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LEADING THE WAY

For nearly 40 years, Sir David Watson has been at the forefront of national and international thinking on higher education. As he begins his tenure as Principal of Green Templeton, he shares his thoughts on his new role and the challenges that lie ahead for the College.

Sir David Watson

"I am also discovering that the College occupies one of the most beautiful corners of today’s Oxford, with its lovingly tended gardens, lawns and buildings, and of course the iconic 19th century Radcliffe Observatory Building. As the University makes its ambitious plans for academic development in what has come to be known as the Radcliffe Observatory Quarter (ROQ), the College will become the 24-hour heartbeat of one of the University’s most active centres.

Meanwhile the College is restoring the Principal’s lodgings, the former rectory of the Jericho parish, on the corner of Observatory Street. My wife Betty and I are looking forward to moving there in October and to helping to create another space for informal College events."

The stories in this second edition of the GTC Magazine show the breadth of interests across what is now a global College community. We hope you enjoy them, that you will tell your friends and colleagues about the College and where it is going, and that you will remain in touch. The editor, Sue Willson, would be delighted to have suggestions about stories for the third edition and for our more regular newsletter, In Transit.

Sir David Watson
In particular, he has played a leading role as a member of many UK higher education development bodies and enquiries, most recently as chair of the National Enquiry into the Future of Lifelong Learning. He was a key member of the National Committee of Enquiry into Higher Education chaired by Sir Ron Dearing, which reported in 1997. His contribution has been such that in 1998 he was knighted for services to higher education.

He also brings to GTC long experience of senior roles in higher education, from Oxford Polytechnic (now Oxford Brookes University) where he was responsible for developing modular undergraduate programmes, and then as vice chancellor of the University of Brighton for 15 years up until 2005.

Among the achievements at Brighton during his tenure was the creation in 2003 of the Brighton and Sussex Medical School. Under his leadership, Brighton became a leading provider of postgraduate education, in particular medicine and health studies. The Brighton and Sussex Medical School was formed with funding from the higher education funding council, the government and additional private sector funding. It is now one of the leading medical schools in the UK.

Sir David brings a great deal of experience in the area of the future of higher education and the changing landscape of the higher education sector. He has been a member of the National Committee of Inquiry into Higher Education chaired by Sir Ron Dearing, which reported in 1997. His contribution has been such that in 1998 he was knighted for services to higher education.

So, two years after merger and with GTC firmly established in Oxford as a forward-looking and lively community, what does Sir David see as the nature of the job to be done? “Well, what has been achieved in the last two years is remarkable, especially considering the incredibly complex mix of people issues, money issues, estates issues and so on that were faced. But equally I would be very surprised if everything is just as we would like it to be going forward. For example, the fellowship collectively has got to think about how the governance of the College should progress in such a way that they have confidence in it but are not distracted into paperwork style discussions.”

“Profile-raising, networking, supporting and facilitating will all be important – but I don’t underestimate the little things that will need attention as well,” he continues.

He has some ambitious ideas to take GTC forward. In particular, he would like GTC to provide a forum for people to share interesting and innovative ideas about the future of human welfare.

“Over a century, my last academic home, the Institute of Education in London, has undoubtedly been the place where people – not just politicians and policymakers but also academics – who want to make new and dramatic points about education come to make a speech. In relation to the human welfare agenda, I see no reason why GTC should not take up that role,” he states.

Another key challenge will be the support of postgraduate students, particularly research students. It would be a great thing if GTC was actually the preferred choice of the strongest postgraduate students from around the world, believes Sir David, although funding to enable students to take up a place regardless of their financial circumstances will be crucial, and yet another challenge in the post credit crunch world.

When asked what the future of postgraduate education might be, Sir David draws together a number of strands.

First, he believes there is a demand for focused postgraduate education professions now have strong requirements of vocational skills, giving a personal career development pathway to postgraduate qualification that gives successful individuals an advantage in the market place. Postgraduate education must respond to that demand which means it has choices that other institutions do not and it needs to choose wisely. It may not be the right choice for every institution, but the most effective way to achieve its mission most effectively just by doing the things that seem to have the biggest economic return. But this doesn’t mean that we should be going cap in hand to government or anybody else saying ‘support us simply because of what we are rather than what we can do’.

