



# Templeton Bulletin

May 2007

## A Barclay Back in the Chair

Wednesday, May 02, 2007

Twenty-eight years after his father, Clifford Barclay, chaired the council of the Oxford Centre for Management Studies (the forerunner of Templeton) another Barclay family member, his son Stephen, was back in the hot seat again. Since last year responsibility for chairing Governing Body meetings has rotated among the College's Barclay Fellows, and it fell to Stephen to chair the most recent meeting on 26 April.

Stephen has been a Barclay Fellow of the College since 1999. He is son of the late Clifford Barclay whose significant benefaction in 1965 helped to found the Oxford Centre for Management Studies (OCMS) which went on to become Templeton College. The Barclay Lecture Theatre in College is named after his father, as are the Barclay Fellowships (Templeton's equivalent of non-executive directorships). The family trust continues to support the College as it has done throughout the last forty years, currently by supporting the annual Barclay Lecture and Scholarships.

Stephen graduated from the Wharton Business School, University of Pennsylvania in 1967 with an MBA and is a member of the Wharton European Board. He is also a member of the Council and also the Court of Governors of the London School of Economics. Previously executive chairman of the leading small cap stockbroker, the Seymour Pierce Group, he currently acts as a non-executive director of several listed and private companies. See also the College's 2006 Annual Report for a profile of Stephen.

## BAE at the Boathouse

Monday, May 21, 2007

The College Boathouse provided the ideal venue for a change of pace one evening during the intensive BAE Systems Delta Programme held at Egrove on 14–18 May. Directed by Templeton Fellow in Information Management Chris Sauer and Fellow in Strategy Andrew White, the programme drew 22 participants from all across the US, the UK and Sweden. 'It was an opportunity to unwind after the busy schedule and personally challenging experiences of the week as well as to breathe in a traditional part of Oxford life,' says Chris. 'As it was just before Eights Week there was heaps of action on the river, and participants also got the chance to discuss the finer points of rowing with College Boat Club President and doctoral student, Michael Smets. The BAE executives certainly seemed to enjoy the change: 'The Boat Club evening was very good,' said one participant 'Throughout, it felt like the "Egrov family" really cared about us as people and not just as customers.'

## Glamorous Scene

Friday, May 25, 2007

Templeton Masters in Financial Economics (MFE) student Lois Day represented Oxford in the Miss Great Britain Competition at London's Grosvenor House Hotel on 21 May. Fifty contestants took part in the event, which was compered by razor-tongued American comedienne Joan Rivers. Sadly, Lois did not win the crown (shame!) but says nevertheless that 'it was great fun and I'm very happy that I took part.' Lois as both beauty queen and high-flying Oxford postgraduate student generated a lot of media excitement. 'I was interviewed on Sky News by its business editor Adam Bolton and did other live radio and international TV interviews, which was such a new experience. I've learned so much from it all. I also did a shoot for Hello Magazine – which was rather amazing!' Lois also, incidentally, had already been featured in a Mail on Sunday article, 'Miss GBSc', on 29 April.

And how was la Rivers? 'Joan was lovely,' adds Lois. 'She just pretends to be mean. She was really nice to all of us!' For more about the competition visit <http://www.miss-gb.co.uk/index.asp>.

## Winning Goal

Friday, May 25, 2007

Congratulations to College groundsman Luke Prince on setting up the winning goal in the 84th minute of a play-off final on 13 May. The win against Braintree has resulted his team, Salisbury City, gaining promotion to the National Conference. Luke's achievement sets the crown on his recent sparkling performances in the matches against league one team Notts Forest last December in which he was voted 'Man of the Match' for his repeated attacks.

Luke began his career playing for Aston Villa before going to Bath University on a sports scholarship. He has worked for the College for three years, which he says he very much enjoys because of the variety of work, the friendliness and the chance to keep fit and continue his career training. One day a week he is released to study for the National Certificate in Horticulture.

## The 2007 MBA 'Olympics'

Thursday, May 31, 2007

Seventy nationalities from the world's 14 top business schools were represented at this now well-established event. Overall, Oxford came in top in Recreational Sports, second in team sports and, in overall position fourth after LBS, IESE and HEC. Oxford rankings for individual sports were:

Rowing: 1st place  
Table Tennis: 1st place  
Women's Shotput: 1st place  
Men's Swimming: Placed in top three twice

Badminton: 2nd place  
Men's Rugby: 2nd place  
Relay 4x200: 2nd place  
Tug-of-War: 2nd place  
Ultimate Frisbee: 2nd place  
Women's 400: 2nd place  
Women's 100: 2nd place

Salsa: 3rd place  
Squash: 3rd place  
Women's Rugby: 3rd place  
Indoor Volleyball: 3rd place

Doctoral student and GCR Boat Club Captain Judith kleine Holthaus writes: 'This year's HEC MBATournament was really memorable. I loved it: Paris, doing sports, some good parties, getting to know new people from other universities, and - best of all - a wonderful team spirit within the Oxford group. Oxford

management students Renee Ovrut, John Stanton, and Dheer Motwani did a fabulous job organizing this trip for us.'

Judith herself excelled in the event, winning seven medals: bronze in women's rugby and indoor volleyball, silver in the 100m, the 400m, the 4x200m, and gold in rowing and shot-putting - in which she was taking part for the first time! For more information on MBAT 2007 visit <http://www.mbat.org/general.htm>.

