



# GTC

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**THE THIRD ISSUE** OF OUR ANNUAL ALUMNI MAGAZINE LOOKS AT THE ROLE WESTERN JOURNALISM HAS PLAYED IN COVERING THE EVENTS OF THE ARAB SPRING, FOLLOWS THE HIGHS AND LOWS OF AN OLYMPIC 2012 CYCLING BID, ASKS 'WHAT NEXT?' FOR HIGHER EDUCATION IN THE UK AND EXPLORES HOW FACEBOOK IS DECODING OUR BEHAVIOUR





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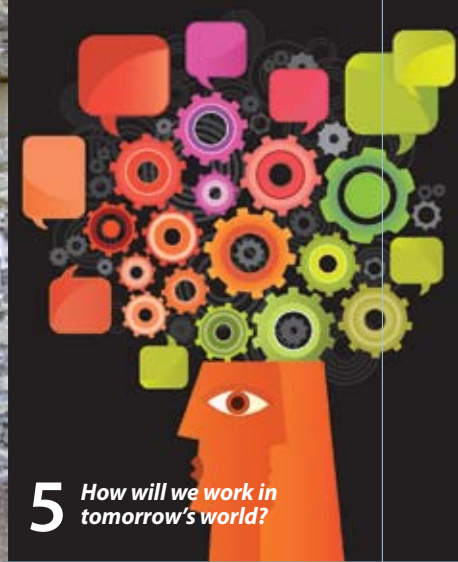
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# GREEN TEMPLETON COLLEGE: IN CONVERSATION



Photo: Rob Judgus

**T**he best description I know of what we are trying to do in higher education is of 'a conversation between more and less experienced learners'. This is the definition we used in the report of the Dearing Committee (*Higher Education in the Learning Society, 1997*). It is why research and teaching are inextricably linked. It is how higher education is always an unfinished business: we seek the truth, but in asymptotic fashion we never quite reach it.

Green Templeton College is awash in conversation: informally over lunch; rather more formally (especially when we have our usual ration of interesting guests) at dinner; over coffee in the Stables Bar and Gallery or Common Room; and in many more structured sessions too.

The latter include: our annual programme of lectures and seminars (in early 2012 the GTC Lectures will address 'States in Crisis'); the thematic series we host and help to plan (for example with the Reuters Institute or the Future of Work Programme); and student-led events like the Tuesday evening Welfare and Wine discussions (the only thing wrong with which is the title – I am impressing upon the GCR that much of global conversation around welfare deliberately eschews alcohol), and the annual student-led Human Welfare Conference (another considerable success in 2011).

These events all underline the College's very considerable 'convening power'. An example, which I am personally looking forward to greatly, is our third Emerging Markets Symposium, to be held between 13 and 15 January 2012, when policy-makers, scholars and practitioners from all around the world will address the theme of tertiary education. All of the societies they represent are struggling with the challenge of how best to design, deliver and nurture those systems of post-compulsory education that enable their members to live productive, purposeful, responsible and fulfilling lives. In this sense, the emerging economies are throwing into sharp relief, and with a sense of urgency, questions about equity and efficiency with which more established nations (like the UK, as I argue elsewhere in this Magazine) have yet fully to engage.

Such exchanges are also underpinned by the College's profound sense of place, which will only be reinforced as major Schools and Departments of the University join us on the Radcliffe Observatory Quarter, and (I hope) join in our conversations in the café we are planning as part of the proposed new western quadrangle for the College. I see a lot of Aristotelian peripatetic teaching and advising going on as fellows and students wander around the site. Meanwhile, it is no accident that when I call meetings involving other members of the University they frequently ask to hold them in the College. Here they can enjoy our garden, the communal spaces in the Observatory and our excellent catering facilities.

It is also why other conversations matter deeply. I have found Collections to be an especially effective way of getting to know our remarkable student body, and the importance of their work. It has also been an immense pleasure to hear from alumni and alumnae all around

the world how conversations begun in Oxford have come to structure their personal and professional lives.

Meanwhile, closer to home and even more personally, I particularly enjoy my conversations with Michael Pirie, the College gardener (who never complains about having to lay aside his hoe), colleagues in the Porters' Lodge (whose fingers are always firmly on the pulse of College life), the families of students who are neighbours in Observatory Street, and the Chair of the Common Room Liaison Committee (Emeritus Fellow Professor Ken Reid) on the tennis court (he always wins).

GTC Associate Fellow Theodore Zeldin concludes his *Conversation* (based on a series of talks given on BBC Radio Four and published by the Harvill Press in 1998) as follows:

"What is missing from the world is a sense of direction, because we are overwhelmed by the conflicts which surround us, as though we are marching through a jungle which never ends. I should like some of us to start conversations to dispel that darkness, using them to create equality, to give ourselves courage, to open ourselves to strangers, and most practically to remake our working world, so that we are no longer isolated by our jargon or our professional boredom... That is what I call the New Conversation."

And what better locus is there for this noble enterprise than Green Templeton College?

**Professor Sir David Watson**  
Principal, Green Templeton College

"The ideal college is Mark Hopkins (President of Williams College 1836-72) on one end of a log and a student on the other." James Garfield



# HOW WILL WE WORK IN TOMORROW'S WORLD?

Few subjects are more vital to current policy and economic debates than the prospects for work and employment. Green Templeton's Future of Work Programme aims to enhance our understanding of the critical developments most likely to impact on our working lives in a world of rapid economic, social and technological change.

**"I suppose the danger with calling the initiative the Future of Work is that it's misleading because it implies that we are somehow speculating about what work will look like in some far off 'space age,'" says Ian Kessler, GTC Fellow and Reader in Employee Relations at the Saïd Business School.**

"In fact, we are very firmly rooted in the present: we are seeking to understand more deeply what is happening now, so that we can better appreciate future changes in the nature of work and employment and their consequences."

Launched in February 2010, the interdisciplinary Future of Work (FoW) Programme brings together a diverse group of academics and researchers, both within GTC and across Oxford, to explore why and how work is changing and impacting societies, and how and whether the development of work and employment might contribute to social, economic, physical and psychological well-being.

The programme's interpretation of 'work' is broader than just employment: it also includes the concept of volunteering, so important in the independent sector, and activities in the domestic domain, often traditionally undertaken by women. The FoW research agenda focuses on six themes: identity and work; work boundaries; ethics of work; mind body and work; researching work and innovation and change in work.

"The route to full participation in society and a healthy economic order goes through the workplace," argues Marc Thompson, Fellow in Strategy and Organisation at Saïd Business School. "All forms of work are worthy of basic dignity and respect – in terms of decent work, decent wages, good working conditions and the ability to sustain a rich family life. Our agenda is to understand how such conditions, rather than pertaining to the lucky few, can be shared by all.

"At a time when unemployment in the UK is racing towards three million and where the chances of getting work for young people in countries such as Spain, Portugal, Greece and Ireland is diminishing,

our programme could not come at a more critical time."

Four GTC fellows are leading the Programme: joining Ian Kessler and Marc Thompson are Martin Seeleib-Kaiser, Professor of Comparative Social Policy and Politics in the Department of Social Policy and Intervention and Robert Walker, Professor of Social Policy, Department of Social Policy and Social Work. They are supported by research assistants Jonas Heirman (DPhil Development Studies) and Joe Feyertag (DPhil Social Policy), both GTC students.

The Programme has held regular lunchtime seminars and a larger termly seminar with speakers such as John Martin, OECD Director for Employment, Labour and Social Affairs, and in March 2011 Junior Research fellow Tuukka Toivonen led a workshop focusing on youth, early careers and motivation. A reading group has also been set up, led by GTC Junior Research Fellow Karenjit Clare, and the Ngo Future of Work Prize, generously sponsored by GTC Singapore alumnus Professor Steve Ngo, has been established.

It grew out of a shared interest in work and employment issues at a macro and micro level at both the former Green and Templeton Colleges. When the colleges merged, it was an obvious area for joint research, integrating as it does many of the College's disciplines: education, social policy, management, and even healthcare professions. It also links the 'four Ps' of the College's academic agenda – professions, practice, policy and public understanding.

*continued overleaf*





Timothy Phakathi receives his prize from Professor Martin Seeleib-Kaiser.



The crucial starting point for the programme, says Kessler, is engaging students and fellows to build an intellectual community within GTC around work and employment issues. "It's a 'grass roots' approach and we are succeeding in getting students actively involved, although there is still scope to get more fellows involved from different academic disciplines, particularly the health arena."

The next stage is to reach out to the rest of the University and establish a strong presence as an academic 'hub' for this activity, before moving out from Oxford to national and international engagement.

"What makes the initiative distinctive is that as well as undertaking research, we are creating a safe space within the College where stakeholders, including practitioners, policy makers and academics, can engage in genuine dialogue about issues with a view to influencing how public policy around labour markets and employment develops. This three-way stakeholder interaction is crucial and different," explains Kessler.

Kessler believes that an Oxford college is a good place to create a space for these kinds of discussions because of its boundaries and scale: a college is an intimate space where people can engage with one another. Whereas many similar initiatives might use big set-piece events like large conferences where participants sit and listen and then ask questions, GTC's workshop model allows people to thrash out issues and develop genuine understanding.

Martin Seeleib-Kaiser cites the FoW event held last June as a good example of bringing stakeholders together and beginning a constructive dialogue. *Building an inclusive workforce in the wake of the economic crisis* looked at how the recession and economic crisis has impacted on workforces and what might be done.

"The workshop was designed to help stakeholders identify areas of agreement and difference in relation to these issues and to pave the way for more constructive decision-making and policy formulation," he says.

"Instead of the usual presentations, presenters gave a brief introduction and then discussions began: it was a more interactive, more participative approach."

The high-profile participants included László Andor, European Commissioner for Employment, Social Affairs and Inclusion, European Commission; Robbin Brugman, Managing Director of global recruitment consultancy Randstad, and Professor Guy Standing, former Director of the International Labour Organisation based in Geneva.

"The event showed the value of our workshop model approach: the protected environment meant that no-one had to worry that what they had said would be in the news headlines the following morning! It has also opened up a relationship between the initiative and senior European policy makers which is important," adds Seeleib-Kaiser.

With his FoW colleagues, Seeleib-Kaiser is now planning a workshop for Spring 2012 focused on the implications of an ageing workforce, which will link into the European Commission's Year of Active Ageing.

Other plans for the Programme's future are also underway. It is looking to begin substantive research activities and source sustainable funding. At the present time, the Programme is funded by the College although it is hoped that funding from other sources, for example grants from the EU or major gifts, will be available, especially to fund scholarships or junior research fellowships.

"We envisage scholarships associated with the six work-related themes to link the GTC student community more strongly with the FoW initiative. This could be very powerful in terms of generating high-quality research outputs," says Seeleib-Kaiser. "We are also interested in exploring sponsorship of particular research areas."

Kessler adds: "In five years' time, we hope to have established a strong network of engaged practitioners, policy makers and academics to come together at least once a year to discuss an issue of mutual interest.

"We also want to have carved out a national and international reputation for GTC as the place where key players come to talk about issues of work and employment."

### The Ngo Future of Work Prize

The Prize, which has been generously sponsored for three years from 2009 by GTC alumnus Steve Ngo, is awarded annually to an aspiring researcher who has contributed significantly to the growing body of knowledge enabling people to understand the future of work.

This prize is open to GTC students from all departments and study areas and provides participants with new opportunities to gain experience and recognition for their research.

Students must submit an innovative, discrete piece of research which has either been written specifically for the prize or is based on conference papers, papers prepared for journals, or chapters or abbreviated sections from their thesis or dissertation.

The 2010 Prize was awarded to Timothy Phakathi (DPhil Sociology) for his paper *Getting on and getting by: the gold miners' informal working practice of making a plan (planisa)*.

The 2011 Prize was awarded to Melanie Bunce (DPhil Politics and International Relations) for *The new foreign correspondent at work: Local-national 'stringers' and the global news coverage of conflict in Darfur*.



# JUST ONE OF THE CROWD?

With our friendships and social interactions increasingly mediated by technology, through networks such as Facebook and Twitter, the digital data trail we leave behind us is helping to transform our understanding of human behaviour.

**S**ocial scientists have long questioned how changes in group social behaviour arise, whether it be the popularity of a best-selling book or a commitment to recycling. Are these changes a result of many people simultaneously coming to a similar, independent decision, or a result of social influence as they copy others' behaviours?

The digital age is providing huge amounts of hard data about how we behave. GTC Fellow Felix Reed-Tsochas is using Facebook and its millions of users as a 'living laboratory' to examine how ideas and behaviours spread, with a recent research study throwing light on how online social influence works.

