



Templeton Bulletin

June/July 2007

Student Nautilus Awards 'Well Deserved'

Thursday, June 14, 2007

During this year's [Summer Ball](#) the Dean, Professor Michael Earl, announced the 2006–2007 Nautilus Awards for student achievement in the 'College Citizenship' and 'Sports' categories:

College Citizenship

Stéphane Girod (DPhil) for his energy and flair as Student Representative and Student Editorial Representative

Anuj Jhunjunwala (MBA) for his work as GCR President.

Selina Kaing (MBA) for her valuable support as GCR Vice-President.

Maja Korica (DPhil) for her important contribution in the demanding role of Junior Dean.

Sports

Maria Agustsdottir (MSc) for her success as a University football Blue.

Dylan Alexander (MSc) for his achievements as a University rugby Blue.

Michael Smets (DPhil) for his continuing contribution both as College Boat Club President and to University rowing.

Shan Zhao for all her coordination and support as College Sports Officer.

Highlighted the winners' achievements the Dean said, 'These awards are well deserved. I am sure you will join me in congratulating all the award winners'. The Nautilus Awards for academic achievement will be announced in the autumn when this year's exam results have been published.

The Jazz Age Revisited

Thursday, June 14, 2007

'There was music from my neighbour's house through the summer nights. In his blue gardens men and girls came and went like moths among the whisperings and the champagne and the stars ...' So wrote F Scott Fitzgerald in *The Great Gatsby* – which provided the theme for this year's College Summer Ball on 1 June, and a glittering array of 1920s flappers, complete with head-bands, feathers, beads and beaux, was on show during the evening. (lots of photos, incidentally, were taken by Robin Wheeler and by students, a selection of which will be included in the forthcoming *Templeton Views*.)

'They moved with a fast crowd, all young, rich and wild,' Fitzgerald added. If mostly young, fast and wild, older, slower faces were also in evidence among the attendees. All told, 248 guests attended - 38 Fellows and staff and their partners as well as 210 students and their partners - so many that an overflow marquee had to be put up alongside the dining hall to accommodate the high numbers.

Pleasingly, the more recently appointed and younger Fellows and their partners were well represented, including Andrew White, Karin Breu and Catherine Dolan and their respective partners. 'As a new member of the College it was good chance to meet a wide range of students,' says Andrew. Catherine found it 'a lovely, friendly experience. It was the first Oxford summer ball that we had attended. Very collegial – and the dancing was excellent!'

The evening kicked off at 6.30 with 1920s cocktails in the Information Centre and Library to the accompaniment of a three-piece jazz band. Guests then repaired to dinner, at which the Dean Professor Michael Earl took the opportunity to announce this year's Nautilus student awards for college citizenship and sport, and the winner of the 2007 Dean's Prize, Domestic Bursar, Tim Royal (see separate news items).

The Dean also expressed 'special thanks are due to all who helped in the planning and on the night.' Notable among these were Julie Everton, who coordinated arrangements overall (for which she received a special vote of thanks);

Trish Reynolds, responsible for faculty and staff attendees; and Junior Dean Maja Korica, who played a leading role in devising the event as well as taking charge of student attendees and their guests.

'As the final event of the year,' adds Maja, 'the Great Gatsby Ball was conceived as an opportunity to go out with a bang so to speak; to end this great year with fellow students, fellows and staff on a high note. And I was so pleased it worked out! The costumes were splendid, the music great and our croquet lawn proved as the perfect backdrop for many entertaining photographs that will be long remembered. I had a wonderful time myself spending time with friends, some of whom will sadly leave after this year. For this reason especially, I am sure I will remember this Ball for a long, long time! Also, before I forget, many thanks to the staff, in particular the catering staff headed by Tim and Julie, for making it all happen! And, the best of it all: it did not rain in the end!'

After dinner 'golden oldies' were able to relax over buffet dessert in the new College Common Room, while the young, fast and wild headed to a disco in James Clement Hall and an adjacent marquee, where dancing went on into the small hours.

'The light grew brighter as the earth lurched away from the sun, and now the orchestra was playing yellow cocktail music, and the opera of voices pitched a key higher ... The party had begun.'

