‘We are the only specialist management college to co-exist with a top-rated business school within a single, world-class university ...’
INTRODUCTION FROM THE DEAN

Exploring new areas at the forefront of management thinking

THE WORD ‘UNIQUE’ IS over-used and all too often inaccurately so, but in the case of Templeton College it happens to be an exact description. We are the only specialist management college to co-exist with a top-rated business school within a single, world-class university.

We have used The River as a visual theme for this year’s Annual Review because it is an image that sums up the many different facets of Templeton’s identity and work. We are, first and foremost, a college with students. While I am delighted by the commitment and academic success of our graduate students, I am also pleased to see them participating enthusiastically in the sporting and social life of the university. In rowing, Templeton has become a force to be reckoned with, and our front cover photograph celebrates that success.

In addition, one of the principal characteristics of a river is that it flows, carrying with it items that it has gathered from river banks and bridges on its journey, augmented at different points by tributaries, until it becomes a powerful force as it joins the sea. We often talk about the flow of ideas and thought in the College. I like to think that, as we bring together people from different sorts of organisations and different cultures to contribute their arguments, and absorb innovative approaches from other disciplines and areas, we are creating a powerful voice to contribute to both the study and practice of management.

During 2004/05 we have expanded and developed our work on the future and scenario planning. This has been reflected in our research, in executive education programmes run at the College, and in conferences and seminars. The Oxford Leadership Prize, which was awarded for the first time this year, invited young people to consider new models of leadership. And the newly conceived Oxford Futures Forum, which will meet for the first time in October 2005, is a bold experiment in terms of both form and content.

Student numbers continue to expand, and we have put in place a number of new initiatives to enhance the College experience. The Nautilus Awards, introduced in 2004, reward academic and sporting excellence, as well as participation in the College community. This year we were able to grant two of our DPhil students research assistantships, which allowed them to broaden their experience as well as contribute in a more active way to the flow of ideas within the College.

As usual, we have all benefited from the presence of so many practitioners who have visited the College either to participate in executive education programmes, or to attend the many lectures, seminars, and working groups that we have hosted throughout the year.

In the Fellowship, we were delighted that the University Distinctions Committee conferred the title of Rhodes Trust Reader in Organisational Behaviour on Dr Sue Dopson. The Governing Body elected Sir Douglas Hague, founder of the Oxford Strategic Leadership Programme, to an Honorary Fellowship. The inaugural Dean’s Prize, announced at the College’s fortieth anniversary celebration, was awarded to Associate Fellow Ron Emerson for his exceptional contribution to the development of the College. Sadly, Ross Davies, the founding director of the Oxford Institute of Retail Management, and an Associate Fellow of the College, died suddenly in April. He was one of the outstanding figures in the development of Templeton College and a great friend and adviser.

Professor Michael Earl
Dean
Templeton College
University of Oxford
Michaelmas Term

Over the last year we have introduced a number of initiatives designed to make membership of Templeton College an even more rewarding experience.

Enlivening, invigorating, refreshing: the Templeton student community

October 2004, the start of the new academic year, saw Templeton College’s student numbers reach their highest level ever. Sixty-three new students joined the College—40 reading for the MBA, 17 for the MSc in Management Research, and six for the MSc in Industrial Relations and Human Resource Management. Including the DPhil and MSc students who are already members of the College, there are now over 100 students at Templeton taking full-time Oxford University degree courses: a substantial increase since 2001, when the total student population was 36. With over 40 nationalities between them, the new students brought into the College an invigorating variety of international experiences and backgrounds.

Students are the lifeblood of a college. They bring with them a range of new ideas and energy that Fellows, staff, and visiting executives alike find refreshing. Over the last year we have introduced a number of initiatives designed to make membership of Templeton College an even more rewarding experience.

The Nautilus Awards were introduced in the last academic year (2003/04) to celebrate exceptional student achievement. There are three categories of awards: for athletic achievement, and/or College citizenship, which are awarded at the end of the Trinity Term, and for academic achievement, which are awarded in the Michaelmas Term. The winners received a certificate and a choice of silver Nautilus jewellery presented by the OCMS Association.