The study is based on an analysis of how millions of Facebook users adopted software, known as apps, to personalise their pages. The data

gathered from Facebook makes it possible to analyse the growth in popularity of individual apps in unprecedented detail.

Reed-Tsochas, James Martin Lecturer in Complex Systems and Co-Director of the CABDyN Complexity Centre at the Saïd Business School, and Jukka-Pekka Onnela, at the time a post-doc with Reed-Tsochas and now based at Harvard Medical School, analysed anonymous data that tracked 100 million installations of apps adopted by Facebook users over two months in 2007.

The data allowed them to monitor on an hourly basis the rate at which just over 2,700 apps, all that existed at the time, were installed by the full population of 50 million Facebook users, and to track how users' adoption behaviour evolved over time. Were apps adopted in a random pattern,

indicating that adoption decisions were made independently of one another? Or was 'copying' behaviour involved, with the fact that a friend or other users adopted an app influencing the likelihood of its subsequent adoption?

The results showed that both independent thinking and copying behaviour could be observed, but that each type of behaviour tended to dominate under different conditions, and that this determined whether apps became hits or not.

When a new app first appears, it is adopted by users independently of their friends. But if its popularity crosses a threshold – corresponding to a sustained rate of about 55 installations a day at the time - its growth becomes explosive, with its popularity seemingly driving future popularity. A typical app was installed

*continued overleaf*





by thousands of users, but the most popular app 'Top Friends' was in a different league, being adopted by 12 million users, more than a fifth of the entire Facebook population. Below this threshold, the effects of social influence on an app's adoption are imperceptible.

Moreover, because popularity seems to depend mainly on the choices of other users in the community, rather than intrinsic characteristics of the apps themselves, it does not appear possible to predict ahead of time which apps will succeed and which will fail.

"We realised that these data would allow us to address a number of quite different really interesting questions," explains Reed-Tsochas.

"One related to cultural products, such as books and films, which have some really interesting characteristics: because we're uncertain what value to attach to them we are particularly susceptible to the views of others and therefore social influence. The second characteristic of cultural products is that they are notoriously unpredictable: even highly-seasoned experts are not good at predicting what will succeed and what won't. The classic example of that, of course, is that eight publishers rejected the first Harry Potter book. So one way we thought about Facebook apps was that they share key characteristics of cultural products."

For Reed-Tsochas, there was also something interestingly unique in the Facebook environment in relation to social influence. "We simply don't know what the Facebook network looks like – for that we would have had to obtain consent from Facebook to access anonymised user data, which

would raise all sorts of difficult privacy issues. So the question that we pursued instead was: what could we infer purely on the basis of the data that we had collected at the level of individual apps, not users?"

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**"Without information that allowed us to trace how the apps spread on the network, we were in exactly the same position as an investor or financial analyst trying to make sense of the stock market. We can follow the prices of shares over time in great detail, and know that the observed market behaviour represents the collective outcome of many individual decisions to buy or sell shares based on various bits of information, but generally we don't know what sources of information influence the choices of individual investors."**

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However, what they did understand was the structure of the Facebook environment that users faced, and what information users had access to and could make use of before choosing to install a particular app.

First, when the data were collected in 2007, Facebook friends were automatically notified if one of their online friends adopted a new app (although this has now changed). All Facebook users could also see a list of the most popular apps and so knew which apps both the 'global' as well as their 'local' community of Facebook friends preferred. Importantly, the 2007 data were collected very shortly after apps were launched, so the rankings were a very pure reflection

of users' choices rather than the result of marketing campaigns by app developers or online reviews, because neither of these activities were noticeable at the time.

"So, we know there is both local and global information that people can access about the popularity of apps," explains Reed-Tsochas. "We find that up to certain point people seem to be making independent choices with regard to app installation. But above this threshold, suddenly we find that what people are doing very much influences what others are doing. The important thing is that the threshold is not the total number of apps, but the rate at which it is adopted. If the number of new users a day reaches a certain level consistently for a particular app, then my behaviour will switch, and my decision to adopt will suddenly be strongly influenced by the choice that other users have made with respect to that app."

This 'switch' mechanism (and the fact that it vanishes in a computer simulation that randomises the observational data according to specific rules) reveals that what is happening on Facebook is different from 'epidemic' models because it is not the number of users who have installed the app that is driving it, it is more about the rate at which it is happening.

The findings should also translate into other online settings, such as online book retailers like Amazon, who allow users to rate products and thereby influence the future popularity of those products. Of course, in such cases the effects of marketing and advertising that are absent for the Facebook apps







Felix Reed-Tsochas

would need to be included as well. Beyond the online world, the study may inform us about our behaviour in the offline world too.

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**“At this stage, we cannot say whether this marks an important difference between offline and online behaviour, or whether more detailed and comprehensive data from offline contexts will identify similar collective behaviour in settings that do not involve online environments,” says Reed-Tsochas.**

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“It’s frustrating that we have some clear results and an idea of what might influence users, but can’t quite put the pieces together yet,” says Reed-Tsochas.

With colleagues he is working to build theoretical computer models to try to close that gap. GTC research fellows Eduardo López and Jianguo Liu are exploring to what extent we see these behaviours in other systems such as online movie ratings, while GTC student Daniel Conrad, who previously worked for Google, is trying to understand what the possibilities for more ‘predictable’ apps might be.

The Facebook research also connects up to another research agenda about the way that new technologies diffuse and spread, with the social network providing an opportunity to look at how competing innovations spread. “You can of course argue how much of an innovation a Facebook app is, but it gives a fabulous setting to understand the spread of innovation processes, and the tremendous advantage of all the studies in the online world is that we have complete and therefore unbiased data on this. By contrast there are very strong methodological problems with collecting this kind of data in the real world,” argues Reed-Tsochas.

There are also broader questions that the Facebook research links to which relate to how people use technology to interact. Reed-Tsochas is exploring these ideas within the ICTeCollective project, which is funded by the European Commission as part of its initiative on Future and Emerging Technology. In collaboration with Robin Dunbar, Oxford Professor of Evolutionary Anthropology, Reed-Tsochas and colleagues are analysing data generated by a group of students tracked over 18 months as they move from school to university, with traditional survey data augmented by records of mobile phone usage including calls and texts.

The study is looking at how the structure of individuals’ social networks evolves over time, as revealed by communication patterns, during a period when relationships are likely to be in flux. Since Dunbar has proposed, in what he calls the social brain hypothesis, that the structure of our social world is determined by cognitive

constraints that reflect the evolution of the human brain, one intriguing question is whether the increasing use of technology to mediate our social relations is changing the rules of the game. Does new technology simply provide alternative channels for sustaining social relations, or does it change the nature of our social world?

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**Robin Dunbar comments: “Network analysis is one of the most exciting new developments in the social and life sciences in the last half decade. It is opening up unexpected avenues for research and providing some remarkable insights into human behaviour and social organisation.”**

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“Because of the enormous amount of data in the digital world that we are able to collect, we really are on the threshold to a different age in the social sciences,” concludes Reed-Tsochas.

“As Duncan Watts, one of the pioneers of this new field, has argued, it’s a bit like the dawn of the age of the radio telescope for the social sciences. Social science has traditionally been a very data-constricted area of research. Typically data are difficult to obtain, often incomplete and noisy, as well as subject to multiple biases. Suddenly we are in a very different world – surrounded by an overwhelming amount of data where the challenge is to develop new methods that can help us make sense of the information that we are surrounded by. That’s why some people call this the new age of computational social science.”





# MEDIA REVOLUTION OF THE ARAB SPRING

Journalist and RISJ Visiting Fellow Andrew Lee Butters reports on the role traditional Western journalism played in covering the uprisings which are reshaping the Middle East.

FEATURE

**N**ot long after I moved to Oxford this past winter as a sabbatical of sorts after eight difficult years working as an American journalist in the Middle East, I received the perfect English welcome in the form of a police checkpoint on Banbury Road. Getting a £20 fine for riding a bicycle at night without lights felt like being handed the keys to the city, a sign that I'd left a region of conflict – and almost non-existent traffic law enforcement – far behind.

But the truth is that I'd also come to Oxford not just for a respite from a region in perpetual crisis, but also from

a profession in crisis. With new media platforms eviscerating old media business models, news organisations have been relentlessly shedding journalists.

Almost as soon as I joined *TIME* magazine as the Beirut bureau chief just a few months before the financial crisis in 2008 – after several years of freelancing for them in and out of Iraq – I began to worry about my job. During my tenure, *TIME* closed its bureaus in Baghdad, Cairo, and even for a time in Jerusalem, until I was the only staff correspondent for the magazine from Iran through North Africa – a beat roughly the size of

Alexander the Great's Empire. But mine was even shorter-lived than his, and *TIME* closed my bureau late last year.

So you can imagine my chagrin when just as I started a journalism fellowship at the Reuters Institute for the Study of Journalism (RISJ) in January, the biggest Middle Eastern story of a generation – the Arab democracy uprisings – began breaking out first in Tunisia and then in Egypt. Luckily, the Institute kindly allowed me to postpone my fellowship, and I returned to the Middle East, filing once again for *TIME* in Egypt, Lebanon, Iran and Libya, only this time as a freelancer.



But even in this smaller role, there was much about my experience in the Arab Spring that gives me hope for the future of foreign journalism in the region.

Much has been said about how protestors organised themselves through social media, or how activists circumvented media crackdowns by posting home-made videos of government brutality on YouTube. And yet good old-fashioned journalism still mattered to the Arab Spring, if not to media pundits at home, at least the participants themselves.

I received a roughing up by pro-Mubarak thugs that detained me on the edge of Tahrir Square on the one hand, and on the other, an astonishing welcome from the free people of Benghazi – some of whom literally gave me clothes from their backs, rides in their cars, and food from their homes – to remind me that the ability of a professional press corps to shine the white-hot light of international attention on the abuses of governments is still feared by the powerful and respected by the oppressed.

But what we should really feel good about is that our coverage did something that a local press, local activists, and the blogosphere couldn't have done on its own, which is to very quickly help re-frame the paradigm for how events in the Middle East were understood in the West.

Until the Arab Spring, most observers of the region had projected a Cold War understanding onto the Middle East – a zero-sum regional battle between Iran and its allies on the one hand and the US and its allies on the other, with no one really winning except al Qaeda-inspired extremists who thrive in the no-man's-land between fading powers.

But what Arab anti-authoritarian activists have done is to break that bipolar thinking, and show that a popular path for the region to modernise itself through human rights does exist. Arab

opposition groups did this on their own, deserve all the credit, and are still paying the price for it in blood.

The way the Western media, especially those of us who have covered the region for years, played a role is by reassuring our audiences that, in fact, the Arab uprisings, rather than posing a threat to Western values and interests, could potentially redeem them.

Of course, it's a fair question to ask that if Western journalism is so valuable, why didn't we see this coming? Indeed, some soul searching is in order because by and large, the Western press, like me, was taken by surprise by the Arab Spring and stuck in a Cold War mentality too. And when I look back at the eight years I'd spent reporting and ask if I did enough work about human rights and democracy issues, of course, my knee-jerk reaction is: no, I didn't do enough. In retrospect, I wish I'd known more bloggers and more opposition leaders, and why did I never do a story about social media in the Middle East?

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**But actually when I take a deep breath and Google myself, with the exception of the fact that I still have written next to nothing about Facebook, not only did I stay on top of humanitarian issues, but the growing anger and hopelessness of average people, the slow pace of reform, and the failure of the region's elites was a consistent theme in my work and that of most of my colleagues.**

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Most of my generation of journalists, who cut their teeth in the wars in Afghanistan and Iraq, are more drawn to stories about average people and life as it's lived than we are to palaces and power brokers. But I think our, or rather my, failing was to see people in the region through the prism of the region's power politics rather than as an engine of change in and of themselves, possibly in part because we'd seen how Western actions and invasions – which supposedly had meant to bring modernity and democracy to the region – had actually tarnished those ideals. We were wrong, but we realised it, changed our minds, and brought our audience with us.

Professional journalists – for our all epistemological failings – can do this not just because we are known credible entities: unlike cyber-phenomena such as the 'Gay Girl in Damascus' who turn out not to be Syrian lesbian bloggers but married male American graduate students in Edinburgh.

And not just because it's easier for Western audiences to pay attention to 'the Other' when the Western media gives them narratives that are easy to digest at home, or celebrity heroes to social stories, such as Anderson Cooper getting beaten up in Tahrir Square. We can do this because it's in the DNA of real journalists to try to get our stories right.

One of my journalism professors at Columbia University's Graduate School of Journalism taught our class a kind of Hegelian exercise for hacks called the 'airplane theory', referring to the idea of what a story should be, worked out in journalist's head on the plane trip before landing in a new assignment. The trick of a good journalist is not just to have an airplane theory, but to know when – faced with the inevitably messy reality on the ground – to get rid of it.