Tim Royal Wins Dean's Prize

Friday, June 15, 2007

During the College's [Summer Ball](#) on 1 June the Dean, Professor Michael Earl, announced the winner of the Dean's Prize for 2007 – Domestic Bursar Tim Royal. 'There were some very good nominations for the Prize indeed this year and it was difficult to decide,' commented the Dean, 'but Tim was the outstanding candidate. We all owe him a great debt of thanks for his contribution to the style, service orientation and ethos of the College.'

Tim Royal has worked for the College for twenty-seven years as a chef, Head Chef and now Domestic Bursar – a role he combines with Operations Manager for Executive Education. My anchors to the College are very strong – being able to play my part in building a community, the opportunity for self development and an ever-changing menu of demands. Now is a time of change for the College but I am sure that its opportunities and distinctive culture won't get lost in the process.'

The Dean's Prize was established in 2005 using monies from the Friends of Templeton to honour outstanding efforts on behalf of the college. Previous winners have been Associate Fellow, Ron Emerson, for his achievements in developing and promoting executive education programmes and former Chief Financial Officer Glyn Pritchard for his long efforts in overseeing and guiding the College's finances.

Everybody Loves Bananas

Wednesday, June 20, 2007

On the evening of 15 June a group of twelve Oxford Advanced Management Programme (AMP) alumni and their guests celebrated a special occasion by returning to Oxford for the 10th Anniversary Bunching of the Grand Order of the Banana (motto: 'Fidelis in Fructus Omnia' – roughly, 'Faithful in all our Fruits').

The 'Order' was founded in 1997 by a group of AMP participants, and members or 'Bananas' as they call themselves, have since met up regularly on a variety of occasions including annual dinners establishing a valuable network for both business and pleasure. These dinners have circled the globe. Previous locations include Cape Town, Lima, Hawaii, Brussels, Poggjacchio (Italy), Vienna, Rio, Munich and Zimbali (South Africa).

This reflects the high-flying international make-up of the Order. It includes Ron Bailey of Golden Dragon Investments in Hong Kong, Roque Benavides, CEO of Buenaventura, the Peruvian Mining Company, Andre Teixeira, CEO of Campbells Soup in Belgium, Sasha Urban, CEO of Takasago based in Paris, Carlo Aversa, Vice-President, Alcan Packaging in Paris, John Bester of Personal Trust International Ltd in South Africa, Hector Arduz an independent Management Consultant of Bolivia, Andrea Kaestel CEO of Sisley Perfume in Munich.etc and Martin Bishop, a retired Chartered Surveyor and Equity-card-holding resting actor from London.

This year all members of the order attended: eight 'Plantains' (men) and one 'Chiquita' (women), along with three 'Novices' up for election to the first degree of the Order "Green Banana", and four Honorary Chiquitas, wives of some of the Plantains. There were two honoured guests: Administrative Fellow Dorothy Cooke and Conference Manager Jill Grieseson. In overall charge was this year's 'Grand Banana': Martin W Bishop, etc, and formerly recorder of the Order ('Keeper of the Skins'). In addition to their annual dinner Martin organised a range of events in Oxford during the week including a barge trip on the Thames and a visit to the theatre.

Martin says: "The origins of the Grand Order of the Banana lie in the last century and are somewhat shrouded in mystery. In any event I am bound by the code of the Order and would be skinned alive were I to reveal all. Amazingly the group has met every year since it was founded and attendance, whilst not always proving a full bunch has been remarkably fruitful. Next year the Order meets on the Amazon in equatorial Peru which somehow seems a most appropriate setting."

Who says senior executives can't have fun? In an evening that blended Carmen Miranda with college reunion and cod Masonic ritual, there was a magician, a jazz band, songs (in which the eponymous fruit featured prominently), speeches and ceremonies (in which the 'Green Bananas' were inducted) and miscellaneous entertainments. As well as DJs and little black numbers yellow socks were also much in evidence. The evening concluded with the singing of the Anthem of the Order, "Everybody Loves Bananas" but began with the ancient Grace beautifully delivered by The Keeper of the Skins, First Chiquita Kaestel:

Bless O Lord all we who dine
Forgive O Lord our fruitless sins
Bless O Lord our food and wine
Keep us all with spotless skins
Bless these thy fruits which thou dost garner
Keep us fresh and free from blight
Each chiquita, each banana
See us safely though this night. Amen

As to the dinner itself, after the Bols and daiquiris the courses, savoury as well as sweet, all included bananas – a challenge to chef Darren Lomas. Afterwards Dorothy wrote to Darren. 'What a triumph! A delicious parade of taste experiences which impressed and delighted everyone dining. A truly superb and creative effort particularly given the unusual constraints of the somewhat challenging brief! Thank you so much for a really winning contribution to a unique occasion.'