The first winners of the Nautilus Awards for academic achievement were announced in October. They were Fabrizio Giordino (MBA), Rahim Nathwani (MBA), Heather Hrousala (MSc), and Rosan Karakas (MSc).

One of the advantages of being a specialist college is that there are plenty of opportunities for Fellows and researchers to involve students in their work. During the Michaelmas Term DPhil student Stephane Girod accompanied Fellow Rafael Ramirez to the Annual Meeting of the Strategic Management Society in November, and worked with him to make a major presentation, critiquing the papers at the conference, to the sponsors of the Templeton-based Strategic Renewal Research Project.

During the year we also awarded two research assistantships which gave the recipients the opportunity to work closely with a Fellow working in the same field, thus enhancing their own study. The research assistantships, funded by the Cuming Saga Trust, were awarded to Andromache Athanasopoulou and Michael Smets. Three doctorates were successfully completed during the year, by Stephen Perkins, George Bowen, and Nikolaos Pisanias.

Social events are important tools in building a community, employed to the full by Templeton students, who organised a lively programme of parties, dinners, and balls throughout the year. The first event of 2004/05 was the Black and White Ball, held in the Information Centre. This was followed by a Venetian Carnival in February.

Templeton students have also enjoyed success in the sporting arena. Anton van Zyl, who this year completed an MSc in management research, helped give Oxford its 18–11 win over Cambridge in the 123rd Varsity Match at Twickenham in December.

Under captain Michael Smets, Templeton’s rowers distinguished themselves in a number of rowing competitions.

16 August
Publication of Ethical Frameworks for Financial Services: the Issue of Trust versus Regulation

28 September
"Discipline, Focus, and Leadership"—programme for AVEBE, in partnership with the Academy of Management at Groningen University, HEC Paris, and Yale School of Management

3 October
Start of O2 Executive Development Programme
Harnessing the power of new technologies
Strategic innovation in the airline industry

Many of the world’s most successful businesses are those which have been able to look at emerging technologies and see how to exploit them in other contexts. A good current example of this is the use of biometrics, already much in demand in the security sector, in fields such as customer service.

Biometrics is the authentication or identification of individuals based on physical characteristics such as fingerprints, size and relative positioning of facial features, hand geometry, or iris configuration; or traits such as signature formation, keystroke patterns, or voice recognition. The obvious application for such technology is in security and, indeed, it is already being used to provide self-service access to safe deposit vaults in some banks, or to cash cheques in supermarkets.

But Loizos Heracleous, Fellow in Strategy and Organisation at Templeton College, argues that security will not be the biometrics killer application: rather, the ability to redefine the customer experience could revolutionise how service companies do business.

Dr Heracleous is engaged in a study of strategic innovation in the airline industry. As part of this he has looked at the employment of biometrics at Singapore Airlines (SIA) and the Civil Aviation Authority of Singapore (CAAS, the operator of Changi Airport).

In November 2004, a six-month pilot test of Fully Automated Seamless Travel (FAST) was initiated, based on a biometrics technology that integrates three processes: airline check-in, pre-immigration security checks, and immigration clearance. This initiative is a world’s first of integrating these processes with the clear objective of driving service excellence, while at the same time raising efficiency and improving security. FAST is expected to be rolled out in the near future to all passengers who carry biometric cards and all airlines operating through Changi Airport.

A complementary use of biometrics currently in the early stages of development is ‘Baggage drop-off’. Currently, all passengers with check-in baggage have to undergo the inconvenience of carrying their bags to the check-in counter from the vehicle in which they arrived at the airport. SIA wants to eliminate this by allowing passengers to drop off their baggage outside the building.

‘These examples allow us to catch a glimpse of the future that biometrics can offer to service firms,’ said Dr Heracleous. ‘The field is open for competitors to claim the high ground and achieve sustainable success by effectively using new technologies, or by applying existing technologies in new ways.’
College is first call for conferences

AS A PURPOSE-BUILT centre for executive education, Templeton College offers a superb range of facilities and services for organisations to hold their own meetings and events.