But there’s some freedom to make bold decisions about subjects and vocational areas. It’s clear the University has begun to think about this and there have been discussions about the future of postgraduate education. I’m looking forward to taking part in that.”

Outside his research and professional life, Sir David has many personal passions. Foremost amongst these are the arts, especially music, and he plays the piano, organ and the saxophone (the latter ‘only just’). “When I was last in Oxford I was the chorus master for the Operatic Society. I was a choral exhibitioner as an undergraduate and have played music ever since. I’m really a dabbler with other forms of music, including jazz.”

He was chair of the Brighton Festival from 2002 until 2005, an event of which he is a great supporter. He shares this passion for the arts with his wife Betty Pirks Skolnick, with whom he has two grown-up children and one granddaughter. He also enjoys sport including cricket and tennis.

But for now, Sir David is enjoying settling into life at GTC. “Green Templeton is an exciting next challenge for me and I’m honoured to be here at the heart of this wonderful community. The thing of the beginning is quite a pivotal moment and I’m really looking forward to the undoubtedly interesting times that lie ahead.”
Congenital heart disease – a defect in the structure of the heart present from birth – is the most common birth defect in newborns today. Cardiologist Professor Shoumo Bhattacharya is at the forefront of identifying how and why it occurs.
FEATURE

GREEN TEMPLETON COLLEGE   |   GTC MAGAZINE 2010

"Economy' results in surprising innovations and collaborations. Marketing at the Saïd Business School and Fellow of Green Templeton, Linda Scott, Professor of Marketing at the Said Business School and Fellow of Green Templeton, studies how the phenomenon she has dubbed the 'Double X Economy' results in surprising innovations and collaborations.

Women have always engaged in economic behaviour," says Linda Scott, "but their activities and outcomes have largely gone unmeasured because of assumptions and limitations inherent in conventional economic thought.

"In particular, the fact that women in many cultures, past and present, are precluded from participating in formal economies of the world and university enrolments and are catching up as entrepreneurs. “The Federal Reserve Board estimates that women already control the majority of private wealth in America,” Scott observes. “That point will be reached in the UK within ten years.”

Though still in the minority among top corporate and political roles on both sides of the Atlantic, Scott believes that women’s arrival into senior management is having a profound effect on the Double X Economy.

“We are seeing a growing phenomenon among very wealthy women who are increasingly using their money and influence to support women in need when once they might have supported the arts or their alma mater.”

This is funneling significant money and attention into women’s empowerment efforts in poor nations.” Scott believes she is seeing a similar effect among the women she works with in management. “Take G2X,” Scott says, of a new global women’s consultancy to which she is an advisor. “It is making sure that its work benefits women by supporting projects like Women Moving Millions, which raised £29 million from rich women to benefit poor women.”

Scott’s research evaluates the points in the Double X Economy where women in rich nations touch those in the developing world and where the market-based approaches of the global economy may be harnessed to benefit women everywhere.

Her interest began at the University of Illinois, where she held appointments in women’s studies, art and design and communications, as well as advertising. She found herself becoming the go-to person for journalists writing about the negative effects of the market, especially advertising and the beauty industry, on women. Increasingly frustrated at the simplistic attitudes taken by the media, she wrote an essay in protest, which caught the attention of a book editor. This led to Fresh Lipstick: Redressing fashion and feminism (New York, Palgrave 2005), which examined 150 years of American dress history and dismantled feminism’s accepted views on fashion.

Fresh Lipstick took ten years of research and Scott was astounded by the economic opportunities made available to women by the modern US fashion and beauty industry. Feminists potential opportunities that the beauty business might offer women in the developing world and she wanted to see if they could be harnessed for a similar positive effect.

“Avon was my first choice because they have been helping to give economic autonomy to women for over 100 years and still do business essentially the same way. I wanted to see if Avon would work in a vastly different setting – in Africa.” Scott contacted Avon CEO, Andrea Jung, and asked to study their system in South Africa.

Becoming an Avon representative may seem an unlikely route out of poverty, but Scott and her colleague, Dr Catherine Daler, a GTC Fellow and anthropologist specialising in the cultural and political economy of markets and development at the Business School, argued that the strategy might work as a poverty alleviation device and be replicable for a variety of products in many different markets.