My airplane theory on the flight from Heathrow to Cairo in January was that the protests in Egypt were the beginning of the end of the Camp David Accords that signed peace between Israel and Egypt and one of the final chapters of Pax Americana, the era of American over-lordship in the Middle East. But when I got to Tahrir Square, I saw very quickly that almost no one was talking about the US or Israel and that the revolution in Egypt was about Egypt and not about realigning regional power.

Of course, a new regional dispensation is on its way, and Arab revolutionaries and Western journalists will have their work cut out for them. But as change inevitably comes to the Middle East, it will arrive country by country, and each will deal with it, like Tolstoy's unhappy families, in its own peculiar way. So perhaps the ultimate lesson of the Arab Spring is now not to force a new paradigm – Western democracy – onto the region, but perhaps to force that narrative onto ourselves. There will be plenty of unemployed journalists to help.



Andrew Lee Butters in Beirut where he worked as bureau chief for TIME magazine





## MEDIC ON TRACK

GTC student Claire Galloway (Clinical Medicine) has spent the last year training with the GB cycling squad. She shares the highs and lows of her bid to represent Great Britain in track cycling at the London 2012 Olympics.



**Just over a year ago I was given the opportunity of a lifetime: the chance to train for a place on the GB women's Team Pursuit cycling squad for London 2012.**

I had started road cycling in November 2009 having recovered from a rowing back injury, and by February 2010, I was racing and completely hooked. On the back of some good results that season, British Cycling invited me for a day of testing in June. To my complete surprise they asked me to join the squad training to compete in the Olympic Games.

I love sport and I love competing to the highest level I possibly can, so I knew that although it would mean putting my medical studies on hold for at least a year, there was no way I could turn down such an opportunity.

Summer 2010 was spent learning a whole new cycling discipline: track cycling.

Going round and round a velodrome may not sound that difficult or that appealing, but quickly I realised that there was much more to it than just pedalling round in circles and you get to go very fast! However, up in Manchester at the GB training camp headquarters, being coached by Paul Manning and training with the likes of Wendy Houvenaghel and Rebecca Romero, I was being taught by the best in the world.

Learning how to ride on the track was like learning a new sport, with different bicycles, a different type of training, and completely new techniques. Both physically and mentally it is probably

one of the hardest things I have ever done. You are constantly aiming to achieve perfection, all the while knowing that it can never really be reached, as you will always be able to go that little bit faster!

**I was trying to get to a very high standard in a very short space of time, so as soon as I got the hang of something the coaches pushed me on to the next level, which was incredibly frustrating sometimes. However, the thrill of reaching speeds of more than 60kph does not seem to wear off – and neither does riding round the very highest part of the banking at the very top of the track and looking down!**

Along with the sheer physicality of the training comes the science behind it, which is fascinating. Sometimes in a track session there will be more coaches, physiologists, biomechanics, sports scientists, and mechanics than athletes. Alongside the latest most aerodynamic kit there is video, power and biomechanical analysis, both on the track and in the lab, as well as lifestyle changes to maximise performance during and recovery after sessions.

I also had a month road racing on the continent with the GB Under 23 girls, which was another huge learning curve.

Racing in Belgium and Holland is very different to in the UK; for them it is a national sport and the standards are incredibly high. Races or 'kermesses'

tend to be longer and much more technical with tight corners and twisting descents, not to mention the cobbles!

I represented GB for the first time at a World Cup team time trial and road race in Sweden alongside Olympic champion Nicole Cooke. We could use race radios in this event which was great fun, especially when one of the team got a puncture and I got called back to 'tow' her back to the peloton (she got to slipstream behind me so using less effort); something I had never done before, but it was satisfying to be able to help the team.

After the road racing it was back to the track, with a small break in October for a training camp in Mallorca. In November I was selected as Team Pursuit reserve for the European Track Championships. Although I had not expected it and was over the moon just to be there, watching the girls win gold in Poland exactly a year on from when I first started cycling was fantastic, and made me want to be in the team more than ever.

Winter was tough, with the weather turning ever colder up in Manchester. There was plenty of track training but as endurance riders we also did a lot of training on the road. Despite a trip to France and another training camp in Mallorca, it was impossible to escape the snow and ice. One memorable December ride involved three hours of riding in the snow with our coach following in a car behind, enjoying watching us suffer while he sat with the heating on full blast!

*continued overleaf*



→  
Right: Claire discusses race tactics with coach Paul Manning during a training session at the Manchester Velodrome

Far right: Claire took part in a number of road races during her training



At the beginning of January the whole Team Pursuit track squad came back together in Manchester for two weeks' track training, where we worked on our power and speed. On the last day we did half race distance efforts holding a pace faster than the current Team Pursuit world record. This required discipline and teamwork from everyone, but to know how fast we were going, and the fact that there were nine of us able to do so, was incredibly satisfying.

Then it was time for an endurance training block in Mallorca to enable us to hold the power and speed we had found on the track for longer. Although not shorts and short sleeve weather, there was no snow, and only one day of rain.

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**It was a tough couple of weeks with four to five-hour rides including harder efforts up the mountains, as well as shorter rides with full-on efforts on the flats. We were lucky to be out there with Team Sky (the Tour de France Team), who had their personal chef cooking at the hotel and the food was not only amazing but incredibly healthy too.**

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After a few days to recover, we were back on the track and thinking about selection for the Manchester World

Cup in February, in preparation for the World Championships in March.

Having achieved so much out of the track work in January, it was time to move things on again. The plan was to enter two teams for the home World Cup, a development team and a podium team.

Although I had improved enormously since I first started in the summer there were still aspects on the track where I was just not quite good enough compared to some of the others.

The difference in lap times was milliseconds but at the level we were aiming at it meant I was only a reserve once again. This was both hugely frustrating and disappointing for me. I felt I could do what was required, but just needed that little bit more time. It meant I would not be in contention for the World Championships and I would not get the time that was needed.

The decision was made that I would no longer be on the Team Pursuit squad for London 2012 and so I would return to fifth year medicine at Green Templeton in July.

My plan was to make the most of the three months I had before starting my studies again, and enjoy the summer road racing season.

It got off to a good start, and to raise my game I entered some men's races. However, the last three

months have been dogged by illness and unfortunately I have had to withdraw from two of my season targets: the National 25-mile Time Trial Championships and the National Road Race Championships.

Not the season that I had wanted, but I have come to realise that cycling at this level has to be a long-term project. I plan to carry on racing to the highest standard I possibly can, and hopefully next season get some more international road racing experience in Europe with a semi-professional team.

It's hard to find the words to sum up my experiences over the last year, but I have learnt a huge amount about both cycling and myself, and have met some incredible people along the way.

I also know it's not the end of my cycling career; I still have a lot to look forward to and plenty to achieve. Alongside that I have really missed medicine, and I hope I can use some of what I have learnt as a doctor too.

However, one thing is for certain: I cannot thank GTC enough for all its support. The grant from the Annual Fund meant I could support myself in the first few months before I was eligible to receive funding from British Cycling.

Finally I need to thank the College tutors, in particular GTC Fellow Dr Laurence Leaver, for not only helping me in taking my year out, but also in returning back to medicine.



→  
Claire training  
on the track



# EYE ON THE HEAVENS

One of the most important historic scientific buildings in the UK, the Radcliffe Observatory played a pivotal role in the historical development of astronomy for 161 years from 1773. Charles Barclay, Director of the Blackett Observatory at Marlborough College and a GTC Common Room Member, charts its contribution to our understanding of astronomy.

**F**or those who drive along Woodstock Road or whose studies bring them within the gates of Green Templeton College, the Radcliffe Observatory and the Tower of the Winds are universally appreciated but there is little to suggest the pivotal role that the Observatory played in the development of UK astronomy over the course of one and a half centuries.

The only giveaway is the due East-West construction; domes and telescopes came later. Key to the success of the Observatory in its 18th century infancy was its top-of-the-range mural quadrants, instruments to make positional measurements of the Sun, Moon, planets and bright stars, which demanded North-South walls.

The story of the Observatory starts with a black dot; the beautifully circular and jet black shape of the tiny planet Venus as it crosses in front of the Sun. Only exactly aligned every 120 years or so in a pair of transits, the last was in June 2004, the next is 6 June next year: after that we will have to wait till December 2117.

Due to a number of disasters, the first predicted transit in 1761 was not

observed well and the need to succeed in the 1769 transit was heightened. The Astronomer Royal was considered too important to risk on a long voyage and thus his 'number two' was sent in the care of a young naval lieutenant to newly discovered Tahiti. After successful measurements, James Cook was free to sail on south and discovered the Antipodes.

**Oxford was in the driving seat for science in the 18th century and particularly astronomy. A succession of Savilian Professors, first Edmund Halley, then James Bradley (both went on to become Astronomer Royal) and then Thomas Hornsby led the quest for knowledge.**

Hornsby had observed the 1769 transit from his 'observatory', a room in Corpus Christi College. This perhaps more than anything persuaded him that a serious observatory was needed in Oxford and he petitioned for Radcliffe funds, following the Library and the Infirmary, for a building north of the City. Not only did he succeed but he

also managed to beat Greenwich to the last and finest of John Bird's mural quadrants and observations commenced in 1774.

The building was well thought out, with the East wing for the main instruments, the West for teaching instruments and the first floor a lecture room with laboratories in two side rooms. The Observer's instruments could be reached via a covered walkway from the residence, enabling and encouraging frequent observations, though Hornsby did not work after midnight.

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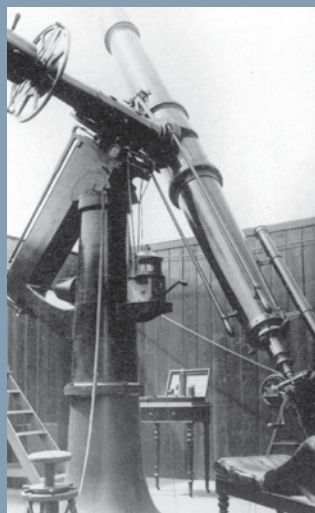


Photo courtesy of the Radcliffe Trustees



The Barclay Equatorial telescope arrived at the Observatory in 1885 (right)

The Observatory Tower room was completed in 1795 and was ideal for the use of telescopes (far right)



### 2012 Transit of Venus

The transit of Venus starts in the evening of Tuesday 5 June and ends just after sunrise on Wednesday 6 June 2012. The timing makes live viewing from Oxford unlikely but this rare planetary phenomenon will be marked by a number of events organised by the College and Oxford Astrophysics in the days leading up to the transit.

Check the GTC website at [www.gtc.ox.ac.uk](http://www.gtc.ox.ac.uk) for more details when events are confirmed.

The eminence of the Observatory came from Hornsby's meticulous observations and timings and the accuracy of the instruments, producing tables for the nautical almanacs which facilitated safe navigation at sea through accurate longitude determination. His 80,000 measurements over a period of 29 years were of a quality unequalled elsewhere and so voluminous that they were not fully computed till 1932.

In 1781, 'beyond the meridian' observing – the use of telescopes to scan the sky rather than concentrating purely on North-South meridian crossings – took off following William Hershel's discovery of the planet Uranus from Bath.

The patronage and fame he obtained attracted amateurs to search the skies with small portable telescopes. The Tower room, finished in 1795, was ideal for this as small instruments could be manoeuvred out onto the balconies and the dark skies north of Oxford were ideal for exploratory work in addition to the serious meridian timings measured on the ground floor.

The Observatory was still ranked in the top four worldwide in 1820 with Berlin, Koenigsberg and Cambridge. The heyday ended in 1839 when the University and its Savilian Chair parted company, weakening Oxford's scientific offering. The Observatory had to stand on its own as a private establishment with a 'Radcliffe Observer' at its helm.

By 1879 when Edward Stone became the sixth resident, the Observatory was in poor repair, lacking funds and instruments. Stone apparently petitioned his Royal Astronomical Society dining colleague Joseph Barclay to donate his fine 10-inch aperture Cooke 1860 refractor telescope to the Observatory. The Barclay Equatorial arrived in 1885 in time to record the longest light curve of a supernova in neighbouring Andromeda galaxy, data which was later important in the 1950s theory of nucleosynthesis.

**Following the establishment of the University Observatory in The Parks in 1873, the Radcliffe Observatory lacked the patronage and financial support of the University. Only a serious instrument could give it a new lease of life and this came with the huge 24/18-inch double refractor telescope delivered in 1903.**

Sadly, though a world-class instrument, it came too late, as chemical and light pollution made the site less than ideal for observing the heavens. The last UK based observer Harold Know-Shaw engineered the move to South

Africa in 1935 and the instruments were offered to a couple of museums and academic institutions; some of the small instruments and quadrants went to the Museum of the History of Science, others to the Science Museum. The Barclay telescope went to Marlborough College in Wiltshire to be re-discovered, taken apart, restored and computerised in 2003.

