



# Templeton Bulletin

August/September 2007

## **GT<sup>08</sup> College Merger in the Local Press**

Monday, August 06, 2007

The Oxford Times devoted an extensive article to the recently announced merger between Templeton and Green Colleges on 03 August. Under the title, 'Knowledge and Mammon', it provides a history of the two colleges, in Templeton's case not entirely accurately when confusing the founding of the College by Sir John Templeton in 1984 with the original founding of its predecessor the Oxford Centre for Management Studies (OCMS) in 1965, by Clifford Barclay and Norman Leyland.

The article also traces the development of the relationship between Templeton and the Saïd Business School, quoting Templeton's Dean, Professor Michael Earl as follows: 'Back in 2005, when Saïd took over our site, we set ourselves three objectives - to find a new home in the centre of Oxford within ten years; to build and grow; and to diversify. This merger achieves all those objectives.' Professor Earl also commented, the article adds, that the Templeton family supported the merger, particularly an agenda for the future which aims to concentrate on studying the inter-relationship between the environment and enterprise; medicine and management; and engaging the public in further understanding of science and society.

The Warden of Green College, Dr Colin Bundy, is quoted as saying: 'Now that the university is attracting ever more graduate students, this merger to produce a top graduate college is just what is needed. Green College originally specialised in training medics but now we have diverged and grown ... The growth in numbers of graduate students will lead in time to Oxford becoming more like American Ivy League universities, where graduate students now outnumber undergraduates ... I am aware that predecessors and emeriti are watching this merger carefully, but almost without exception they are right behind the move.'

Read the full article.  
[www.theoxfordtimes.net/business/profiles/display.var.1591246.0.knowledge\\_and\\_mamamon.php](http://www.theoxfordtimes.net/business/profiles/display.var.1591246.0.knowledge_and_mamamon.php)

## **No-Sex Programmes Ineffective Against HIV, Fellow Argues**

Wednesday, August 15, 2007

A study co-authored by Templeton Fellow Dr Paul Montgomery, who specialises in evidence-based studies of social intervention, has found that educational programmes for young people which solely promote abstinence as a way of preventing HIV infection are no more effective than usual services or no treatment at all in preventing HIV infection. The study, published in this month's British Medical Journal and has been widely reported internationally in the New Scientist, the New York Times and The Australian and by the BBC, calls into question whether state and federal funding for such programmes in the United States could be better spent.

The study looked at 13 abstinence-only programme trials across the United States, involving nearly 16,000 young people aged between 10 and 21 years old. As such, it represents the largest review of abstinence-only programmes carried out in a high-income country. Findings were based on their self-reported biological and behavioural outcomes. While some researchers have suggested that abstinence-only programmes have a better chance of influencing behaviour in high-income countries, this latest research also suggests that abstinence-only programmes are not generally effective in high-income settings.

Montgomery believes the findings have important implications for policy and practice. 'There are recent signs that the US Congress may be re-considering some federal funds for abstinence-only education, and we hope that our review can make a contribution to this discussion,' he comments. 'The US Senate has agreed to extend funding of community based abstinence education (CBAE) to \$141m, which in view of our evidence needs to be reconsidered. We would argue that contrary to the National Abstinence Education Association, who believe that August is the perfect opportunity to encourage support for abstinence education, now is the time to reflect on the evidence.'

To find out more about the study visit [www.bmj.com](http://www.bmj.com). For more information on Paul Montgomery visit [www.apsoc.ox.ac.uk/Biographies/Biography113.html](http://www.apsoc.ox.ac.uk/Biographies/Biography113.html).

## New College Posts

Saturday, August 25, 2007

Following Governing Body's decision to create two new posts - a Dean of Degrees to assist with matriculation and degree ceremonies and an Academic Tutor to orchestrate College academic events - the first two appointments have been announced from the beginning of the new academic year:

- Gerd Islei will be Dean of Degrees
- Marc Thompson will be Academic Tutor

'I am grateful to them both for taking on these roles,' writes the Dean, Professor Michael Earl, 'and I am sure you will all congratulate them on their appointments.'

For more details of the careers and research interests of Gerd and Marc see

[www.templeton.ox.ac.uk/fellowship/governing\\_body.asp](http://www.templeton.ox.ac.uk/fellowship/governing_body.asp).

## New Registrar for Student Administration

Wednesday, August 29, 2007

April Robson joined the College on 3 September as Registrar, responsible for the College Office and especially for managing student-centred operations and administration working in association with existing College Office staff, Marina Prospero and Trish Reynolds. From September the College Office will be known as the Registry - the term to be adopted when the College merges with Green College in due course. April comes from the Royal Northern College of Music in Manchester, where she was the Executive Administrator. Before embarking on an administrative career April graduated from St. Hugh's College, Oxford in Physics.