A member of Conference Oxford, and the network of Conference Centres of Excellence, the College was highly commended in the Condé Nast Johansen Most Excellence Business Venues Dedicated Conference Centre awards in November 2004.

Conference clients during 2004/05 included:
- Alfred McAlpine
- British Airports Authority
- Clearworth
- Conduco Consulting
- Countryside Agency
- Department for Work and Pensions
- Energy Publishing Network
- Harcourt Education
- Manches Thames Valley
- Marketplace Design
- Mouchel Parkman
- National Association of Goldsmiths
- Oxford City Council
- Oxford Creativity
- Oxford Economic Forecasting
- Oxford University Business Economics Programme
- Reed Elsevier
- Royal Institute of Architects
- Transition Partnerships

And number one for cuisine

TEMPLETON COLLEGE’S UNOFFICIAL reputation as provider of the best food in Oxford was confirmed when it won the Oxford University Catering Team of the Year Awards at the Aces Awards Dinner held at St Anne’s College on 15 December 2004.

The following term the College chefs repeated their success on the national stage: they won the prizes for Best Newcomer and Best Dessert in the University Chefs Organisation (TUCO) awards.

The TU CO awards took the form of a Masterchef-style contest as the Templeton team competed with 20 other teams from British universities to put together a four-course dinner against the clock—a starter of choice, followed by a classic Escoffier entrée, a main course involving loin of lamb, and finally a tatin. The Templeton menu featured smoked duck breast with foie gras in a calvados jelly; sole Veronique; poached loin of lamb on Mediterranean vegetables with a red wine reduction; and a tatin of William pears and almonds with set Cornish cream.
Remembering a walk through the woods

TEMPLETON’S LANDSCAPED grounds have always been much enjoyed by students, visitors, and staff alike. But it was Richard Marshall, a former Group Personnel Director at Thames Water and latterly an Associate Fellow of the College, who memorably imbued them with new meaning as he led participants on the Oxford Strategic Leadership Programme on A Walk through the Woods.

Richard died suddenly and unexpectedly in 2003. In October 2004, during the Templeton Executive Network (TEN) reunion, Michael Earl, Dean of Templeton, together with the former CEO of Thames Water, Bill Alexander, officially opened the Richard Marshall Woodland Walk created in his memory.

The opening of the Walk also coincided with the creation of the William Polk Carey Meadows, a seven acre District Wildlife site. William Carey, the founder of one of the USA’s leading corporate real estate advisors, has long been a generous benefactor of Templeton College, with a close interest in the management and development of its grounds.
Hilary Term

Not just forward thinking: new ways of exploring the future

A COMMON THEME emerging from much of the College's research in a variety of sectors is that of the future—what alternative futures there are, what issues are going to be important, how to plan for them, how to manage innovation. In all cases, the research has become an exploration of different tensions. There is, for example, the tension between allowing creativity and innovation to flourish and the need for structure and regulation. And the very serious question at the heart of much truly cutting edge work is where you draw the line between what you could do, and what you should do.

A large amount of this thinking is at the very outer limit of what most people would consider to be traditional management research. And, as such, it is just the sort of work that Templeton, as an Oxford college and therefore with a naturally inter-disciplinary outlook, is very well placed to conduct.

In October 2004, in partnership with the Oxford Internet Institute, the ESRC’s e-Society project, and London Business School, the College convened a major conference on the future of the Internet, ‘Can the Internet survive? Internet Security, Technology and Governance: Problems and Solutions.’ While continuing advances in technology, including optical fibres, wireless, and networking, were welcomed enthusiastically, the conference was dominated by debate over security and governance. Participants were sharply divided between those who called for tighter controls, or regulation, and those who argued that the risks of the net had to be seen in the context of the enormous opportunities that it provided.
IN FEBRUARY 2005 there was a major international conference held at Templeton to report the findings of the Oxford Strategic Renewal Research Programme (SRRP), run in partnership with Shell International and the European Patent Office. SRRP has examined a range of companies, including BT, Lafarge, G.E. Healthcare, Nokia, Shape, and W.L. Gore, looking at when and where innovation arises, and how it can be organised and led. Inevitably, the findings revealed that innovation and renewal were as much challenges of change management and leadership as they were of technology and creativity. Of course this relates directly to work that is being done elsewhere in the College. It is one of the great strengths of being a college, or a community of learning, that different strands of research can contribute to each other in this way.