In its 161 years of astronomical observations, apart from the value of the published meridian tables, the Radcliffe Observatory boasts a fine tally of discoveries – minor planets, asteroids, comets, double stars, novae and supernovae – while the accurate observations of the anomalous motion of Mercury were used to support Einstein's General Theory of Relativity over a century later.



Photo: Gary Smith/Photography.com

Photo: Brendan Harmon



# ANCIENT WALL AND WATER GATE RESTORED

**T**he restoration by Green Templeton of Rewley Abbey wall, which was overgrown and falling down, and its water gate has brought back to life a historic view of 13th century Oxford.

The ancient wall built in Coral Rag, a stone no longer quarried, runs along Mill Stream (also known as Sheepwash Channel) path, which is accessible from Hythe Bridge Street, and now forms part of Rewley Abbey Court, a College student residence near to the Saïd Business School.

Rewley Abbey was founded in 1281 by Edmund, Earl of Cornwall and was intended as a chantry of secular priests to pray for his soul. His son, also Edmund, went further and in 1280 founded a college for Cistercians at Oxford. The college continued in various forms until 1536 when it was dissolved into several smaller houses. It is recorded that its annual income at that time was £174.

In 1851 Rewley Road station was built on the site by the Buckinghamshire Railway Co., after the fashion of Crystal Palace, serving the line to London via Bletchley. The station closed in 1951,

at which time the Abbey site became a coal yard.

The 300 foot long wall included a watergate through to the adjacent mill stream depicted in several old illustrations of Rewley Abbey, but it had disappeared, either taken down or disintegrated with time.

IJP Conservation, who previously restored the Tower and Tythe Barn at Greys Court, Henley, was selected to undertake the restoration project. Restoration required removal of extensive overgrowth of ivy and other foliage and dismantling, cleaning and rebuild of much of the length. A supply of Coral Rag originating from Oxford Castle was located and a traditional lime mortar mix was used to rebuild the stonework.

“Once work on the wall was complete, a replacement gate was needed to complete the restoration. After discussion with the Oxford Preservation Trust and English Heritage, we decided to construct a new gate ourselves,” explains Mike Dudley, College Bursar and GTC Fellow.

The new gate was designed and made by David Witham, a member of

the College maintenance team who retired last April. David is a skilled metal worker who, during his apprenticeship, was trained as a blacksmith learning such traditional skills as hammer welding. He has worked on many historic buildings in Oxford and surrounding towns.

Designed to be in keeping with old pictures and illustrations, the gate is made of mild steel in two leaves opening inwards against the existing historic stone arch. The gate, frame, latches and lock housing were all made by David in his workshop at home.

“Since its completion as a working gate, not only do the students use it regularly but we see many people walking along the mill path, stopping just to enjoy the sight of this ancient craftsmanship which looks now as if it could survive another 700 years,” adds Mike.

The restoration project won an Oxford Preservation Trust Award 2011 for a small project which was presented to David Witham at the OPT Awards evening on 3 November.



The new water gate in the restored Rewley Abbey wall (right) was made by retired GTC staff member David Witham. (Photo by Debra Farrell)

An 18th century engraving from the British Library archives depicts the original water gate (far right top)

The overgrown wall and gate before the restoration project began (far right bottom)





## A SPORTING CHANCE

**A proposed new multi-purpose sports building is set to enhance sporting opportunities at GTC.**

GTC students are a sport-loving lot. As well as the Boat Club, other College sports clubs and teams from football to squash, and basketball to table tennis, are popular and becoming increasingly successful in intra-mural competitions. A number of students are also representing the University and winning Blues in their chosen sports.

But although the College benefits from a squash court, a small gym in Lord Napier House and two hard tennis courts, space to enjoy other forms of exercise is limited.

That's set to change with the construction of a new multi-purpose sports building which will stretch across part of the back gardens of College houses in Observatory Street.

Designed by architect Graeme Beamish, the £100,000 building is a room, approximately 20 metres by 8.5 metres, which can be used as one large unit or can be partitioned off, allowing part to be used as a weights room, while the other part can be used for other activities such as yoga, circuits, dance, handball, and netball. It will be constructed of recyclable materials, with solar panels planned for the roof.

There will be a foyer with lockers, benches and drinking fountain and

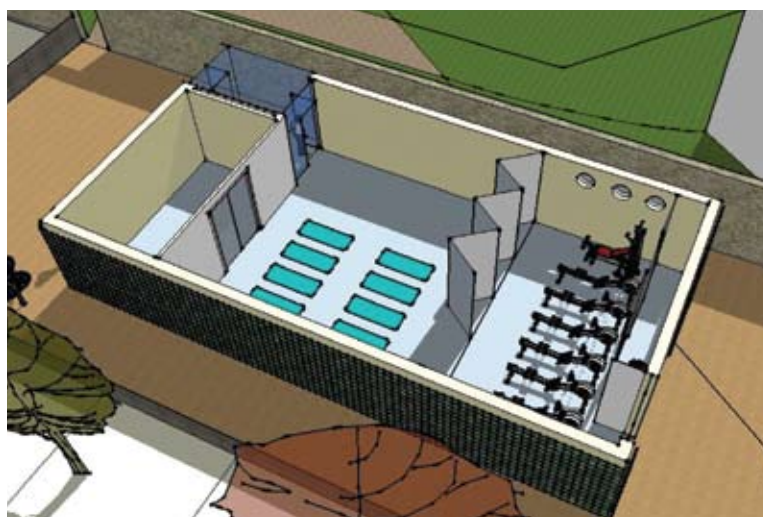
a store room at either end which will help to alleviate storage constraints which prevent the provision of additional sporting equipment such as a tennis table and martial arts mats. Outside there will be a barbecue area and a children's play area. The building will leave two-thirds of the back garden areas untouched.

The application for planning permission is being prepared as the Magazine goes to press but there have been positive indications so far from the City Council, including from local Councillor Clark Brundin.

"The building is a much-needed and very welcome addition to the College," says GCR Sports Officer Laurel Steinfield.

"To make it happen, the GCR pledged to raise £25,000 towards the costs of construction from student-led initiatives and in two months we have managed to raise over £12,500 through fundraising events and activities."

Events included barbecues, a music festival, a sports banquet, donations, and a very successful promises auction which raised almost £3,500. Additional fundraisers to kit out the space with cardio machines, weights, mats and other equipment are also planned.



Credit: Graeme Beamish, Architect



# JASEN SCOOPS THE PRINCIPAL'S PRIZE



↑  
Jasen Bustin with  
Professor Sir David  
Watson

**Jasen Bustin, College Butler and a familiar smiling face for all alumni who have eaten in College over the last few years, has been awarded this year's Principal's Prize in recognition of his hard work and dedicated service in heading up the dining and catering facilities at GTC.**

He was presented with an engraved decanter by Professor Sir David Watson at the College summer garden party in July.

The Prize is awarded annually to a member of staff who has made an outstanding contribution to the College.

Jasen was nominated by members from all sections of the College community for the excellent job he does as the friendly and welcoming 'front of house' in the dining room and his efficient management of the catering service with the rest of the team.

Comments from those who nominated him included: "Jasen is a star. He is always professional, smiling and willing to go out of his way to help," and "One of his many attributes is a cheerful willingness to deal with Fellows' special entertaining requirements which in my experience he does with unfailing enthusiasm and creativity".

Jasen came to the former Green College in 2004 as Assistant Steward/ Butler from Jesus College. In 2008 he became the College Butler.

Fourteen members of staff were nominated for the Prize this year, and there were also (tongue-in-cheek!) nominations for Burbank, the College cat.

Sir David said: "For many important purposes, Jasen is the public face of the College. The advisory panel who made the award was impressed by the fact that he was praised by all corners of the community for his warmth and helpfulness. I'm also aware that so much of his work takes place behind the scenes where he works enormously hard and with great professionalism."

"It's fantastic to receive the Principal's Prize in recognition of my work at GTC, although credit is also due to the brilliant team of waiting and kitchen staff who support me so well. The fact that I was nominated by members of the College community makes the honour even more special," Jasen said.

# OUTSTANDING STUDENT ACHIEVEMENT MARKED BY NAUTILUS AWARDS

**Twenty-one GTC students received Nautilus Awards in recognition of their exceptional achievements and contribution to the vibrant life of the student community over the last academic year.**

Nautilus Awards are made to students who have enhanced the College's reputation throughout the University through their outstanding athletic or academic achievement, or who have enriched the life of the student

community through their contribution to College life. Winners are nominated by fellow students and are selected by a small panel of College officers. Winners received a certificate and a specially-designed silver Nautilus jewellery.

## The Nautilus Award winners 2011 are:

### Academic Achievement

**Charlotte Greenhalgh** For organisation of the Welfare and Wine programme.

**Druv Joshi** For excellence in his programme and for leading mentoring groups for students on the MBA programme.

**Yael Litmanovitz** For organisation of the Welfare & Wine programme.

**Mahiben Maruthappu** For academic success outside his programme, including founding the UK Medical Student Association, and winning a Kennedy Scholarship to Harvard next academic year.

**Myra Nagendran** For published research and national prizes, including the UK Cardiothoracic Surgery Society's National Student Presentation Prize.

**Catherine Taylor.** For excellence in her programme.

### Sporting Achievement

**David Bruce** For Blues Athletics and Cross Country.

**Nadine Levin** For establishing the GTC Squash Club and coordinating College sports fundraising.

**Seonsam Na** For College Table Tennis.

**Nicholas Sabin** For establishing the GTC Squash Club.

**Laurel Steinfield** For achievements in University Football and Triathlon, and coordinating student sports fundraising.

**Andrew Symington** President of Green Templeton Boat Club 2010-2011.

### College Citizenship

**Amy Burrell** GCR Treasurer, and for

commitment to supporting students with disabilities.

**Caitlin Corner-Dolloff** GCR Environment Officer.

**Sean Grant** For contribution to college community spirit, including GTBC, Human Welfare Conference, the Summer Ball, LimeAid and Telethon.

**Burcu Ozdemir** For bar management and bop organisation.

**Kate Roll** GCR Charities & Development Officer.

**Caroline Sanvitale** President of the GTC Ball Committee

**Josephine (Jojo) Scoble** GCR Publicity Officer.

**Anna Seeley** GCR Welfare Officer.

**Marshall Worsham** GCR Vice-President Welfare.



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# THE YEAR IN PICTURES

In academic, social and sporting terms, life at Green Templeton has been busy and successful again in 2010-2011: here are just a few of the highlights in pictures.

PHOTO FEATURE

**1:** Alumni reunion in Kuala Lumpur in August (l to r): Mr Khamarul Baharain Sulaiman; Dr Ahmad Ibrahim; Ms Alina Tunku; Mr Hanson Toh; Dr Paul Temporal; GTC Director of Development and Communications Sue Berrington; Mr Keng Lee Teo, and Dr Edward Loke Foo **2:** Laurel Steinfield creates original art at the Welfare and Wine exhibition launch event **3:** Oxford Vice Chancellor Andrew Hamilton (left) is presented with a gift from students of University of Canterbury Christchurch, New Zealand by GTC's Bree Loverich (right) in thanks for support for the earthquake-damaged university **4:** The Comedy Store's Neil Mullarkey with students during the improvisation workshop at GTC **5:** The Human Welfare Conference 2011 organising committee **6:** Sir John Hanson (former Warden of Green College) makes a new friend at the summer garden party **7:** LimeAid raised £650 for local charity **8:** GTC FC celebrate promotion **9:** Jack Templeton (far left) and Pina Templeton (far right) at the Foundation Dinner with alumnus and associate fellow Dr Nicholas Edwards and former Development Director Heather Ebner **10:** Alumni based in North America at the GTC New York Reunion hosted by Professor Sir David Watson in April **11:** The GTBC Men's First Eight crew win blades at Eights Week in June **12:** Sir Douglas Hague introduces his eponymous annual lecture at the Saïd Business School **13:** Boat naming ceremony at Longbridges Boathouse **14:** Students gather to celebrate the traditional Thanksgiving holiday in Oxford. Photos by: Debra Farrell; Charlotte Greenhalgh; Peter Hudston; Rob Judges and Andrew Symington.



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## OXFORD GETS 'APP-Y'

**A new iPhone app, is bringing the history, traditions, culture and architecture of Oxford University to life in a new format.**

Aimed mainly at the nine million tourists who visit Oxford each year, as well as everyone with an interest in the collegiate University, the app combines text and images with live news and events feeds to provide up-to-the-minute information about Oxford in an engaging and mobile format.