For details of graduate study and life at Templeton see

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

## New College Fellow: Felix Reed-Tsochas

Monday, September 03, 2007

Dr Felix Reed-Tsochas, James Martin Lecturer in Complex Systems at the Saïd Business School, has been elected a non-tutorial Fellow of the College from 1 September. Dr Reed-Tsochas, who runs the Complex Adaptive Systems Group Seminars at the School, pursues research involving the development of models that provide a better understanding of how organisational behaviour in firms evolves in complex competitive environments.

For details of his work see

[www.sbs.ox.ac.uk/faculty/Reed-Tsochas+Felix/Reed-Tsochas+Felix.htm](http://www.sbs.ox.ac.uk/faculty/Reed-Tsochas+Felix/Reed-Tsochas+Felix.htm)

## An Introduction to Green College

Thursday, September 13, 2007

In advance of next year's merger between the two institutions a party of administrative staff from Templeton College had a first chance on 4 September to visit Green College and meet some of its administrative staff.

The visitors included Vice Chair, Sue Dopson; the Dean's Secretary, Hilary Binks; Associate Fellow, Peter Snow; Jenny Roberts and Deb Farrell from the Information Centre and Library; April Robson, Marina Prospero and Trish Reynolds from the Registry; and Dave Witham, who is in charge of maintenance at Rewley Abbey Court.

Welcoming the visitors, Colin Bundy, the Warden of Green College, emphasised that from its earliest days Green College had envisaged taking a broad academic remit, one not solely restricted to medicine but encompassing other areas such as social policy and welfare and the environment – and now, with the merger, also including Management Studies. Furthermore, with the agreed redevelopment of the Radcliffe Infirmary site, the merged college would occupy a uniquely advantageous position – 'at the academic heart of the University.'

Benefiting from the erudite and witty guidance of Green's Gardener, Michael Pirie, the visitors enjoyed a tour of the buildings and grounds, including the site of the new building and of course the college's famous eighteenth-century landmark building, the Observatory. Afterwards they had tea and an opportunity to discuss matters of common interest with a number of Green's administrative staff, including the Academic Administrator, Jackie Davies; the Treasurer, Tim Jones and other finance staff; and the IT Officer, Dominic Bown.

To find out more about Green College visit

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

## Unreasonable Expectations? The NHS's IT Programme

Monday, September 03, 2007

Connecting for Health, the NHS's mega-programme for IT has stirred huge controversy, and, appropriately, Fellow in Information Management, Chris Sauer, and Associate Fellow, Leslie Willcocks, joint editors of the Journal for Information Technology, devote their most recent issue of the journal to the programme.

Ironically given its name, Connecting for Health has raised anxieties about its impact on patients' wellbeing. Introducing a new system in December and January 2005/6, Oxford's Nuffield Orthopaedic Hospital Trust, highlighted an incident which it judged had the potential to put patients at risk. Other fears have focused on cost overruns. Initial costs were set at £6 billion but by April 2007 the House of Commons Committee of Public Accounts was recording planned national expenditure as £4.1 billion and related local expenditure as £8.3 billion. Sauer and Willcocks predict the final figures will be in excess of £18 billion - at least three times the original estimates.

However in their editorial, 'Unreasonable Expectations – NHS IT, Greek Choruses and the Games Institutions Play Around Mega-Programmes' they take a more positive view, arguing that it is trapped in a mesh of institutional webs that take a simplistic view of mega-programmes. Three interest groups are involved. The first consists of the relevant government offices and politicians, the second the institutions of the NHS itself, related professional institutes and patient representatives, while the third 'nexus' comprises the 'professional critics' - the press, audit and accountability bodies, academia and the professional bodies.

The power of this third nexus is 'multiplicative', they say. The institutions it embraces 'not only act independently, they feed off each other. Academics pick up on press reports, the press reports on the NAO and PAC. The PAC reacts to what the NAO says. The press co-opts the PAC chairman and reports his opinion together with academic and professional body opinion, for example that of the British Computer Society, and so on.'

Despite their backgrounds, Sauer and Willcocks do not exempt academics from their charge: 'Academics,' they write, 'particularly in technical disciplines, tend to view the implementation of their ideas as straightforward and to be intolerant of the argument that practice is messy and complex ... Academics make a better name for themselves by promoting their "knowledge" of how to do things right rather than by focussing on practical dilemmas.'

'Within these three webs,' they continue, 'it is too easy to engage in games of deception of both self and others. We recently heard an ex-Cabinet Minister talk of a billion-pound project he was promoting, "I knew when I was telling Treasury that it would only cost so much that this was a massive understatement; they knew that I knew this; and I knew that they knew"'. In other words everyone was complicit in playing a game that deliberately avoided confronting the question of what would be the actual cost and whether the benefits would be worth it. Those who ultimately fund such programmes, whether they be taxpayers or shareholders, deserve that the key players engage in better quality debate about the real prospects for the programme and greater honesty about the reasons for proceeding.