The Oxford Futures Forum 2005 was launched at the end of the academic year. The aim is to hold an event for practitioners and researchers in the field of scenarios planning, as well as for researchers concerned with the issues that scenarios address. It builds on a previous meeting held in Shell in 2002 on ‘Scenarios as a Tool for the 21st Century’, and marks the 40th anniversary of the publication of the seminal paper by Fred Emery and Eric Trist, ‘The Causal Texture of Organisational Environments’. What is truly innovative about the Oxford Futures Forum is the extent to which it will be self-organised by the contributors.

The Forum sessions will start with an ‘idea market’ during which self-selected topic champions will advertise their candidate subjects for discussion to the rest of the participants, with the aim of gathering between six and 18 participants for intense discussion on the agreed topic during that phase. The Forum website allows participants to see each other’s submissions, and to confirm or reconfigure topic groups in advance.

Each group will appoint a facilitator, a presenter and a reporter. The group will then engage in a conversation on the selected topic, and develop it to wherever the group decides to take it. This may range from simply comparing notes on where everyone stands on the issue, to agreeing a line of action to take the topic forward in the next phase of the Forum and beyond. At the end of each phase, topic groups can decide to disband or to continue their conversation during the next phase. If they disband, the members will join other topic groups as they are advertised by the champions during the idea market opening of the following phase.

As a confirmation of Templeton’s status at the centre of much of the scenarios work that is being conducted today, it is now the home of the Pierre Wack Memorial Library. Pierre Wack, who died in 1997, led the Royal Dutch/Shell Group of Companies’ scenario team and largely designed and refined this business tool. His library of several thousand books, journal articles, reports, and manuscript notebooks is an important resource for anyone working in the field, and greatly enhances Templeton’s capability in the subject.

Finally, reflecting all the work that is being done on scenarios in the College, it welcomed a new visiting associate, Mike Moynagh, who works in scenario development and directs the Tomorrow Project.
...HILARY TERM

An Oxford crystal ball for retailers

WHAT IS THE FUTURE for retailing and what forces are shaping it? These vital questions are addressed by the College’s retail ‘time machine’—the Retail Futures Group. Run by the Oxford Institute for Retail Management (OXIRM), its meetings—held about six times a year—are open to representatives of all leading retail companies and aim to provide a forum for debate free from competitive pressures.

On American Independence Day David Perdue, Chairman of Dollar General, gave his predictions as America’s leading ‘hard discounter’, describing how the sector, set to be a $200 billion industry worldwide by 2007, had been pioneered in Europe but was rapidly colonising the US. Identifying the forces driving discounting, he cast a sharp light on changes in the underlying landscape of American society. But it was the UK that was at the fore in the subsequent discussion. Discounting had never taken hold here, on account of property costs and planning constraints. But the UK was a huge potential market for discounters, the Group heard, if it ever matched German density in discounting.

Similarly, the brave new world of ‘customer centricity’—the unrelenting focus on the changing and unpredictable demands of the individual customer—was the theme of a meeting in January. Martin Hayward, Director of Consumer Strategy & Futures at dunnhumby, the company behind Tesco Clubcard, and a man recently described by Campaign magazine as ‘one of the cleverest people in marketing’, agreed: Yes, there had been a sea-change among consumers, and retailers had better sit up and pay attention, shifting from a view of customers in terms of simple demographics to a much more subtle and complex one based on their psychology.