The main feature of the app is themed collections of information which enable visitors to follow an itinerary that is of interest to them, such as Literary Oxford (for fans of JRR Tolkien or CS Lewis), Nobel prize winners, or stained glass. There are even Harry Potter and Inspector Morse tours, which include the Oxford locations used in the popular films and television programmes.

Each theme offers a list of locations and attractions highlighted on a live map, and users can either choose to follow the full itinerary or select just some items for a customised tour using a 'favourites' list. Users can also use a feature called 'Near me' which

utilises the iPhone's GPS technology to show where they are on a map, with places of interest nearby.

Another feature is 'We Suggest', a series of personal recommendations for a 'Perfect day in Oxford' which sets out things to see and places to visit to make up an ideal day, from where to eat breakfast to what to do at the end of the day.

These fascinating personal insights into the city and the University from University staff and students include where the Chancellor likes to walk his dog and where the Vice-Chancellor goes to unwind after a busy week, while Professor Sir David Watson, GTC Principal, suggests visiting the Radcliffe Observatory and the Osler McGovern Centre at 13 Norham Gardens.

Content from the University's website is also available via the app, from the 'On this Day' and 'Famous Oxonians' features,

to the latest news story, events and exhibitions.

All proceeds from the sale of the app will be used to develop and fund free apps for current and prospective students in the future, possibly the undergraduate and graduate prospectuses. There are also plans to create a version of the Oxford app for iPad users and a version for Android devices.

The Oxford app is available to download from the Apple Store at a cost of £2.49.

Find out more at [www.ox.ac.uk/apps](http://www.ox.ac.uk/apps)



## OXFORD ESTABLISHES BLAVATNIK SCHOOL OF GOVERNMENT



Photo: John Cairns

Professor Ngaire Woods

**Scholars and practitioners of health, welfare, science and public policy – and there are many at GTC – will be interested to note the launch of the Blavatnik School of Government, Europe's first major school of government and a significant new development for the University.**

The School has already seen significant interest in its curriculum which addresses public policy making from a global perspective and draws on law and economics, philosophy and ethics, medicine, science and statistical analysis. Applications for the school's flagship qualification Master of Public Policy,

opened in September of this year and, with GTC having already offered its support, Blavatnik students should be on site in the late summer of 2012.

It is fitting that GTC provides support from the first stages as the Blavatnik School will soon be the College's close neighbour; the School's exceptional new building will be one of the landmarks on the redeveloped Radcliffe Observatory Quarter. Until then the School will take up residence at 10 Merton Street, part of University College.

Ngaire Woods, the School's Academic Director and Professor of Global

Economic Governance is enthusiastic about the project: "The world has shown in recent years that it needs the skills of public policy makers like never before. Oxford has answered and our job now is to provide the leaders of tomorrow with the skills and knowledge to make the best decisions for humanity."

The School is especially interested in cultivating contacts in smaller and developing countries, both in terms of encouraging applications and potential future areas of research study and partnership. Find out more at the School's website at [www.bsg.ox.ac.uk](http://www.bsg.ox.ac.uk)



## HISTORIC DEVELOPMENT BOOSTS ACADEMIC LINKS

**Green Templeton's strong academic links with the Department of Primary Health Care, where a number of GTC fellows are based, are set to be strengthened by the Department's move to brand new offices on the Radcliffe Observatory Quarter (ROQ).**

One of the first buildings to be constructed on the University's 10-acre development adjacent to GTC will be a three-storey, £11.5m health centre, on which construction began in June 2011.

The upper floors of the centre will be home to the University's Department of Public Health and Oxford University Press, while the Jericho Health Centre, with three GP practices, will move to the ground floor from its current base in Cranham Street.

The state-of-the-art building will be situated in the north-western corner of the ROQ site and is scheduled for completion in May 2012.

In particular, the Oxford Health Experiences Institute (HEXI), which is based at GTC and is a partnership project between the College and the Department, supported by the DIPEX charity, is likely to benefit from the close physical proximity.

The Institute aims to become the world's first interdisciplinary academic research centre dedicated to understanding the attitudes, values and experiences of people coping with illness or making decisions about their health, and to use this to make a difference, and to inform policy and healthcare providers.

The new building is a small part of the wider redevelopment of the site, which is one of the most significant development projects the University has undertaken for more than a century. It will create a lively social, cultural and academic centre for both the city and the University.

A new Mathematical Institute building is planned, as well as a Humanities centre and library. The complete refurbishment of the Radcliffe Infirmary building is now underway with completion due in the summer of 2012. The building will be occupied by the Humanities Divisional Office, the Faculty of Philosophy and the Philosophy and Theology Libraries.

Most importantly for GTC, new spaces and vistas will be created around the Observatory, bringing the building and the College to prominence within the city.

Find out more about the ROQ and see a live webcam at [www.ox.ac.uk/roq](http://www.ox.ac.uk/roq).



## NEW DEAN FOR SAÏD BUSINESS SCHOOL



Photo: Tracey Powell

**Professor Peter Tufano of the Harvard Business School is the new Peter Moores Dean of Oxford's Saïd Business School. He took up his post on 1 July 2011, succeeding Professor Colin Mayer.**

Professor Tufano spent over 30 years at Harvard, earning his AB in economics (summa cum laude), MBA and PhD in Business Economics from the University. He has been a member of the Harvard Business School faculty for 22 years, latterly as the Sylvan C Coleman Professor of Financial Management.

Over the past decade, he has worked to advance the field of consumer finance. This work has influenced businesses and policy makers, leading to two changes in US federal tax policy and new approaches to financial education.

"I am thrilled to be asked to lead the School. Society faces many problems today, and business, as the economic engine of society, has a critical and constructive role to play in addressing many of them. The world looks to leading business schools for innovative ideas that inform action, and for well-trained and principled graduates. The School is well positioned to excel on both of these dimensions."

He added: "It is served by an outstanding faculty, and attracts some of the most able and committed students internationally. I am greatly looking forward to building upon this success, working with my new colleagues at the School and in the broader University to produce powerful ideas and outstanding graduates to strengthen both business and society."



An artist's impression of the new ROQ health centre due for completion in 2012



# FUNDING UK HE: WHAT HAS THE COALITION DONE?

As the implications of the proposed reforms to the UK higher education system set out in a recent government White Paper sink in, Professor Sir David Watson offers his view.



**V**iewed from almost any perspective, higher education in the UK seems to be in turmoil as we enter the academic year 2011-12. How much of this is political, how much economic, and how much about the state of relations between teaching, research and the wider world? What are the implications for Green Templeton College, in the short and longer term? There are no easy answers.

Higher education is a policy area in which the Conservatives and Liberal Democratic Parties fought the 2010 election on diametrically opposed positions. This difference was not just about undergraduate fees. The Conservatives promised continued expansion, on the grounds of both social mobility and economic priority. The Liberal Democrats (not just because they struggled to see how to pay for it) thought that enough was enough. Perversely, in terms of many of their other policies, they have come to be the 'pulling up the ladder' party.

In November 2010 the Coalition government stated that it 'accepted' the Report of the Review led by Lord Browne (former CEO of BP) of the funding of higher education. This Review had been a condition, set out in 2004, of the Labour government's introduction of 'variable' student fees, contrary to their own Manifesto and with the combined opposition of the Conservative and Liberal Democratic parties.

**In early and mid-December, and against a background of the strongest student protest seen since the late 1960s, the Coalition won votes in both Houses of Parliament representing a significant modification of what the Report said. For example, Browne had suggested that the upper limit (or 'cap') on fees should be removed, and that fees above a certain level should be subject to a government-retained 'levy' to help to support the whole system. In the event a cap remained and the levy disappeared.**

From all of this we knew what was intended to happen to the funding of UK and EU-based undergraduates.

On 28 June 2011 the government finally published its White Paper on higher education, *Putting Students at the Heart of The System*. This represents the eleventh new 'framework' for UK higher education since the Robbins Report of 1961. To put the point crudely, for every third entry of a cohort into the system since then the system has been thrown up into the air by a government claiming that it is fixing the sins of the previous administration (including sometimes its own party).

This latest framework exhibits the characteristic mixture throughout

this half-century of reform of brittle certainty, uncertainty and evidence-free gambling on the outcomes.

Some things are confirmation of announcements we have already had, including the broken-backed response to Browne on fees. The proposals here attempt to make a curious kind of market, where at one end students with high qualifications (AAB at A Level) can almost demand entry to a range of so-called elite institutions (whether or not these have the capacity to respond) and at the other, institutions will be encouraged to undercut each other on price. At the same time the Office for Access (OFFA) will have its teeth sharpened.

A second category of proposals (mostly those where the Coalition initially disagreed), are out for 'consultation'. These include: post-qualification admissions (PQA), where surely by now there ought to be enough evidence for a system with courage and confidence simply to choose; up-front payment of fees (but with precious little modelling of likely effects); "criteria for degree-awarding powers"; reduction or removal of VAT for shared services (surely a no-brainer, except to the Treasury); and another attempt at devising a regulatory system that is both lighter-touch and more interventionist.

Meanwhile, a serious silence in the paper (with implications for university pricing policies) is exactly how much grant they might expect for the STEM

*continued overleaf*

### The main features of the White Paper included:

- a massive cut (the general estimate is of around 60 per cent by the end of the period) to the grant to be made to the Funding Council to support undergraduate teaching;
- its replacement, at least in part, by a framework of higher fees (between £6,000 and £9,000 per year, compared to the current maximum of just over £3,000), to be paid up-front by government to the institutions and then recovered from graduates through the tax system (all across the EU) when their incomes reach a certain level (set for now at £21,000) over a period of up to 30 years;
- a stringent test for any institution planning to charge more than the base-line fee £6,000 that it is setting and meeting targets related to under-represented groups in higher education; and
- some residual funding from HEFCE to the institutions for subjects that are "of strategic importance" (like science, engineering, technology and medicine) or "vulnerable" (like some languages).





Photo: Daniel Clements

↑  
*Students protest against the proposed hike in university fees in 2010*

(Science, Technology, Engineering and Mathematics) subjects. Sir Tim Wilson's review of "how we make the UK the best place for university-business collaboration" falls into the same zone of 'more research needed'.

In contrast, there are the evidence-light leaps of faith, where clearly no further research would be welcome. These include: the robustness of data about the student experience (someone should paint 'when did you last see your supervisor?' [after W F Yeames]); the lighter-touch 'regulation' of standards and awards (surely counter-intuitive after the post-expansion moral panics about what constitutes a degree anyway), and the cavalry over the hill of the 'for-profit sector' (with no acknowledgement of the US evidence about how the same companies can fleece and distort a generous system of public support for deserving students). Another dilemma concerns the concept of the 'high-performing' institution. Here the analysis seems heavily predicated on what students start out with rather than their situations when they graduate.

Most serious of all is the likely effect on the public finances. Up-front this will simply increase costs (and at the same time, perversely, dampen demand). Over time, and not least because of EU-wide obligations, the returns look wildly optimistic. Perhaps the most significant piece of whistling in the dark is the blithe confidence that 70 per cent of the funds advanced on students' behalf will come back through the loan system.

As suggested above, all of this is about undergraduate funding (although there is the welcome feature that part-time students at this level are finally going to get a look-in on state support). Browne was also asked to look at the situation of post-graduate funding, although in the end proposed basically 'no change' in a couple of desultory pages at the end of the Report. The government have yet to address this important question.

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**It can be argued that this is a serious abdication of responsibility. All around the world the importance of 'second cycle' higher education is increasingly recognised.**

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More generally, other than the belated recognition of part-time undergraduate study – as exemplified in the pioneering role of the UK's Open University – the focus of the debate continues to be far away from that of higher education's contribution to an overall system of life-time learning. It is easy to forget that a comfortable majority of the 2.1 million students studying in our universities are not on full-time first degrees.

The politics here are quite fragile, and yet another U-turn (following the NHS, defence spending, and the sale of forests) is not out of the question. England is now even further out of line with Scotland (which wants no truck with fees, except for students from England) and inching away from Wales (which will apparently subsidise its students being charged fees above the 2004 level). Northern Ireland has

recently declared that no students will pay more than the current maximum fee (£3,200) uplifted for inflation.

Meanwhile, in wider international terms England is also out of step. As Alan Langlands, the Chief Executive of HEFCE, reminded us in a lecture in Oxford just after Browne reported, we have to be ready when a future government returns, as it surely will, to invest in HE. In his words "we must not accept that the decision to reduce public investment in higher education is fixed for all time... Most other developed nations are investing in higher education, science and research to drive economic growth and recovery." (See [www.hefce.ac.uk/news/hefce/2010/invest.htm](http://www.hefce.ac.uk/news/hefce/2010/invest.htm)).