'It was apparent from the outset to any experienced and unbiased commentator that the NHS programme would encounter many storms and would end up being a different deal for the taxpayer,' they conclude. 'That it was not transparent to all concerned that initial statements of cost were only for the contracts with local service providers not for the total transformation that would be necessary to secure significant benefits from the programme was alone sufficient to give the more critical institutions in the web a target.'

'It is time for the multiple parties to mega-programmes like Connecting for Health to recognise that all the other parties are intelligent and knowledgeable about programmes as investments and as risks to be managed. Mutual respect and a willingness to talk openly and sensibly about the realities will better serve the interests of the taxpayers and shareholders than continuation of the pretence that there is some significant probability that everything will go exactly as initially proposed. It is time for game-playing to end and mature interaction to begin.'

In 2007 on the basis of citations, the Journal of Information Technology was ranked 11th out of 71 management journals in terms of its impact – well above journals such as the Harvard Business Review and the Academy of Management Executive.

For more information about the journal visit [www.palgrave-journals.com/jit/index.html](http://www.palgrave-journals.com/jit/index.html).

# Model Green and Templeton Collaboration

Friday, September 14, 2007

The emerging Green – Templeton College connection recently helped provide a useful bridge in an initiative to fight death among pregnant women in the developing world using a cheap and widely available, but little-used, drug.

Giving birth for most women and their families is a cause for celebration but for more than half a million women each year - one woman every minute – pregnancy and childbirth end in death and mourning. Ninety-nine per cent of deaths during pregnancy occur in the developing world, and the hypertensive disease eclampsia (and its precursor, pre-eclampsia) accounts for up to a quarter of these deaths. However, the use of magnesium sulphate - a drug identified as effective, safe and affordable by the World Health Organisation - can dramatically reduce mortality among women suffering from this condition.

The NGO, EngenderHealth, and the University of Oxford convened a special conference, supported by the MacArthur Foundation, on 26 – 27 June 2007 at the Saïd Business School to identify and overcome the barriers to its use in different countries. Thirty-three experts and representatives of health ministries, research institutions and other agencies around the world attended.

The following day, a group of academics from Oxford's Medical and Social Science Divisions were brought together to review and debate the recommendations that emerged from the EngenderHealth meeting. Playing a central role in organising the Oxford input were Michael Spence, Head of the University's Social Science Division and Green College Fellow, Stephen Kennedy, Clinical Reader and Head of the University's Obstetrics & Gynaecology Department. 'Bringing together academics from different disciplines to focus on a global healthcare problem, such as maternal mortality, was extremely valuable,' says Stephen Kennedy. 'This kind of meeting does not occur often enough and we need to find ways to encourage such interactions.'

Templeton's Dean, Professor Michael Earl attended the seminar and prominent among the Oxford speakers was the College's Vice Chair and Fellow in Organisational Behaviour, Sue Dopson. 'I focused on what you might term the "softer sides" - the broader social aspects, surrounding the issues of implementation and getting knowledge into practice,' says Sue. 'The representatives attending the conference seemed to find this wider perspective very useful indeed.'

The workshop could provide a model for exciting interdisciplinary collaboration she believes. Stephen Kennedy agrees wholeheartedly: 'This is just the kind of activity the merged College should be focusing on, taking advantage of our specialised knowledge in management and medicine. I would enthusiastically support a joint centre to pursue these interests in the College in the future.'

Other speakers in the final day's workshop included Shona Marran and José Villar from Oxford's Nuffield Department of Obstetrics & Gynaecology; Stanley Ulijaszek from the Institute of Social and Cultural Anthropology; Leila Duley from Leeds University; Ana Langer from EngenderHealth, and Andrew Farlow, a health economist recently appointed by the Saïd Business School (who incidentally will be organising a further international conference supported by the Gates Foundation at the School on bridging the gap in global health innovation in September).

On the basis of the debates during the conference and the Oxford workshop the participants have since joined their voices in a declaration to promote the use of magnesium sulphate in the worldwide fight against eclampsia. Urging 'governments, donors and all organisations concerned about women's health ... to take all necessary measures to ensure that efforts for the prevention and treatment of eclampsia are commensurate with their healthcare burden', it specifically calls for 'scaling up the use of magnesium sulphate', the development and distribution of packs containing the drug and for the improved training of all health professionals in the fight against eclampsia.

## Brain Drain or Brain Gain?

Wednesday, September 26, 2007

Templeton doctoral student Danielle Logue has been invited to address the Conference of Rectors, Vice Chancellors and Presidents of African Universities in Tripoli on 22 October on 'Brain Drain or Brain Gain: Global Policy on Scientific Mobility, 1990 – 2007: the Role of Universities' – the subject of her recently completed MSc, upon which she will build for her doctoral studies.

