitated a closer relationship between the University's Public Affairs Directorate (PAD) and the collegiate University, and led to new communication structures that enable the rapid two-way dissemination of information during times of crisis, or when urgency is required. We will continue to build on these new structures, and relationships to enhance the College's ability to respond to emerging issues and, more widely, to amplify our story to public and academic audiences.

Investment in communications resources is key to achieving our goals. Therefore, our first step will be to create a permanent Communications Manager role in College to develop and deliver our communications objectives.



Finance Strategy

Achievements 2017-2022

The growth of our student community, a successful fundraising campaign towards key academic priorities, and strong investment returns across our endowment have ensured the College has maintained a solid financial footing over the past six years. Delivering the £40m Cheng Building within 1% of budget despite the pandemic is a tribute to the College's careful and prudent planning and project management.

The return from the College's investments accounts for nearly half of all College income, and so is vital to funding our academic mission, both today and in the future. Our investment returns exceeded target despite the much changed retail environment that affected our commercial property. We have seen significant growth across both our securities portfolio and our agricultural property, with the latter benefitting from progress in realising value from our Lincoln asset.

The College's unrestricted income grew by 24% over the past six years. Of this, charitable income grew by 20%, primarily driven by the rise in our student numbers, and tuition fees rose by 36% compared to 8% for residential income. Rental income from our commercial premises on Cornmarket inevitably ceased during the Cheng Building construction period, leading to a decline in cash investment income, but this was compensated for by drawing on the overall return from our endowment and the positive trend in donations.

“

The College's unrestricted income grew by 24% over the past six years.

Protecting our long-term interests

Our commitment to supporting our academic mission financially enabled the College's academic community to grow significantly. Academic expenditure on staff and student support increased by 55%, which enabled our Fellowship to expand and provide more bursaries and scholarships to support our most disadvantaged students. While constrained by fixed fees and capacity in terms of our UK undergraduates, we benefitted financially from the significant growth of our postgraduate community.

We have carefully managed expenditure relating to the maintenance of the College's Oxford estate to ensure our infrastructure remains fit for purpose. The Cheng Building development has already brought benefits in terms of enhanced physical and IT facilities for the College, and we are exploring how these new spaces can boost our conferencing business, which was significantly restricted during the pandemic.

Fundraising remains vital to delivering our strategic objectives. The impact of the 450th Anniversary Campaign, which raised £45m for College priorities, cannot be underestimated. Alongside the £15m philanthropic gift to College by Dr Henry Cheng Kar Shun, donations, legacies and endowments raised significant funds towards academic priorities, College infrastructure and fabric, and our access and outreach programmes.

In the previous Strategic Plan, we set a target of growing the College's total funds by 25%. This was ambitious but realistic given previous success. We are delighted that, with growth of 32%, our total funds reached £257m at July 2022.

See Appendix 1 (page 58) for further financial information.



Finance Strategy

The next five years

Across this Strategic Plan, we set out the College's ambitions for the next five years. We want to improve the fabric of our buildings, and address challenges around sustainability, accessibility and recruitment. We will continue to focus on our academic priorities, such as endowing academic posts, and supporting studentships and bursaries.

At the time of writing, we are in the middle of a challenging financial situation. As we address the remaining consequences of the pandemic, the re-emergence of high inflation creates pressures not seen for many years. We must therefore proceed with an element of caution in financial decision-making in the short-to-medium term, to ensure that we can deliver the College's strategic objectives while protecting its long-term interests.

Investments

Despite uncertainty around the conditions that have favoured investments for so long, we believe that some investment growth is achievable, particularly in regards to our property portfolio:

- We will seek to exploit the opportunity to develop housing on the College-owned land at Lincoln. Having been included in the local area development plan, this asset has the potential to provide a significant contribution to College funds;
- We will conduct an option appraisal into the scope for redeveloping parts of our Cornmarket properties to improve the retail space, and inform further discussion and decision-making on the future use of the vacant element of these properties;

- We will appraise options for improving the sustainability of our residential properties in both North and East Oxford;
- We will continue to seek quality tenants for our commercial property in Oxford; and
- We are updating our securities investment strategy to take advantage of the College's position as an ultra-long-term investor and to drive investment performance.