As a graduate college, Green Templeton is in effect downstream from where the political controversy lies. This is not necessarily a comfortable place to be. Our potential students will mostly apply with a vastly increased burden of debt. If we are to meet our ambition of admitting the most promising students, from the UK and overseas, on a 'needs-blind' basis, we are going to have to redouble our efforts to raise funds for scholarships.

At the same time, the kind of intellectual leadership and policy and practice-related solutions to major problems in which the College specialises are likely to be even more in demand. We shall work hard to play a full part in the deliberations within the University, across the higher education system, and with the wider world, as the plot unfolds.



# BREAKING NEW GROUND

An innovative aid programme in Nigeria, managed by Darryl Stellmach (MSc Medical Anthropology 2009), is responding to an environmental emergency which has caused the deaths of young children from heavy metal poisoning.

**D**arryl Stellmach launched into a career in humanitarian aid shortly after completing his undergraduate degree in anthropology in Canada in 1998.

"It's something I wanted to do since I was a teenager. I would read about aid workers in the newspaper, and I would think: this is a way for a person to take action in the world that is immediate, effective, relevant and ethical." Formative university years at the time of humanitarian crises in Rwanda and Bosnia fortified that belief.

Stellmach began his career in war-torn northern Uganda in 2001 with Action Against Hunger. Two years later he joined the renowned medical aid organisation Médecins Sans Frontières (MSF). Since then, he has worked with MSF in some of the most difficult political environments in the world.

His first MSF posting was Sierra Leone. He then returned to northern Uganda in 2004. After leaving Uganda, Stellmach served as a project coordinator, delivering free medical and mental health care to people displaced by Colombia's long-running violent conflict. Then he ran an MSF hospital during a cholera epidemic in Somalia from 2006 to 2007.

After a year and a half managing medical programmes in militant-controlled border regions of Pakistan, Stellmach took time off. Seeking an opportunity to reflect on his years as an aid worker, from Michaelmas 2009 he read an MSc in Medical Anthropology at GTC.

"Oxford was something I had dreamed about since I was a kid. After a decade of humanitarian field work, coming to Oxford was electric.

"Some of the core questions of medical anthropology are questions that confront us daily in aid work: 'What is an epidemic? What is famine? How to define it and declare it – without hard data? In marginal environments, what factors – biological, social, ecological – foster health or undermine it?'"

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**"It wasn't just a cerebral exercise. The theory was immediate, applicable and relevant to humanitarian medicine. It convinced me to return for a doctorate, as soon as I can manage."**

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After completing his degree, Stellmach returned to MSF in late 2010 as the Head of Mission (Country Director) for MSF's intervention in north-western Nigeria. From bases in Sokoto and Abuja, he manages a staff of 400 international and Nigerian aid workers, spread over three large medical projects. Those MSF teams provide lifesaving medical care to around 170,000 Nigerians annually, people who might otherwise have nowhere to turn.

"MSF has worked in Nigeria since 1996," says Stellmach. "We are the only international NGO with a substantial presence in the neglected north-west corner of the country.

*continued overleaf*



In north-western Nigeria, MSF runs a maternal and child healthcare programme in the town of Goronyo. The programme sees 10,000 women and children every month, many of whom travel great distances to access services. On the arid edge of the Sahel, under-nutrition compounds the effects of infectious disease; the Goronyo nutrition programme is one of the largest in MSF, treating 8,500 malnourished children in 2010, with more expected in 2011-2012.

Stellmach also oversees MSF's Nigeria Emergency Response Unit, a rapid-response mobile public health team, dispatched around the region to monitor and combat seasonal outbreaks of measles, meningitis and cholera. In the north of Nigeria, outbreaks can quickly reach epidemic proportions. In autumn 2010, while the world's attention was on Haïti's cholera epidemic, Stellmach's Nigerian team treated 21,000 cases in four months. At the height of the intervention, 1,500 patients per day crowded the team's Cholera Treatment Units.

Most innovatively, Stellmach manages a unique programme in the state of Zamfara. There, MSF responded to the most extensive mass lead poisoning in medical history.

In late March of 2010, MSF investigated reports that large numbers of children were dying of unknown causes in an isolated region of Zamfara. A joint MSF-Ministry of Health rapid survey showed several villages had lost over 30 per cent of children under the age of five

in less than a year. With the permission of Nigerian authorities, MSF flew blood samples to Europe for testing in specialised labs. Lead poisoning was the confirmed diagnosis.

**“Lead is insidious,” says Stellmach. “Children can live symptom-free for a long time – happy, playing, running about and laughing – all the while with toxic levels of lead in their bodies. At a certain point, children may start to experience symptoms – loss of appetite, decreased play, headaches, restlessness, vomiting. If untreated this can lead to more severe symptoms – muscle weakness, convulsions and then death.”**

Even when it isn't fatal, lead poisoning can have permanent health consequences for young children – including lowered IQ, blindness, deafness, kidney and brain damage.

MSF quickly set up specialised treatment centres in some of the affected villages to care for the sickest patients. They simultaneously convened an expert advisory group, consisting of representatives of the World Health Organisation, Centers for Disease Control and Prevention and external toxicology specialists to help guide this heavy metals intervention of unprecedented scale and complexity.

Attention also turned to the source of the outbreak. The culprit was

small-scale gold mining, a profitable occupation for poverty-stricken farmers in the area.

“The ore was the source: it's not so much gold ore contaminated with lead, but lead ore contaminated with gold,” Stellmach explains.

“The villagers were crushing ore using grain grinding machines, which released toxic lead dust that settled around the villages. Then they would often dry the crushed ore on the floors of their huts. This allowed lead dust to contaminate their food preparation and sleeping spaces.”

While adults were sickened by the lead, small children fared worse. Not only are children's growing bodies more sensitive to heavy metal toxins, but their play brought them into close contact with the contaminated earth; babies and toddlers' hand-to-mouth behaviour led them to ingest the contaminated earth directly. At least 286 children died from acute lead poisoning before MSF could intervene.

The medical treatment is life-saving. But it can only be effective if people can return to an uncontaminated environment. MSF supported US-based TerraGraphics Environmental Engineering to decontaminate the affected villages.

Since mid-2010, the multi-agency intervention has succeeded in bringing mass mortality under control. But the scale of the problem is vast, and the exact extent still unknown. Where the UK's lead toxicology centre



Photo: David Maene Barrech/MSF



Photo: Melanie Schiemann/MSF



Darryl Stellmach (right), Head of Mission (Country Director) for MSF's intervention in north-western Nigeria

In Goronyo, mothers and patients are enrolled on the MSF therapeutic feeding programme (far right)





↑  
*Small-scale gold mining in Zamfara in Nigeria is a profitable occupation for poverty-stricken farmers*

annually sees 50 or 60 new lead poisoning cases, in the space of a year, the MSF team in Nigeria has enrolled 1,500 children from seven villages alone. And more villages are waiting to be de-contaminated.

In May of this year, MSF received the Green Star Award, presented jointly by the UN Environment Programme (UNEP), the UN Office for the Coordination of Humanitarian Affairs (OCHA), and Green Cross International (independent, non-UN), for responding to the lead poisoning in Nigeria.

Stellmach is well aware of MSF's limitations as an emergency aid organisation: "We've taken the first steps in managing this crisis, but we can't continue doing it alone."

The life-saving therapy that draws the lead out of patients' bloodstreams is expensive and can take years to complete. Most of MSF's young patients have yet to achieve the acceptable blood lead levels that would allow them to be taken off treatment. In addition, the success of the treatment depends on the maintenance of lead-free environments – which needs specialised expertise to implement and monitor. So Stellmach and his team are vigorously lobbying other agencies, in Nigeria and abroad.

"International agencies need to step up cooperation with the Nigerian authorities. These communities need long-term health and environmental management to prevent this from happening again.

"People who engage in small-scale gold mining need facilities and programmes that will allow them to safely mine or process the ore. And they need education about the consequences of unsafe mining and ore processing, so they can take steps to better protect themselves and their families," says Stellmach.

**"A surveillance system for recontamination needs to be put in place. Then there are the lifelong health and social-support needs of families living with severely disabled children."**

For Stellmach, the response to lead poisoning in Nigeria is indicative of MSF's future.

"I believe that MSF has to come to grips with environmental emergencies. They're a kind of toxic consequence of urbanisation and globalisation.

"Lead poisoning is a side-effect of economic desperation. People don't want to compromise their children's

health. But at the same time they need income, and they have few alternatives to gold mining.

"Global health is at a juncture. With rapid urbanisation, industrialisation, and population growth, more small-scale or slum communities work unprotected in industrial activities like ore processing, ship-breaking and electronic waste recycling. Governments will be confronted with more environmental health emergencies.

"MSF's work in Nigeria gives us the chance to learn toxicology in a humanitarian setting. The need for this is clear," continues Stellmach, pointing to the recent example of Japan. "After the earthquake and tidal wave damaged a nuclear reactor, authorities were able to contain and limit the human health consequences. It would have been different had the same scenario occurred in one of the emerging nuclear powers – densely populated nations with limited emergency infrastructure.

"It's up to the Nigerian and international medical communities to learn from Zamfara. Heavy metal poisoning is only one facet of a nascent humanitarian toxicology.

"It's the first intervention of its kind for MSF. But it won't be the last."





# BACK INTO THE WILD

The subtropical forests of Indonesia are the backdrop to a research project by Hannah Trayford (MSc Biodiversity, Conservation and Management 2006) which is helping release orangutans back into their natural habitat.



## **R**ehabilitating captured orangutans and reintroducing them into the wild with the skills necessary to survive is not an easy process.

But the research of one Green Templeton graduate aims to bring science into this process by assessing the most effective techniques for releasing them successfully back into their natural habitat. Hannah Trayford has been studying, volunteering, or running her own research projects in this field of interest for the past seven years and has spent the last year undertaking her research in the forests of Sumatra.

**“My time at GTC was the springboard in enabling me to get as far as I have with my work,” says Hannah. “Although I had spent time in Indonesia before Oxford, it was through my studies there that I was really able to develop methods for applying science to conservation and welfare efforts.”**

“The Masters degree was pivotal to my understanding of conservation and the people I met in Oxford were an inspiration as to how you can, and I now believe need to, apply science and research to conservation to achieve a common goal.”

Indonesian orangutan rehabilitation centres exist because of the large numbers of individuals that are removed from their homes, either by poachers or as an outcome of legal and illegal deforestation for paper and pulp industries, palm oil, mining, or other development.

With forest habitat still in decline in Indonesia, orangutans are often left in fragmented areas of forest where resources are scarce and are sometimes forced to venture onto farmland in search of food, resulting in conflict with local people.

‘Pet’ orangutans are also seen as a status symbol by some military and political figures, making enforcing the illegality of this activity even more problematic.

The captured orangutans have been caged or kept illegally as pets, usually since they were infants. In the wild, they spend up to 8 years with their mothers learning how to survive on their own. By killing mothers and taking them from the forest, infants don’t learn necessary survival skills.

One centre alone has more than 600 orangutans in its care. “The orangutans in the centres have traumatic histories, having been forcibly removed from their mothers after her murder: an orangutan mother will never willingly part with her infant,” explains Hannah. “Some have further been chained, beaten, attacked by dogs, stabbed, or shot – one individual arrived with 62 air rifle pellets in his body when locals did not want him near their village.”

However, rehabilitation techniques have historically often been well-meaning but with poor or unknown results. Hannah’s work aims to overcome this.

“I am using quantifiable methods to test exactly what conditions are needed to provide these animals with an environment that meets their physiological needs, such as building

musculo-skeletal strength and coordination, and psychological fitness so that they have the capacity to cope in the wild. I am also looking at ways to develop better monitoring methods,” says Hannah.

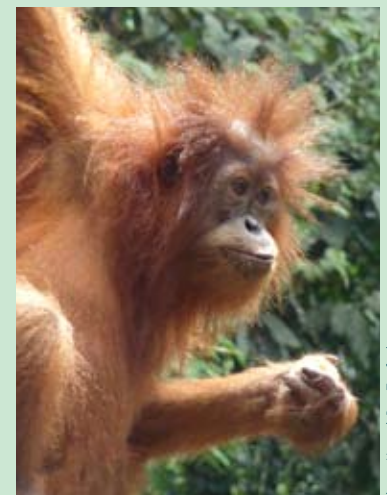
After 14 months in Sumatra, Hannah will visit two more centres in Kalimantan, Indonesia later this year. Data collected from the centres will help her compare fully different rehabilitation techniques in use. At the end of the project she will provide guidelines and a recommendations’ manual for rehabilitation care based on her scientific results.