## College Alumni Honoured for Immigrant Contribution

Thursday, May 31, 2007

Smita N. Shah, who is working on a dissertation for the Oxford Certificate in Management Studies on 'Public-Private Partnerships', supervised by Fellow in Organisational Behaviour Sue Dopson, has been awarded the prestigious Ellis Island Medal of Honor award for 2007 for her public and professional contribution as a member of an immigrant community in the US.

Ms. Shah's current research grew out of her participation in the Oxford Advanced Management Programme in Summer 2005 – an experience which she sees as a turning-point in her professional life: 'AMP was a great programme for me. It helped me as an engineer understand what is out there in terms of business opportunities. It was structured so that it gave you both the big picture and the specifics to do the job – and lots of follow-up material to support continuing learning.'

Ms. Shah, who received the medal in the Great Hall on Ellis Island, New York on May 12th, is the first female of Indian origin to receive this award and the youngest recipient this year. She says she was overwhelmed by the award: 'It made me feel I am going to spend the rest of my life making sure that I've earned it!' In her acceptance speech she highlighted the importance of the American immigrant experience: 'Post- Ellis Island, in modern times, the immigration experience is not represented by one place; it is represented by airports, borders, and locations all throughout the United States. But it still means the same thing: entering a new country, with no job, trying to build a life and future for your family.'

'We are all sons and daughters of immigrants, whether they came here 400 years ago, 200 years ago, or 30 years ago. My dad came here in 1971, landing at Kennedy Airport with education, for education... he started his journey to America seeking a Master's degree in engineering. That is the power of higher education: It brings equality.'

'People of Indian origin understand this first hand. It was not uncommon 30 years ago that a person of Indian origin was a doctor or an engineer. Born in the subcontinent, they made US their home. This group is the best and brightest from India. However, as time passed, and moved into the next generation, Indian Americans began to make contributions in all fields and professions, as lawyers, financiers, business people, and so forth. They contribute to society, they help their children do well, instilling in them values of hard work, family and education. This country embraced them. As I was growing up, I was surprised and pleased to find that this final point, the values of immigrants passed to the next generation, translate into the next generation of all immigrant communities. Our parents work hard, and we are passed on those values. That is the tie that brings our country and community together.'

A licensed professional engineer and now the President of SPAAN Technology, Inc., Smita founded a business that she has grown over the past nine years from three employees to fifty-five employees working in every aspect of engineering, construction management and facilities management for public and private organisations at local, state and federal levels. She attended the University of Chicago Lab School for high school, went to Northwestern University, where she earned a degree in engineering, and went on to receive her MSc from MIT where her thesis focused on the state of the nation's infrastructure. Her professional accomplishments were acknowledged by Illinois State in 2004 by a 'Woman Making a Difference: Non Traditional Entrepreneurial Trailblazer' award.

## **Getting Added Innovation Value from IT Outsourcing for Immigrant Contribution**

Thursday, May 31, 2007

Why is it so difficult to achieve innovation within IT outsourcing relationships? Outsourcing is now twenty years old and, while it is much younger as a widespread phenomenon, many large organizations have a decade or more of experience in large-scale IT outsourcing relationships. For these firms the success of their relationships is critical, since switching suppliers is extremely costly and painful and a large scale return to in-sourced alternatives is seen to be almost impossible. The most obvious goals are to achieve high quality IT services at low levels of cost, but the rhetoric of IT outsourcing from earliest days has included an expectation that a world class strategic partner will also be a source of new ideas and practices, leading to increased business value over time.

Templeton alumnus Michael Weeks, who completed his doctorate on IT outsourcing and its effect on innovation three years ago returned to Oxford this month to spend two weeks working with Fellow in Information Management David Feeny in College on an article, 'IT Outsourcing: From Cost Management to Innovation and Business Value', that addresses this very issue.

'In our experience,' the authors write, 'it is in this dimension of innovation and "added value" that firms have most commonly been disappointed, and our research has focused on how improved innovation outcomes can be achieved. Clearly, strategic partnerships, and the resulting innovation, do not develop overnight. Understanding the evolution of typical outsourcing relationships provides insights for leaders about the journeys they have embarked upon with the decision to outsource.'

Since taking his doctorate Michael has been teaching at the US Air Force Academy in Colorado but has just been appointed to a new position as Assistant Professor of Management at the University of Tampa in Florida and he is looking forward to taking up this new post shortly after his return to the US on 6 June.

## **Avon Calling**

Thursday, May 31, 2007

The image of the Avon Lady ringing at the doorbell may have been superseded in the developed world by postal and online cosmetics shopping, but in the developing world it is a distribution system that is exploding in popularity. The indications are that it might have valuable benefits both for the empowerment of women and poverty reduction.

Templeton Fellows Linda Scott and Catherine Dolan have already undertaken some fieldwork in South Africa to study the sustainability and appropriateness of the Avon system there. They have just submitted an application for further funding to take the research further.

'We discovered some fascinating information, such as how women are reinventing some products for their own use,' said Linda. 'For example, a certain type of roll-on deodorant is used predominantly by women to stop their thighs chafing as they walk long distances. We also saw how rapid growth, while no doubt highly pleasing to Avon, could present some major communications and management challenges. This research will be of great interest, not just to Avon itself, but to many large multinationals in a variety of sectors.'

During their first visit Linda and Catherine appreciated the College introduction to OSLP alumnus David Newton. David and his wife, who entertained them to dinner in Johannesburg, established a number of common interests and have agreed to work with Linda and Catherine to link up with an NGO in South Africa.