At the conference Danielle will highlight the shift in perceptions of scientific mobility in recent years from brain drain to a possible unstoppable force which has a range of positive outcomes. Posing the question: 'Do universities in developing countries have the capacity and ability to respond to the way science is being conducted?', she will define the issue as 'a wicked problem in search of a clumsy solution' - one in which universities are simultaneously 'part of the problem and the solution'.

## Meeting Minds: Alumni Weekend and Reunion

Thursday, September 20, 2007

During the Oxford Alumni Weekend organised by the University, on the evenings of 15 and 16 September the College hosted a drinks reception at Rewley Abbey Court and a Reunion Dinner at the College.

The diversity of those attending the dinner was striking - faculty, associate fellows, current graduate students (especially doctoral students) and alumni from a wide range of executive and graduate degree programmes past and present. Executive programmes represented included the Oxford Advanced Management Programme, the Oxford Strategic Leadership Programme and commissioned programmes such as P&O and went back as far as the 1970 SMDP, while university degree programmes represented included the DPhil, the MPhil, the MBA, the Executive MBA, and the MSc in Management Research.

Welcoming the alumni the Dean Professor Michael Earl spoke first about the weekend and then turned to current and future developments in College: 'I hope that you have enjoyed the events that we have put on,' he began. 'They show how modern this ancient university really is. The joke is sometimes made that many dons at Oxford applied first to the university of life and were rejected! Well, Templeton College is all about being part of the university of life – and has been so since its beginnings under Norman Leyland. It is an open institution that maintains an open gaze on the world.'

'This autumn brings a record number of students to the College, and the coming academic year will see a lot of new initiatives. In order to manage a larger body of students we have made two new appointments: Gerd Islei as Dean of Degrees and Marc Thompson as Academic Dean, responsible for organising research seminars. We will for instance, be organising a range of research seminars. Indeed, reflecting our wider academic ambit and ever closer association with Green College, two of these seminars have already been held: one on Positive Deviance, the other on ways to encourage the use of Magnesium Sulphate to prevent the scourge of pre-eclampsia in the developing world.'

'Many of you have asked me about recent developments concerning the position and constitution of the College,' he continued. 'Since 2005 when the College sold its current site and transferred responsibility for executive education to the Saïd Business School in order to create a single-service institution in management education, Templeton has been developing its role in Oxford as a postgraduate college. We entered into negotiations with Green College - which itself grew out of a similar relationship with the University's medical school as we have had with the Business School.'

'Negotiations are progressing well, and we hope to sign a memorandum of understanding later this month and then to merge formally in October next year. The merger will create a joint college of over 480 postgraduates – the largest postgraduate college in Oxford. It will make possible economies of scale in our operations and will give us more scope to offer scholarships, organise seminars and generally extend and strengthen the services and support that we offer to our students. And we achieve our intended re-location to the city centre - to the Green College site next to what will become the University's new hub on the Radcliffe Infirmary site.'

'What will be its intellectual glue in the merged institution? There are three aspects to this issue: our heritage, our capabilities and the key question "What about the 21st Century?" Green Templeton will be a modern graduate college in an ancient university that will focus on modern problems. It will focus especially on medicine, management, the public understanding of science, and economic, social and environmental sustainability.'

'So we have been through a great deal of change. In leaving Egrove there will be things that we will miss. However the prospects are very promising, and I hope that you will all take the opportunity to get involved. We are looking forward to the future and to welcoming you all back as alumni of Green Templeton College!'

The Dean concluded by thanking Administrative Fellow Dorothy Cooke and her assistant Caroline Lomas and the Domestic Bursar, Tim Royal, for their efforts in organising the events.

## **AIDS: When Abstinence Fails**

Thursday, September 13, 2007

Paul Montgomery, Templeton's new Fellow in Evidence-Based Intervention, has co-published a second article on the effectiveness, or otherwise, of HIV abstinence prevention programmes. (The first, which highlighted the failure of abstinence-only programmes, appeared last month – see earlier news item 'No Sex Programmes Ineffective against HIV').

In the second article, 'A Systematic Review of Abstinence-Plus Programmes in High-Income Countries', Paul and his co-authors assess evidence from over 20,000 research reports and thirty-nine major studies. They conclude that programmes that teach adolescents to use contraceptives as well as advocating abstinence are far more likely to be effective.

'This finding might appear common sense, says Paul, 'but the best way to teach HIV prevention to young people has in fact been controversial. The "abstinence-only" approach, favoured in recent years by US government-sponsored programmes, reflects the notion that teaching adolescents anything about safer sex (including condom use) might encourage risky behaviour.'

The article appears in PLoS Medicine, one of the most widely read journals in the field (see [www.plosone.org](http://www.plosone.org)).