“I believe that improving reintroduction outcomes will not only mean a better future for the individuals who benefit from the release process, but will also benefit the valuable forest habitats where they live,” says Hannah. “Furthering the success of reintroduction as a conservation tool will reinforce the falling number of wild orangutans, provide forest areas without current orangutan populations with important seed dispersal mechanisms, and improve the chances of allocating forest areas for protection.”

She adds: “Although far removed from the forests where I spend much of my time, the environment at GTC is one of diverse thought and critical thinking, and it was this enthusiasm, from people with different backgrounds and interests that taught me solutions lie in the ability to see beyond the immediate problem. I genuinely don’t think that I would have got where I am today without my time at GTC.”

←  
Beckham, a rescued orangutan

→  
Hannah working in the field (right)  
Oki after release (far right)



## SNAP HAPPY

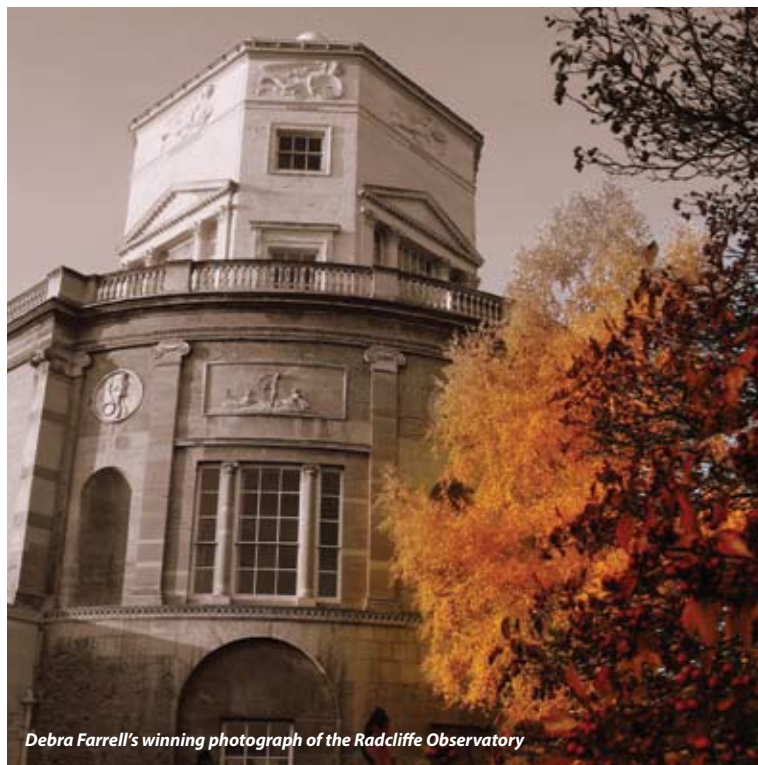
**College members once again focussed their camera lenses on the College to snap their entries for the annual GTC photography prize.**

The competition is made possible by a generous gift from Dr Elman Poole, a retired neurologist living in Oxford who is also a Common Room Member. This year's theme was 'GTC in Autumn' and the College gardens and grounds obliged our talented photographers with a blaze of foliage colour and atmospheric vistas through the autumn mists.

First prize was lifted by Deb Farrell, GTC Deputy Librarian who oversees the management library, with her striking photograph of autumn foliage against the Radcliffe Observatory.

Brendan Harmon (MPhil, Geography and the Environment) scooped the runner up spot for his moody shot of the Observatory through an early evening mist. Deb and Brendan both received cash prizes.

Three other entries – from students Sean Grant, Tim Hannigan and Karl Segnoe – were very highly



*Debra Farrell's winning photograph of the Radcliffe Observatory*

commended by the judging panel which was made up of fellows, staff and students and guest judge, Oxford-based photographer James Hudson.

All five images will be featured in

a pack of College notecards to be produced later this year.

Almost 30 College members entered the competition, submitting 45 individual photographs.

## PRIZE RAFFLE COOKS UP FUNDS



*Photo: Eleanor Brace*

**The Student Hardship Fund is a lifeline for students facing difficulties as a result of unforeseen circumstances.**

Alumni, students, fellows and staff have raised more than £4,800 for the Fund this year, from activities including

a fundraising dinner, the traditional Christmas Fair and a raffle with a first prize of a gourmet cookery 'masterclass'.

Raffle winner Juan Guan (DPhil Zoology) and four friends had a unique opportunity to pick up culinary skills from GTC head chef Verity Anton before enjoying a private dinner in the Radcliffe Observatory. Runners up Annie McEwen (DPhil Social Policy) and Josephine Scoble (DPhil Zoology) received GTC goody bags filled with College merchandise.

"The raffle is just one of a number of different projects through which the GCR and Development Office have been fundraising for the Fund over the last year," explains GCR Charities and Development Officer Kate Roll.

"The Fund provides invaluable support to students, often enabling someone

to continue their studies when financial circumstances might have made it impossible to continue."

At least one in six GTC students participated in the prize raffle and the dinner.

The Fund was boosted by the generosity of an anonymous benefactor who challenged students to raise at least £2,000 which he matched pound for pound.

An additional £200 was raised after students won a bet proposed by the Principal Professor Sir David Watson.

In order to win the bet, students had to whisper through the entire first course of a formal dinner. While the students succeeded, whispering did little to overcome the challenging acoustics in the College dining room!





## SUPPORT FOR RISING RESEARCH STARS



Karenjit Clare (left)  
and Tuukka  
Toivonen (right)

**Getting the first step on the career ladder can be tough for young academics - but thanks to generous funding from the Templeton Education and Charity Trust (TECT), Green Templeton is now able to support two young researchers working in the broad field of management studies.**

Karenjit Clare and Tuukka Toivonen are GTC's first Junior Research Fellows, both now one year in to a three-year fellowship.

Junior Research Fellowships offer young researchers of exceptional intellectual calibre a first substantial paid academic or research appointment and an opportunity to pursue their research.

An economic geographer (the first at GTC), Karenjit is investigating creative labour in the 'cultural economy' and specifically in the UK advertising industry. Tuukka is a sociologist by training and his research explores youth, work, and motivation in 'post-materialist' societies. They share office space in a College house in Observatory Street which has been recently refurbished (also thanks to TECT).

"Our research has much in common, especially our interest in youth and that adds an extra dimension to our work: we are able to share ideas and push each other in new ways," says Karenjit.

Her focus is on how workers navigate through and make sense of the advertising industry's labour market, especially in respect of the insecurity, inequality and exploitation in this sector, and the ways these are embedded in social networks and place.

"I want to understand how careers work within that sector. It is seen as glamorous and exciting but there is a 'dark side' to that," she explains.

She is busy writing up a book manuscript on creative careers and three papers for publication: one on the inequalities that young workers in the sector face; one on whether it is through choice or the way the industry is structured that means so few women head up big agencies, and the third looking at the 'hidden' role of headhunters in the professional lives of creative workers.

She is also kicking off a new project which will look at transnational labour, migrant workers and ideas of entrepreneurship and market competition in the emerging economies.

"Being at GTC has brought me into contact with other people working on similar issues from different disciplines – policy, management, sociology – and that is stimulating. The College is vital to my work; it broadens my contacts and involvement with the Future of Work Programme has been particularly exciting."

Tuukka has returned to GTC after his DPhil in Social Policy at the former Green College. "I applied for the fellowship because I knew GTC would be a great research environment and I also think I have something to contribute," he says.

He is exploring the motivation and values of young workers through a study of social entrepreneurs and other types of young workers in Japan and China.

"Young people in Japan are asserting new values which are impacting on their choice of career. Instead of working for status or to be successful on old measures such as salary and bonuses, they are working in jobs they love and helping to solve social problems using business methods. In that way social entrepreneurs in Japan are challenging what a company should be.

"The big question is how to harness the new motivations and new desire to contribute to society, be more creative and expressive. That tension between the old and the new values is an underlying theme for me."

Earlier this year he spent time in Japan (supported by a Japan Foundation fellowship) finding out how young people and social entrepreneurs are helping Japan recover from the 11 March 2011 earthquake and tsunami.

He has also published two books this year: *Japan's Emerging Youth Policy: Getting Young Adults Back to Work* (Nissan Institute/Routledge, 2012), based on his PhD thesis and available on Amazon, and a co-edited volume entitled *Unable to conform, unwilling to rebel? Youth, culture, and motivation in globalizing Japan* (Frontiers in Psychology, 2011).

Although busy pursuing their individual research projects, Karenjit and Tuukka collaborated last March to convene an international workshop on 'Youth, Early Careers and Motivation' at 13 Norham Gardens in Oxford. They are now planning to host a large international conference in Oxford in 2013, the last year of their fellowships, looking at the future of work.

## ALUMNI AND FRIENDS PLEDGE OVER £80,000 IN 2011 TELETHON

**Generous Green Templeton alumni, fellows and friends have pledged gifts totalling £82,000 to the GTC Annual Fund in the telephone campaign which took place between 13 and 27 March 2011. Thank you everyone!**

Gifts received will be used to fund key areas in College, such as scholarships, student hardship grants, sporting grants, academic initiatives and the maintenance of our historic buildings and grounds.

A team of 11 student callers contacted alumni all around the world with the aim of reconnecting to share recent College news, ask for feedback on our programme of alumni events and publications, and to raise money for the Annual Fund. Student callers also discussed ways for alumni to get involved in college life.

Over the two-week campaign, the team spoke to over 500 alumni from



32 different countries. As well as making donations to the Annual Fund, a number of alumni offered to mentor students and provide internships.

Student caller Nicola Beer (DPhil Clinical Medicine) says: "I really enjoyed the GTC telethon! It was a great way to become more connected with the College, and through fundraising for the GTC Annual Fund, I really felt like I was working for the benefit of future students.

"Although it was a lot of hard work, it was really rewarding to know that our telethon team was working towards bringing alumni and current students together, and I met so many fabulous people along the way."

The calling team were: Ezimamaka Ajufo, Alice Blake, Nicola Beer, Susannah Eyre-Brook, Sean Grant, Shuaishuai He, Samson Mundia, Fariha Naeem, Laurel Steinfield, Minhee Yeo, and Jin (Robyn) Xu.

## ANNUAL FUND 2010-2011: MAKING A DIFFERENCE



**Fantastic support from alumni, friends and fellows for this year's Annual Fund appeal saw more than £95,000 pledged in support of projects across three key areas in College: student support, academic initiatives and buildings and facilities.**

Many alumni and friends made gifts, all of which will help to enhance student life and experience at Green Templeton.

Over the coming year, the Annual Fund will give a boost to College clubs and societies, including the Boat Club, which has been awarded funds to support a summer training programme following its most successful year ever.

Other projects include a Clarendon Scholarship for a DPhil student and USB sticks containing useful information about the College for all new students as part of their induction.

Academic initiatives, including the Personal and Professional Development Series and the Human Welfare Conference, are set to receive support, while a new pilot programme for science research students to develop transferable skills has also won funding.

Finally, a number of building projects are in the pipeline: both the tennis pavilion and the Hayloft will be refurbished and funds will also be directed to the new multi-purpose sports building (find out more about that project on page 18).

The distribution of the Annual Fund has been overseen by a working group of fellows, students and staff in accordance with the wishes of our donors and the needs of the College.

For more information, please visit [www.gtc.ox.ac.uk/annual-fund](http://www.gtc.ox.ac.uk/annual-fund)



# TRIBUTE FUND TO CONTINUE ANN'S VISION



Photo courtesy of DIPEX

→ Ann with actor Hugh Grant, a patron of Healthtalkonline

**Green Templeton has launched Ann's Fund to celebrate the life and pioneering work of Fellow Dr Ann McPherson, who lost her courageous battle with cancer in May.**

The tribute fund was set up at the request of Ann and her family and will benefit a number of projects close to her heart.

Ann was a gifted communicator who believed that health care should

be driven by the experience of patients and that doctors, health care professionals and medical students should better understand what it feels like to have an illness.

During a long and distinguished career, which began as a GP in Oxford, she was the inspiration behind a number of significant initiatives which gave life to her unique vision.

She joined the Department of Primary Care, Oxford University, where she set up the patient experiences research group DIPEX and the associated website [www.healthtalkonline.org](http://www.healthtalkonline.org) which publishes the results of the group's research online and now has over two million hits a year.

A second website [www.youthhealthtalk.org](http://www.youthhealthtalk.org) devoted to the experiences of young people, was launched in 2005 and Ann also co-hosted a teenage virtual doctor's surgery for 10-15 year olds, [www.teenagehealthfreak.org](http://www.teenagehealthfreak.org) Ann's final project was to establish the Oxford Health Experiences Institute

(HEXI), described in her own words as a place "where the world of academia meets real life". Her work in relation to the Institute was featured in the first GTC Magazine in 2009.