In the past year the Group presenters also featured Kevin Hawkins, Director General of the British Retail Consortium, on what needed to be done to improve the public image of food retailing in the UK; and Hans-Joachim Koerber, CEO of German retail giant METRO, on its ‘Future Store’ initiative, an imaginative attempt to predict the future face of retailing. Using state-of-the-art radio frequency identification (RFID) technology to monitor all in-store movements, the Future Store’s features include trolley screens providing individualised information, guidance, navigation systems, and ‘smart shelves’ that automatically re-stock and self-checkouts. Other recent speakers have included Allan Leighton, Chairman, Royal Mail; Luke Mayhew, John Lewis Partnership; Peter Williams, Managing Director, Selfridges & Co; and Steve Gilman, Director Asia, B&Q.
The Barclay Foundation Lectures: Capitalism’s Credibility Gap

THE FUNDAMENTAL challenge that business faces is to restore credibility, said KPMG’s International Chairman, Mike Rake, giving the 2005 Barclay Lecture in March. Corporate accountability and responsibility go hand-in-hand, he concluded, and are critical, if business is to succeed in the long run.

‘Many of the people who were the heroes of the latter half of the 1990s have become the villains of the 21st Century. We have had the inevitable litigation, legislation and regulation. But has it fully solved the problem and really created trust in the public mind? Business can only succeed if its environment is healthy and the community in which it works is itself rich and diverse and successful. This really makes the business case for corporate social responsibility. Business has to understand that, as well as being the right thing, corporate social responsibility brings real benefits. But it calls for courage, a longer-term view and real action, because there is clearly a lot of cynicism about whether corporate social responsibility is real or not.’

Personal responsibility and fulfilment have featured prominently in recent Barclay Lectures. Charles Handy in ‘The Dance of Death: Can Capitalists Save Capitalism?’ dwelt on the inequality and anomie emerging in late-capitalism: ‘Business must ask what its purpose is and give people more of a chance to become themselves. As individuals, we have got to take charge of our own lives in order to fulfil them;’ he concluded. ‘We all at times have different lives and different personalities. Your duty is to bring yourself alive and then bring as much of that to the world as possible. A life not lived in the service of others is not worth living.’

Similarly, Sir David Rowland, former Chairman of Lloyd’s and then President of the College, commented in the 2002 Barclay Lecture ‘Risk & Reward’ that ‘society cannot function without trust. In the wake of a slew of political scandals hopes focused on tougher and more transparent regulation and on non-executive directors monitoring to prevent the worst excesses. I doubt that is the answer. I have held many non-executive directorships and know that in today’s big complex companies they cannot deliver the clean slate needed.’ The way forward was a renewal of individual responsibility, linked—paradoxically—to a renewed acceptance of individual limitations: ‘We expect our heroes to be perfect, although we ourselves are not.’

The Barclay Lectures were established by Stephen Barclay in honour of his father, Clifford, whose generosity allowed the College to acquire its original grounds and buildings.
Trinity Term

Celebrating Forty – And Ten!

A GALAXY OF Oxford figures and distinguished guests joined Fellows, students and staff for a dinner on 5th July marking forty years since Templeton’s foundation as the Oxford Centre for Management Studies (OCMS), and its ten years as a graduate college of the university.

Welcoming them, the Dean and Head of House, Professor Michael Earl, said the College and its supporters in the business world had helped Templeton define a version of Management Studies based around ‘relevance, rigour and relationships’. In its forty years the College had faced challenges of ‘finance, competition and status. Although poor in terms of assets, we are rich in our ethos of community, quality, service and— not least— humour about ourselves.

He took the opportunity to unveil the Nautilus Fund (see page 19), the new annual giving fund intended to support the broad range of activities— academic, sporting and social— that together make up the full collegiality of Templeton.

Former President Sir David Rowland paid tribute to the College’s founding fathers: Norman Chester, Norman Leyland and Clifford Barclay, who in the face of Oxford’s initial rejection of Management, had ‘put up two fingers to the Establishment’ and forged ahead with the creation of OCMS. He highlighted his first contact with the Management Centre through Desmond Graves, the ‘stubborn integrity and continuity’ of Ashley Raeburn and the ‘amazing’ flair shown by Uwe Kitzinger. ‘With Uwe nothing happens as expected,’ he added, telling how Uwe had once come to a meeting with Sir John Templeton in old clothes and slippers, fresh from photographing his wife, Sheila, in the throes of natural childbirth! ‘We are surrounded tonight by many friendly ghosts,’ he added. ‘They had the vision and guts to do start something for Oxford that the partnership of College and School can now finally achieve.’