European Retail Education Venture

Friday, June 22, 2007

On 13–15 June Fellow in Information Management Gerd Islei directed the second module, 'Leadership and Supply Chain Management', of a new international retail management development programme. Gerd writes: 'This programme has its origin in the SRP (Strategic Retailing Programme) we ran for Kingfisher some years ago and complements the EC-funded Bestlog retail logistics research programme that we are undertaking in association with a range of European institutions.'

'The idea was to offer a programme leading to a certificate (from St. Gallen University) designed and delivered to a consortium of retail companies by a consortium of business schools. St Gallen ran the first module on Strategy and Change Management, and ESADE will be offering the third module on Innovation and Retail Marketing. This partnership will therefore continue next year and we hope thereafter.'

A 'People' Person Bids Farewell

Friday, June 22, 2007

Carole Priestley retires on 26 June after nearly seventeen years working for the College and (since 2005) for the Saïd Business School as a programme secretary. During her career here she has worked with a wide range of commissioned programmes including: British Aerospace, Thames Water, Kingfisher, Deloitte and Standard Chartered Bank as well as with the late Ross Davies on programmes for OXIRM (the Oxford Institute of Retail Management).

'My job has absolutely been a people job,' says Carole. 'It has been about service, communication and involvement. My philosophy has always been that participants are people and are of equal importance, no matter how small their involvement here. You need to treat them all to the same high standard. But I could not have done my job without the people in the background – the catering and bedroom staff, etc. Their contribution is often overlooked but they are a superb bunch of people and part of the backbone of the institution.'

'I am greatly looking forward to my retirement,' says Carole (who is married with two children and four grandchildren). 'It will be a time to sit back, relax and do other things.' Among these things will be helping dyslexic children. Carole has an adult education diploma and before joining the College worked over a period of six years at both Bennett House School and Abingdon College with special needs children and young adults.

Fellows' Dinner

Monday, June 25, 2007

On 21 June eighteen Fellows and guests attended the first of the 'new format' Fellows' Dinners, which are intended to provide a twice-a-term social opportunity for Fellows to invite their partners, friends, students and actual or potential friends and supporters of the College. Guests included Giles Pavey (hosted by Richard Cuthbertson); Marlyn McCreight and Lorraine Olley (Dorothy Cooke); Geoffrey Lye and Felix Reed-Tsochas (the Dean, Professor

Michael Earl); Nick Cross (Sir Douglas Hague); Professor John Wood (Michael Moynagh); Howard Finnegan (Marc Thompson).

Michael Earl writes: 'We had a good attendance at last Thursday's dinner and on a sample of one, I think we can judge that the new format is welcome. I sense that all diners enjoyed the evening and it was really nice to have partners and friends join us.' Dinner dates for next term are 11 October and 22 November.

Kunal Basu: Keynote Lectures

Thursday, July 05, 2007

Fellow and University Reader in Marketing Kunal Basu gave the keynote address on 'Marketing in the 21st Century' on 16 June at the 2007 Chinese International Marketing Symposium organised by the Chinese Academy of Marketing in the city of Hangzhou. He reports that subsequently his address was the subject of considerable media attention in the Chinese press and websites.

Kunal Basu also gave a keynote speech on Corporate Social Responsibility to the BMW Foundation Herbert Quandt in Prague 7 July. The Foundation, which brings together a group of leaders from business and public life, aims to improve the dialogue between business, politics and society and to increase mutual understanding and to this end organises an intensive dialogue on a variety of company-related themes at different economic and socio-political, national and international levels.