This is a ground breaking initiative, as the first interdisciplinary academic research centre dedicated to understanding the attitudes, values and experiences of people coping with illness, or making decisions about their health, and to using the research to make a difference. Ann was the founding Director of HEXI and continued to work closely with the team, even in her final days.

Ann's Fund will support these initiatives with the aim of continuing Ann's work and vision.

For more information about Ann's Fund and how to give, contact Susan Berrington, Director of Development & Communications, 01865 274777 or [susan.berrington@gtc.ox.ac.uk](mailto:susan.berrington@gtc.ox.ac.uk). Donations can be made online at: [www.giving.ox.ac.uk/annsfund](http://www.giving.ox.ac.uk/annsfund)

**In bloom: original paintings in memory of Ann**

Award-winning textile designer Sarah Campbell, co-founder of renowned British design company Collier Campbell, has created four original paintings to illustrate a set of small cards for Ann McPherson's family, friends and colleagues to give out to publicise the fund set up in her memory.

Collier and Campbell's bold, hand-painted designs which are known all over the world were a particular favourite of Ann's, and Sarah's beautiful designs for the cards reflect Ann's own love of vivid colour.

Sarah, a close friend of the McPherson family, generously offered to create the paintings in memory of Ann.

Sarah says: "Ann's gardens overflowed with colour and jostle,

reflecting her loving and generous spirit. She was ever on the side of doing, having, working, laughing that little bit more and hoping for the same from us. When I think of her I remember William Blake's line: 'Enough – or too much! I hope these little paintings have something of that same abundance.'

Sisters Susan Collier and Sarah Campbell produced some of the most iconic prints of the second half of the 20th century and collaborated with many design houses such as Jaeger, Yves St Laurent, Cacharel, Habitat and Liberty of London Prints.

After 50 years in the marketplace, their designs continue to be featured with many high street retailers.



# GREEN TEMPLETON DONORS 2010 – 2011

Over the last twelve months, alumni, friends and Fellows have made gifts both large and small to the College. This support makes possible so many projects that enhance College life, enabling us to invest further in our support for students, in academic initiatives and the improvement and development of our buildings and grounds.

This is our opportunity to thank everyone who has donated to the College this year, including those who have chosen to remain anonymous. The following list includes the individuals, companies and foundations that have made a gift from August 2010 to July 2011. If you have any questions regarding the donor roll, please contact the Development Office on +44 (0) 1865 274797.

**Dr Arun Aggarwal**

**Dr Ibrahim Al Bakir**

**Mr Mohammed Aleem**

**Mr John Alexander**

**Dr Mark Almond**

**Professor Billy Andrews**

**Ms Jane Atkinson**

**Ms Hnin Aung**

**Mr Issa Baconi**

**Mr Projjol Banerjea**

**Mr Philip Barnard**

**Mr Paul Barrett**

**Mr Bruce Beckett Terrell**

**Ms Susan Berrington**

**Mr Robert Bowen and**

**Mrs Kim Blackburn**

**Professor Michael Bracken**

**Dr Paul Brankin and**

**Mrs Marie Brankin**

**Ms Alison Brimelow**

**Mr Craig Broussard**

**Mr Ron Brussel**

**Professor Christopher Bulstrode**

**Mr Kevin Burke**

**Professor Jeff Burley**

**and Mrs Jean Burley**

**Dr Mark Campbell**

**Cannon Foundation**

**Professor Donald Chambers**

**Dr Richard Chapman**

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**Mrs Wendy Clements**

**Professor Philip Crotty**

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**Mr Shinichiro Fukuda**

**Miss Faye Gao**

**Mr Peter Garnham**

**Timothy Garton Ash and**

**Mrs Danuta Garton Ash**

**Mr Robert Glaze**

**Mr Maurice Gooderham**

**Dr Graham Gooding**

**Professor Derrick Gosselin**

**The Graduate Common Room**

**Mr John Graham**

**Green Templeton Boat Club**

**Mr Richard (Rick) Grzeslo**

**Dr Alex Guerrero**

**Mr Feng Guo**

**Ms Putul Gupta**

**Professor Guillermo Gutierrez**

**Sir Douglas Hague**

**Dr Peter Havelock**

**Dr Theodore Haywood**

**Dr Judith Heaton**

**Mr Jeroen Henrich**

**Dr Declan Hill**

**Mr Philip Hirschsohn**

**Mr Ali Hsieh**

**Professor Sir Andrew Huxley**

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**Mr Francisc Julia-Sala**

**Ms Tessa Keating Rothrock**

**Mr Cyrille Kechavarzi**

**Mr John Kelly**

**Mr Lazaro Kimang'a**

**Dr Mike Knight and Mrs Sheila Knight**

**Mr Viktor Koska**

**To give back is to put a little back into the system we so happily enjoyed. And it preserves that happiness, privilege and eternal memories, not only for ourselves but for others. Every college, department and school needs support from its alumni. We are the present that the future is founded on. No matter how small the donation, it is important, as it shows that you are a supporter of this great institution and have a voice.**

William de Laszlo (MBA 2007)





Professor Simon Kroll

Mr Buddhika Kulatunga

JW Laing Trust

Mr Stuart Lancashire

Dr Suzanne Lapwood

Ms Elizabeth Lauro

Dr Bernadette Lavery

Dr Laurence Leaver

Mrs Janine Lee

Dr Grant Lee

Dr David Levy

Professor Donald Light

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Dr Penelope Webb

Mrs Joyce Weil

Dr Daniel Wheeler

Dr Sean Whyte

Mr Tim Willens

Mr Dan Williams II

Mrs Aileen Wood

Mr Bill Woodley

Miss Betul Yalcin

Dr Marshall Young

Mr Demetrios Zemenides

Having been a student caller for last year's telethon, I'd seen the remarkable support we'd received from the alumni and how much every gift had contributed to the College's growth. When I received a call from a GTC student caller this year, I was delighted and only too eager to contribute. My gift, albeit small, gave me a chance to contribute to GTC's development plans and more importantly, keep up my sense of affinity to the institution that for a year was a home away from home for me.

Putul Gupta (MSc Sociology 2009)



## GREEN TEMPLETON ALUMNI

**Although I have only been here for a few short months, I already feel very much a part of the friendly, vibrant and inspiring Green Templeton community.**

Alumni and friends are an incredibly important part of our global 'family' and it is your contribution to the College and your achievements which help make it what it is today. Wherever in the world you are now living and working, I hope that you carry happy memories of your time studying in one of the most intellectually exciting colleges in one of the greatest universities of the world!

I also hope that you will wish to take some of the many opportunities to stay connected with the College and with old friends and colleagues.

I have met a some of you at various reunion and networking events over the last few months, most recently in Singapore and Kuala Lumpur which was an incredible and inspiring experience.

Our events programme for the coming year offers yet more occasions to get together: reunions are planned for the East and West coasts of the USA, Canada, China and Hong Kong. We are also launching a series of 'business breakfasts' for those of you based in or near London. For more details, see the events programme opposite.

But even if you can't make it along in person, there are other ways to stay connected: for example, through the GTC website ([www.gtc.ox.ac.uk](http://www.gtc.ox.ac.uk)) where you will find podcasts of lectures, news stories, an online calendar of upcoming social and academic events, and our short film.

GTC also has an official Facebook page, so why not 'like' us when you're next online and catch up with the latest GTC news?

We also want to hear your news, so please keep in touch with your achievements and experiences. If you are happy to share this news, we would like to keep your fellow alumni informed in our newsletters and in this Magazine.

Enclosed with this Magazine is the contact information we have for you. Please let us know if this needs updating so that we can keep sending you invitations and College publications. In particular, please keep us updated about your email address: we are looking to change some of our publications – including the *In Transit* newsletter – into electronic format to reduce our impact on the environment.

I am often asked how people can support the College. There are a number of ways, from supporting current students through mentoring or work experience opportunities, to offering a venue to host an alumni event.

We are also very grateful for your magnificent support through gifts both large and small, which enable the College to provide students with the very best possible experience while they are here. This year's Telethon raised a record amount, thanks to your generosity: information about how your donations are being used is on page 34.

If you would like to find out more about how you can support GTC, please contact me for a discussion.

As an alum, you are welcome to visit us whenever you are in Oxford. You are

entitled to dine in College (at modest charge) once every term and also to use the Stables Gallery lounge space. For more details please visit the website.

I look forward to perhaps meeting you or hearing from you in the future but meanwhile do enjoy reconnecting with GTC through the stories in these pages.

**Sue Berrington**

Director of Development & Communications

### Contact us

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T + 44 (0) 1865 274797

Visit the GTC Alumni and Friends web pages at:

[www.gtc.ox.ac.uk/alumni](http://www.gtc.ox.ac.uk/alumni)

Like us on Facebook:



[www.Facebook.com/GTCAlumni](http://www.Facebook.com/GTCAlumni)



Join the GTC LinkedIn group



# DATES FOR YOUR DIARY 2011 – 2012

## Thursday 10 November 2011

### City Breakfast in London

Join us between 7.30am and 9.30am for GTC's first-ever early morning breakfast meeting to hear Dr Stephane Girod (2008 DPhil Management Studies), Research Fellow Accenture Institute for High Performance, who will present and discuss 'Managing the Multinational Company in a Multi-Polar World'.

Venue: Oxford and Cambridge Club, Pall Mall, London SW1

## Thursday 17 November 2011

### Sir Douglas Hague Lecture 2011 with Michael Portillo

Michael Portillo will ask why it is that after the democratic experiment in Athens in the fifth century BC, the world put democracy away for two thousand years, and why it was that most thinkers from Plato onwards regarded it as a dangerous thing. Were they right to believe that democracy would lead to the brutality of mob rule?

The lecture takes place at the Saïd Business School at 6pm and will be followed by a drinks reception at 7pm.

Register at: [www.sbs.oxford.edu/events/portillo](http://www.sbs.oxford.edu/events/portillo)

## Friday 25 November 2011

### Alumni Drinks Reception in Edinburgh

Please join us between 6pm and 8pm for drinks and canapés at the National Museum of Scotland which re-opened in July after a £47.4 million facelift. There will be a chance to tour the refurbished collections as well as catch up with old friends and new.

## Thursday 8 December 2011

### Varsity Rugby Match at Twickenham

The pinnacle of amateur and student rugby in the 130th clash between Oxford and Cambridge.

## Thursday 16 February 2012

### Alumni Drinks reception in London

Join us on *HMS Belfast* for a drinks reception between 6.30pm to 8.30pm, hosted by the Principal Professor Sir David Watson.

## Saturday 7 April 2012

### Oxford and Cambridge Boat Race, London

Cheer on the Dark Blues from the safety of the Thames riverbank!

## Saturday 14 April 2012

### GTC North American Alumni Reunion

A reception and dinner for alumni living and working in New York.

Venue and details to be confirmed.

## Saturday 21 April 2012

### GTC Canadian Alumni Reunion

A chance to meet old friends and colleagues, living, working or visiting Canada at a GTC reunion event.

Venue and details to be confirmed.

## May 2012

### City Breakfast in London

Join us for an early morning networking event in central London to hear a guest speaker on the theme of leadership and medicine.

Date, venue and details to be confirmed.

## Monday 28 May to Wednesday 6 June 2012

### Transit of Venus at GTC

GTC in collaboration with Oxford Astrophysics is planning to celebrate this 'once in a lifetime' planetary phenomenon with a series of special events centred around the Radcliffe Observatory, in its time one of Europe's finest astronomical observatories. More details to follow.

## June 2012

### Summer Eights at Longbridges Boathouse

Enjoy all the rowing action and cheer on the Green Templeton Boat Club crews as they race on the Isis!

## Saturday 23 June 2012

### Summer Garden Party at Green Templeton

Enjoy the beautiful college grounds, music, entertainers and afternoon tea. Fun for alumni and family, as well as GTC fellows, students and staff. Details to follow. Followed by the Scholarship Donor Reception.

## July 2012

### GTC Alumni Reunion in Hong Kong

Dates and full details to be confirmed.

## 15 September 2012

### Alumni Reunion at Green Templeton

Please join us for the annual gathering of GTC alumni and friends at the College during the Oxford University alumni weekend. There will be a special programme of events and activities and dinner in the Radcliffe Observatory.

For more information about these events, please contact:

[alumni@gtc.ox.ac.uk](mailto:alumni@gtc.ox.ac.uk),  
Tel +44 (0)1865 284556

Or go to [www.gtc.ox.ac.uk/AlumniEvents](http://www.gtc.ox.ac.uk/AlumniEvents)

Please note that all dates and details are correct at the time of going to press but may be subject to change. Please check the Green Templeton website for the latest information.



**GREEN TEMPLETON COLLEGE** | OXFORD

[www.gtc.ox.ac.uk](http://www.gtc.ox.ac.uk)

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