In its forty years the College had faced challenges of ‘finance, competition and status’
Looking back on his own connection with O CMS/Templeton as a BPhil student, the Vice-Chancellor, John Hood, described how faculty like O CMS Fellows Rosemary Stewart, Desmond Graves, Bob Vause and Roger Undy had provided an experience that had stood him in good stead in his later careers in business and academe. Today, he continued, ‘just as Oxford is challenged by other institutions, its Management Studies strategy involving Templeton and the Saïd Business School is challenged by other business school competitors’. But Templeton’s strength was that ‘it had always been an edgy place, willing to experiment.’ Now its challenge was ‘to become a leader among the graduate student colleges’. Richard Greenhalgh, Templeton’s Chairman, echoed this in his concluding remarks: ‘Change is upon us. This is an appropriate moment to celebrate. But we must also look ahead to what—with the help of all our supporters—can be a great future.’

The 150 attendees included faculty, past and present, alumni, friends, staff and students. Among guests were former presidents Uwe Kitzinger and Clark Brundin, and long-time supporters such as Ashley Raeburn, John Morrell, Sir Bruce MacPhail, Stephen Barclay, and the College Visitor, Lord Bingham of Cornhill. University figures included the Vice-Chancellor, Dr John Hood; Donald Hay, Head of the Social Sciences Division; Sir Peter North, Principal of Jesus; Richard Smeathurst, Provost of Worcester; Sir Derek Morris, Provost of Oriel; and Professor Anthony Hopwood, Dean of the Saïd Business School.
Glittering prizes

In the British education system, summer is traditionally the time of examinations—but also of prize-giving celebrations. At Templeton College this year, the celebrations have pleasantly overshadowed the examinations. At the annual summer College event, the Dean announced the 2004/05 Nautilus Awards for Student Achievement. They were made to:

Sports
Pedro-Chavez-Caballo, who achieved a Blue in Squash and Boxing
Nikhil Asthana, who has worked hard to develop squash and tennis in the College
A joint award was made to all the students who had contributed to Templeton's reputation on the river. They were Audith Holthaus; Darlene Newman; Neil Winkelmann; Michael Smets; and Miguel Mourato.

College Citizenship
Darlene Newman, for organising events to bring Templeton students together.
Michael Smets, who not only has been the main driver behind the College Boat Club, but who also invested Executive Rowing and made it work, thus bringing together the different student constituencies, executive and graduate, in the College.

Recipients of student scholarships in 2004/05
Barclay D Phil Scholarship
Saliya Jayaratne

Templeton Leyland Scholarship
Elmar Holschbach
Pinar Cankurtaran
Darlene Newman

At a dinner on 17 June, the College announced the winners of the first Oxford Leadership Prize competition. This new annual competition, sponsored by the Oxford Strategic Leadership Programme and open to anyone aged under 30 connected with the University, invited submission in any form or genre in answer to the question: ‘Will the 21st century require new models of leadership?’

The winner was Rowenna Davis (pictured left), a Balliol PPE student, who submitted an audio presentation on ‘Invisible Leadership’, including interviews with young leaders working in a range of alternative fields. Joint runners up were Carolyn Haggis, graduate student at BNC, with an essay entitled ‘New leaders, new models: advancing the role of women in the 21st century’; and Duce Gotora, a doctoral student at Linacre, who submitted an allegory on leadership in the form of a traditional African folk tale.
Cutting through the current debate about whether executive education really provides value for money, Oxford Executive Education (OEE), the executive education arm of the University of Oxford, has come up with a refreshing new approach for some of its corporate clients: performance-based contracts.

Mobile communications company O2, the first OEE client to sign up to a performance-based contract, has evaluated its recent executive development programme (EDP) as having ‘exceeded expectations’, thus triggering a 20 per cent additional payment to Oxford above the base price already invoiced.

‘Performance-based contracts would not be suitable for every client, but O2 has a strong reward-for-delivery culture, so we thought that they would respond to this approach,’ said David Feeny, OEE Programme Director for the O2 EDP. ‘I think that they were intrigued by this aspect of our proposal. It also underlined the context of partnership when we were working with them to clarify objectives and expectations and develop the brief.’