In addition, Dr Basu has recently published with Guido Palazzo an article in the Journal of Business Ethics, volume 73, 2007, on 'The Ethical Backlash of Corporate Branding' in which they conclude that 'although anti-brand activism has been limited so far in terms of its appeal ... its ability to damage a global brand is significant. It is thus important to recognise that both brand support and brand opposition rise from similar societal phenomena, and that the resolution of conflict can be best brought about by insuring that both the consumption and life values evoked by corporations are viewed favourably by stakeholders as lending coherence in their search for identity.' A full-text PDF of the article is available on the Proquest database.

Gerd Islei: African Leadership Initiatives

Friday, July 06, 2007

On 25 June James McFie, Deputy Head of the Strathmore Business School, visited Fellow in Information Management Gerd Islei in connection with his proposal for an African leadership programme, Emerging Economies: Leading out of Africa. Dr McFie, who is very enthusiastic about the proposal, commented: 'This is an area where a lot of work needs to be done in Africa. It would enable participants from Africa to become more aware of the bigger picture. We talk a lot about an enabling environment, and Oxford can truly provide that. In return, Oxford, which in many ways is at the forefront of learning about Africa, will learn even more about the contribution Africa can make to the world.'

In addition, at Gerd's encouragement, four Oxford MBA students – Robert Masinde (a student of the College), Koome Gikunda, Steve Beel and Emma Caddy - will shortly be embarking on a related two-month strategic consultancy project based in Kenya to explore the growing executive education market in Africa and the opportunities there for the School. In Kenya they will be working under the guidance of one of the College's recent alumni, Adema Sangale, who is Proctor & Gamble's East African Managing Director and has already played a prominent role in helping develop Gerd's African leadership initiatives.

Simply the Best

Friday, July 06, 2007

Former College doctoral student Seiko Arai won the prestigious Best Paper award of the 2007 Association of Japanese Business Studies (AJBS) on 24 June for her paper, 'Absorptive Capability of Japanese and European MNCs: the Balance between Autonomy and Control of R&D Subsidiaries in the US'. Seiko comments: 'Among the finalists were experienced professors who publish in top journals, so I did not think I would win. I am very pleased!' This was in fact the first of two awards recently won by Seiko, who has also won the Outstanding Student Paper Award for another article, 'Absorptive Capability of MNCs: the Balance between Autonomy and Control of R&D Subsidiaries' from a second US-based international conference, the Portland International Conference on Management of Engineering and Technology (PICMET).

Positively Different

Sunday, July 08, 2007

Positive deviants (PDs) are individuals or groups who break the rules – but in potentially beneficial ways. Jerry Sternin, a former business school professor now head of the Positive Deviance Initiative at Tufts University, described the phenomenon at the first joint Templeton - Green College seminar on the evening of 4 July.

Although PD has long been identified, Sternin was among the first to convert it into a tool for social action.

Working in Vietnam in the early 1990s with malnourished children, he found a minority was relatively healthy due to their mothers' unorthodox dietary and hygiene practices. However identification of these practices was not enough: they had to be embedded into practice by the communities themselves – a vital stage if PD is to be successfully harnessed. Six months on some 70% of the children had been rehabilitated. Currently Sternin is using PD to fight MRSA. In one group of Pittsburgh hospitals in the programme infection rates have fallen by a half. Sternin believes it can be translated across a range of organisations in business and society. 'It is by definition always culturally appropriate because it is a process whereby communities discover and enact their own truths.' To find out more, visit www.positivedeviance.org.

Seminar attendees included Chris Bulstrode, Professor of Orthopaedic Surgery, Green College; Michael Earl Professor of Information Management and Dean, Templeton College; Linda Hands, Clinical Reader and Consultant in Surgery, Green College; Michael Kaser, Associate Fellow, Templeton College; Daniele Logue, MSc student in Management Research, Templeton College; John Sear, Professor of Anaesthetics, Green College; and Peter Snow, Associate Fellow, Templeton College. Following the seminar there was a dinner to mark the occasion.

Change for College Fellow

Sunday, July 08, 2007

Elizabeth Howard, College Fellow in Retailing, will step down as co-director of the Coaching and Consulting for Change (CCC) programme run jointly with HEC Paris at the start of her sabbatical next term. College Fellow in Employee Relations Marc Thompson will take over as Oxford co-director from the first module of the 2007 – 2008 programme in November.