Operational management

Providing effective and efficient operational support remains a crucial part of ensuring that the College can deliver its core academic mission and ambitions. The following actions will contribute to this:

- The cap on UK undergraduate fees limits our income at a time of high inflation, such that accommodation and event income offer the best opportunities for growth in operational income. We will implement an annual Conference Action Plan to ensure optimum use of both our existing and new facilities;
- We will develop a rolling plan of works that spreads significant expenditure over the five year period of the Plan (and beyond) in order to enhance College infrastructure, particularly with regard to accessibility and the introduction of initiatives towards sustainability goals;
- We will continue to work closely with the Academic, Accommodation and Development Offices to identify and support the College's strategic objectives, such as endowing academic posts, supporting studentships and bursaries, and delivering against our sustainability targets.





Governance Strategy

New opportunities for best practice



Achievements 2017-2022

Participation of Academic Fellows in the governance of the College has always been key to its effectiveness.

Consistent with the objectives of the last Strategic Plan, our Governing Body (GB) now includes a Research Fellow representative, while College Officer meetings include a representative from the academic members of GB. Staff and student representatives also attend GB meetings.

Additionally, we planned to extend our arrangements for formal training in Trustee duties to existing and new members of GB, and offer annual training in the financial affairs of College. This has now been delivered. New members of GB receive a briefing from the Estates Bursar on trustee responsibilities and the College's financial affairs.

The next five years

Academic priorities continue to be the focus for all our decision-making, and going forward we will explore new opportunities to further improve our management of the College.

Mandatory Trustee training

We will ensure that all Trustees, both on appointment and periodically thereafter, receive specialist training in governance and regulation, legal and financial responsibilities, and strategic and operational considerations.

A new Governance Committee

A new Governance Committee will be appointed to ensure that both legal and Charity Commission developments are considered regularly.

Once appointed, the Governance Committee will undertake a review of the effectiveness of College governance, addressing questions around the size of Governing Body, attendance of members, delegated authorities, and an audit of skills and diversity.

Membership of committees

We will conduct a review of the membership of our committees, and both the Academic and HR Committees will consider appointing independent members in order to ensure broader perspectives in decision-making.

In addition, the HR Director will attend the Remuneration Committee, which is responsible for setting and reviewing the remuneration strategy for the College.

Senior appointments

We will look to review the appointments process for senior roles in College.

Transparency

Working with the Communications Manager, we will undertake an exercise to ensure that all College policy statements are clear in purpose, up to date and accessible.

Sustainability Working Group

We will establish a dedicated working group to provide governance oversight for the development and delivery of our new Sustainability Strategy (see page 36). This will have the task of ensuring that the principle of sustainability becomes firmly embedded in all parts of the College and in all our activities.

Arts Committee

We will stand up the Arts Committee which the College resolved to establish before the pandemic.



Appendix I

Financial information

	Y/e July 2022	Y/e July 2016	Change	
Change statistics	£'000	£'000	£'000	%
Unrestricted income	13,800	11,149	2,651	23.8%
Charitable income	6,778	5,632	1,146	20.3%
Tuition fees	3,039	2,241	798	35.6%
Residential income	3,461	3,201	260	8.1%
Academic expenditure	4,083	2,636	1,447	54.9%
Total funds	256,798	194,261	62,537	32.2%

	July 2022	July 2016	Change	
Balance sheet statistics	£'000	£'000	£'000	%
Tangible fixed assets	44,510	11,796	32,714	277.3%
Agricultural property	63,224	30,629	32,595	106.4%
Commercial property*	32,224	57,355	-25,131	-43.8%
Securities investments	164,490	97,663	66,827	68.4%
Total investments	259,938	185,647	74,291	40.0%

*Approx £20m is the impact of the decline in Northgate House. The balance is the rest of Cornmarket and Ship Street reflecting sharp changes in retail values.



With huge thanks to the Jesus College Fellowship, and in particular the College's Strategic Plan Working Groups, for their support in the development of this document. Thank you also to the following photographers and staff who provided accompanying images: John Cairns, Sophia Carlarne, Jude Eades, Brendan Foster, Sarah Jones, Ed Nix, Andrew Ogilvy Photography, Silvia Rosi, Bev Shadbolt, SK Photography and Brittany Wellner James.
Managing Editor: Jude Eades. Design by Imageworks. © Jesus College Oxford 2023



For more information about Jesus College
visit www.jesus.ox.ac.uk

Jesus College, Turl Street, Oxford, OX1 3DW