The programme was designed to increase the leadership capabilities of O2’s ‘top 100’ managers. A six-month ‘development experience’, it comprised three residential modules and a series of strategic projects sponsored by individual members of O2’s Executive Committee. The programme drew on Oxford’s extensive experience of leadership development, and used its distinctive arts-based approach to spur the participants into thinking more deeply about leadership and their own leadership styles.

Trudy Delamare, Head of Talent Management for O2, said ‘When we selected Oxford Executive Education we felt we’d chosen a business partner with a genuine interest in O2, and this has been evident every step of the way. We really appreciated their flexibility and commitment to getting the content right. Among our Executive Committee, HR team, and the participants themselves there is no doubt that that EDP has been a big success, engaging our senior leaders in O2’s change journey and their own personal development.’

O2 Group CEO Peter Erskine, who personally visited each programme stream and chaired each project feedback session, commented, ‘We were impressed by OEE’s confidence in working to a performance based contract, and are delighted that the programme worked out so well for them as well as for us.’
Fellowship

FELLOWS

Michael Earl
Dean, Professor of Information Management, Fellow in Information Management and Business Strategy

Richard Greenhalgh
Chairman, Governing Body

Sue Dopson
Vice Chairman and Fellow in Organisational Behaviour

Elizabeth Howard
Senior Tutor and Fellow in Retailing

Kunal Basu
Fellow in Strategic Marketing

Keith Blois
Fellow in Industrial Marketing

Karin Breu
Senior Research Fellow in Information Management

David Feeny
Fellow in Information Management

Loizos Heracleous
Fellow in Strategy and Organisation

Gerd Islei
Fellow in Information Management

Ian Kessler
Fellow in Human Resource Management

Tim Morris
Professor of Management Studies

Janine Nahapiet
Fellow in Strategic Management

Rafael Ramirez
Fellow in Strategic Management

Jonathan Reynolds
Fellow in Retail Marketing

Keith Ruddle
Fellow in Leadership, Organisation and Change

Mari Sako
P&O Professor of Management Studies

Jeff Sampler
Fellow in Management of Strategy and Technology

Chris Sauer
Fellow in Information Management

Marc Thompson
Senior Research Fellow in Employee Relations

Roger Undy
Fellow in Industrial Relations

Marshall Young
Fellow in Strategic Leadership

ADMINISTRATIVE FELLOWS

Dorothy Cooke
Director of Business Support Services

Glyn Pritchard
Chief Financial Officer

RESEARCH FELLOWS

Richard Cuthbertson
Retail Marketing and Distribution

ASSOCIATE FELLOWS

Julie Baddeley
Consultant

Martin Barnes
Executive Director, the Major Projects Association, Consultant

Richard Bell
Vice President, Mars Europe

Marc Bertoneche
Professor in Business Administration, University of Bordeaux

Kathryn Bishop
Director, Naughton Consulting Ltd; Non-Executive Director, National Assembly for Wales; Non-Executive Director, the Patent Office

Max Boisot
Professor of Strategic Management, ESADE, Barcelona

Alison Brimelow
President-Elect, European Patent Office

Tracey Camilleri
Consultant

John Cumming
Former Chairman and Chief Executive, Anglo-American Insurance Company Ltd

Robert Davies
Consultant

Ron Emerson
Consultant

Professor Saul Estrin
Adecco Professor of Business & Society, London Business School

Fabio Giuseppetti
Principal, Palamon Capital Partners

Desmond Graves
Business Adviser

Keith Grint
Professor of Leadership Studies and Director of the Lancaster Leadership Centre

Mike Harper
President, Harper Consulting, Inc

Peter Hemmings
Former Director, Knowledge Management, RWE Thames Water

Nancy Hubbard
Hubbard & Associates M&A Consulting

Blake Ives
CT Bauer Chair in Business Leadership; Director, Information Systems Research Center, CT Bauer School of Business, University of Houston

Michael Kaser
Honorary Professor, Birmingham University Institute for German Studies; Emeritus Fellow, St Antony's College, Oxford