Professor Denis Bourgeois, CCC co-director at HEC writes: 'I feel very privileged to have had the opportunity to collaborate with Elizabeth during four years. I

can testify that the programme owes her a lot. I will continue working with Elizabeth on various 'life beyond the programme' [alumni research] projects. Among the many views that we share is the idea that CCC can be more than just a simple programme. We'll do our best to make his happen!'

A New Ecology of Knowledge

Tuesday, July 24, 2007

David Bray, former IT chief of the Bioterrorism Preparedness and Response Programme run by the Centers for Disease Control in the US, opened both minds and mouths in his presentation on 'Knowledge Eco-Systems, Information Pollution and Open-Source Intelligence' in the first of a series of expert seminars organised by the Dean Professor Michael Earl on 9 July.

Bray was closely involved with responses to emergencies like 9/11, Bird Flu and Anthrax but is now working on a doctorate at Emory University and currently a Visiting Associate at the Oxford Internet Institute. He emphasised how critical timely and accurate intelligence is to survival in today's 'hyperturbulent' environments. Top-down knowledge management demands impossible omniscience on the part of those responsible, he added. Instead, Bray advocated greater openness and 'grassroots knowledge cultivation'. What was perhaps most striking in his presentation was a statistical model developed by Bray which precisely quantified the negative impact of additional layers of organisational hierarchy on the effective exchange and exploitation of information.

As a former insider Bray clearly knows whereof he speaks, and his knowledgeable asides on the importance of sharing information cast a fascinating sidelight on the repeated intelligence failures in the run-up to 9/11 and the Iraq war and the current US administration's obsession with secrecy and non-disclosure. Present were the Dean, Michael Earl; Fellows in Information Management David Feeny and Chris Sauer; Fellow in the Management Strategy & Technology Jeff Sampler; Associate Fellow Peter Snow; and doctoral student Tan Yang.

For more information on David Bray see www.oii.ox.ac.uk/people/visitors.cfm?id+112.

Intelligence Counts in Retail Price Wars

Tuesday, July 24, 2007

College Fellow in Retail Marketing & Distribution Richard Cuthbertson comments that 'price promotions have the potential to both increase sales and upset everyone' in his column of 12 July 2007 in the practitioner magazine *Promotions and Incentives*: 'However, consumers are suffering from price cut fatigue, and many suspect that retailers will increase prices, only to announce price cuts at a later date. Many suppliers would strongly disagree, arguing that it is they who have to bear the brunt of these retail initiatives. Similarly, the Government is happy for retailers to cut prices and keep inflation under wraps, but at the same time can be quick to criticise if others complain, such as small businesses, farmers, NGOs and even competing retailers ... price promotions need to be taken with due regard to the consumer, retailer and supplier - as well as government. This is not price fixing but price understanding, and involves sharing the minimum amount of necessary information between all parties in order for them to make sensible, long-term decisions. The retailers and suppliers armed with the best information sources, and the ability to use them effectively, will eventually prevail in the price war.'

For more information on Richard's work and research interests visit the [Fellowship pages](#).

Sue Dopson Book Short-Listed

Tuesday, July 24, 2007

Knowledge to Action? Evidence-Based Health Care in Context by College Vice-Chair and University Rhodes Trust Reader in Organisational Behaviour, Sue Dopson, is among the four books short-listed for the British Sociological Association's 2007 prize for the best book on the sociology of health and illness. Other contenders are *Postmortem: How Medical Examiners Explain Suspicious Deaths* by Stefan Timmermans, *Of Others Inside: Insanity, Addiction and Belonging in America* by Darin Weinberg and *The Problem of Health Technology* by Pascale Lehoux. The winner will be announced at the BSA Medical Sociology Group's annual conference in Liverpool's world-famous Adelphi Hotel on 6-8 September.

For further information on Sue's career and research visit the [Fellowship pages](#).

The Future of Business School Faculty

Wednesday, July 25, 2007

Fellow in Strategic Management Andrew White has co-authored a new report *The Future of Business School Faculty* published by the Association of Business Schools and the Advanced Institute of Management Research.

Business schools in the UK play an important role in boosting the performance of the UK's economy, says the report, both through research activities and the production of talented individuals who go on to work for UK organisations, both in the public and private sector. The contribution that UK business schools make, however, is threatened by a potential shortage of faculty. Business schools face significant challenges in terms of faculty recruitment, retention and development, with data suggesting that there are worrying shortfalls in terms of numbers of PhD students graduating and taking up faculty positions in UK business schools.

Business schools and business school deans, the report argues, must meet this challenge by devising effective strategies to deal with the potential staff shortfall. They must recognise their own diverse profiles in terms of professional, knowledge-co-production, liberal arts and social science activity and, in so doing, match the requirements of each of these to the mixes of skills that they actually require. Business school staff members vary enormously in terms of their skills and aspirations (i.e. their strategic focus with regard to careers, work-life balance and so forth). How these skills and aspirations match the four activities outlined -- professional, knowledge co-production, liberal arts and social science -- will be a key factor in the ability of the schools to recruit, retain and develop their staff.

For further information visit www.aimresearch.org.

Merger to create new Oxford graduate college

Friday, July 13, 2007



In line with Oxford University's now declared strategy of increasing its provision for postgraduate students, two Oxford colleges have announced that they will merge to create a new graduate college. The merger is the first in the modern history of the University.

Following intensive discussions over the past year, Green College and Templeton College, both specialist graduate colleges, have agreed to create a new, combined college from October 2008, which will be called Green Templeton College. Green Templeton College will be one of the largest graduate colleges in Oxford with about 80 Fellows and 480 students. It will use its scale to create a rich and diverse intellectual environment with facilities and services tailored to the needs of graduates. The new college will house well over half of its students in college accommodation and is committed to providing a strong range of scholarships and other forms of student support.

Green Templeton College will inherit Green's strengths in medical and life sciences and Templeton's commitment to management and business studies, and will also retain a cluster of social science disciplines.

The college will be located at Green College's Radcliffe Observatory site, just next to the planned University complex on the old Radcliffe Infirmary plot. Templeton College will move from its current home in Kennington, three miles outside the City Centre.

'Both Green and Templeton are committed to the interplay of academic theory and professional practice, promoting knowledge and enquiry across traditional disciplines,' said Professor Michael Earl, Dean of Templeton College. 'This means that Green Templeton will be well equipped to explore policy and define agendas in its professional specialisms. It will continue to bring practitioners, graduates, and academics together, and to explore the interrelations between its major academic areas. Importantly, the merger has the strong support of the student body of both colleges.'

'The strengths of Templeton College and Green College will combine to create a rich environment for graduate students and Fellows alike,' said Dr Colin Bundy, Warden of Green College. 'Housing outstanding academics and students from the medical and management sciences in a single college, together with their counterparts in disciplines such as social policy, education and environmental studies, promises a vibrant and fruitful intellectual engagement with human welfare and social, economic, and environmental well-being.'

The proposal has been approved by the University Council following strong votes in favour of merger by the Governing Bodies of the two colleges. The Vice-Chancellor of Oxford University, Dr John Hood, said: 'Opportunities for graduate study are becoming increasingly important in today's higher education environment. I am therefore delighted that two such distinct and academically vibrant colleges as Green and Templeton are joining forces in a move which will undoubtedly benefit students and staff alike.'

For further information, please contact Caroline Scotter Mainprize on 01865 205370 or caroline@csm-communications.co.uk

Notes for Editors:

* **Green College**

Green College was founded in 1979 with a generous benefaction by Dr Cecil Green, whose company, Geophysical Services Ltd., later became Texas Instruments. It was created to bring together graduate students in medicine and related disciplines and has diversified, especially into social science disciplines, since foundation. The Governing Body of 50 Fellows is chaired by the Warden.

* **Templeton College**

Templeton College became a full graduate college of the University in 1995. Originally the Oxford Centre for Management Studies, it has retained its commitment to business and management studies, being the college of choice for graduates at the Saïd Business School. The College today has 130 graduate students and 30 Fellows. The College was named in honour of the parents of Sir John Templeton whose benefactions enabled the transition from its origins outside the University to the status of a college of the University.

* For information about Oxford University, please go to www.ox.ac.uk