Harald Knudsen
Professor of Management, Faculty of Science and Economics, Agder College, Norway

Karen Legge
Professor of Organisational Behaviour, Warwick University

Lord McCarthy
Emeritus Fellow, Nuffield College, University of Oxford

John McGee
Professor of Strategic Management, Warwick University

Alison McGuater
Portfolio Consultant

Karl Moore
Professor of Strategy, McGill University
Richard Olivier
Director, Olivier Mythodrama Associates

Tim O’Riordan
East Anglia University, School of Environmental Sciences

Richard Pascale
Pascale & Brown

Robin Pedler
Consultant

David Pendleton
Chairman, Edgecumbe Consulting Group Ltd

Mark Powell
Business Development

Robert Pritzker
President & CEO, Colson Associates Inc

John Purcell
Professor of Human Resource Management, Bath University

Leo Roodhart
Manager, Strategic Innovation, Shell International Exploration & Production BV

Alan Rugman
L Leslie Waters Chair in International Business; Professor of International Business; Professor of Business Economics and Public Policy, Kelly School of Business, Indiana University

Ian Scott
Head of Organisation Change and Knowledge Management Practice, The Centennial Group

Dick Smethurst
Provost, Worcester College, University of Oxford

Barrie Smith
Consultant

Peter Snow
Writer, Broadcaster

Hamish Stevenson
Founder and CEO of Fast Track

Chris Townsend
Director of Group Marketing, Transport for London

Kees van der Heijden
Emeritus Professor of General and Strategic Management at Strathclyde University; Graduate School of Business, Glasgow

Director of the Centre for Scenario Planning and Future Studies at Strathclyde University

Visiting Professor at Nijenrode University, Holland

Alain Verbeke
Professor of International Business Strategy, McCaig Chair in Management, University of Calgary

Steve Walker
Investment and Technology Director, RWE Thames Water plc

David Whyte
Poet and Author

Leslie Willcocks
Andersen Professor of Information Management and E-Business, Warwick Business School

Emyr Williams
Senior Adviser KPMG

Theodore Zeldin
Emeritus Fellow, St Antony’s College, University of Oxford; Writer and Broadcaster

EMERITUS FELLOWS

Terry Hill
Sid Jennings
Tony Rands
Bob Vause

HONORARY FELLOWS

Sir Douglas Hague, CBE
John Hood
Uwe Kitzinger, CBE
Ashley Raeburn, CBE
Sir David Rowland
Peter Spriddell
Rosemary Stewart
Sir John M. Templeton

BARCLAY FELLOWS

Stephen Barclay
City Financial Associates

Vernon Ellis
International Chairman, Accenture

Richard Greenhalgh
Formerly Chairman, Unilever UK

Sir Bruce MacPhail
Chairman, P&O Property Holdings Ltd

John Sanders
Former Chairman, Royal Bank of Canada Europe

John M. Templeton, Jr
President, Templeton Foundation

TERMINOLOGY
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Jollas Sok:
Support of the Institute of Retail Management and Associated Activities

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Calthorpe Estate:
Research into the Retail & Leisure Potential of the Calthorpe Estate

Intrade Partners:
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IBM:
European Retail Digest

Sainsburys:
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EXISTING PROJECTS
DTI/Society of British Aerospace Companies:
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Strategic Renewal Research Programme

Mars:
Support of the Institute of Retail Management and Associated Activities

Economic and Social Research Council:
Assistant Roles and Changing Job Boundaries in the Public Services
Contributing to the life of the College

At the summer celebration, the Dean announced the launch of the Nautilus Fund to mark the College’s two anniversaries and provide continuing support for the features that make Templeton unique.

The Nautilus Fund is an opportunity for the Templeton community, led by those most closely involved in the College—its Fellows, students and staff, its alumni and associates—to support the life of the college and demonstrate their commitment in a tangible way. The Barclay Fellows started the fund with gifts totalling over £20,000, and the year’s outgoing postgraduate students contributed £5,000.

A committee chaired by the Dean will distribute the funds annually, taking into account donors’ expressed preferences.