The entry of large numbers of women into the formal economies of the Western developed nations during the 20th century, along with reforms regarding inheritance, divorce, and property ownership have radically changed this situation. Women now outnumber men in the workforce and university enrolments and are catching up as entrepreneurs. “The Federal Reserve Board estimates that women already control the majority of private wealth in America,” Scott observes. “That point will be reached in the UK within ten years.”

Economic opportunities are empowering women in the developing world.

Far right: Linda Scott has been highlighted as 'one to watch' in The Thinkers 50, a website that ranks management thinkers.
activities in the developing world and a broad cross-section of women responded enthusiastically. ‘In focusing on women’s empowerment’, CARE was leading what is now conventional wisdom in development policy: empowering women is the best leverage for overcoming poverty because, among other reasons, they use their earnings to take better care of their children. The effects are positive for the whole community, not just the women themselves,’ says Scott.

“The next connection was fortuitous,” she remembers. ‘CARE had launched an Avon-like system in Bangladesh, in which women were selling consumer goods, from Beta shoes to Unilever detergents, in an innovative attempt to harness the market for the benefit of the poor.’ This system, which has developed into an exemplary arrangement for multinational corporations and NGOs alike, was a clear example where we can see the principle in the Double X Economy.

Women give money to CARE, who in turn empower women through the sale of consumer goods. “Both GTC and the Saïd Foundation have supported our efforts to develop this system into a testbed for research. Catherine Dolan, research assistant Mary Johnstone-Louis, and I have been working with the CARE Bangladesh team to collect data from the women and we are trying to move to a larger grant stage, in which we will join with the Schulich School at York University (Canada) to determine the consumer impact of the system.” However, she cautions that people in the West, because they often take for granted the benefits that come from basic packaged goods, usually see this strategy as purely exploitative.

“You, if you look at the health and education programmes undertaken by NGOs, you often find that consumer goods are implicated. If you want people to practice safe sex, you provide condoms. If you want to reduce illness in a community, you hand people a bar of soap and teach them to wash their hands. We have lost sight of the important impact some of these goods can have.”

Another study sought to investigate the potential impact of an item most in the UK would consider trivial: sanitary pads. “It arose from a chance meeting with a Procter & Gamble employee at a party who told me that girls in Africa were not attending school because they didn’t have sanitary pads. I was horrified and embarrassed that I’d never thought of it before,” says Scott. 

Financed by grants from GTC and the Fell Fund, a team of four GTC Fellows began a year-long study in Ghana to determine whether a lack of sanitary provisions had a negative impact on schooling and if providing free pads would affect attendance. Catherine Dolan, who collaborated on the Avon research, Professor Sue Dopson of the Business School and Dr Paul Montgomery of the University’s Centre for Evidence-Based Intervention made up the team. “Female school achievement is known to have far-reaching effects on national development through an array of factors from disease transmission to child nutrition to fertility rates,” counsels Scott. “Any measure that can increase female retention, especially in secondary schools, deserves a hard look, no matter how silly or embarrassing it might seem at first.”

After the initial qualitative research, free sanitary protection and reproductive education was provided to 183 girls aged 12 and over in four villages for five to six months. As a result, girls missed significantly less school, and almost all said that they were able to concentrate better in school, help more at home and socialise more happily. “By providing something as simple as pads and puberty education, we literally saw girls’ confidence and self-esteem improve,” says Dolan.

“Although a larger study is needed to confirm these outcomes, findings are encouraging and have strong policy implications for development,” says Dolan. “The long-term consequences of this initiative are potentially huge,” adds Scott, “albeit the situation is complex and providing sanitary pads is only one factor in helping to sustain education for girls.” The team is now working on a new proposal that will look at the multiple factors involved, and especially, the effects of prosing and income on the outcomes.

So, why is the Double X economy important? ‘First, many people care about human welfare and social justice and, in particular, women who have experienced gender inequality more directly need to ensure that others don’t go through it,’ says Scott. ‘But more importantly, gender rights are correlated with negative outcomes as well as positive: where gender equality is low, violence is high, governments are unstable. All these things go together. We are beginning to understand that equality for women is like a tumour: if you can positively affect that, everything else should go better. It won’t be perfect but it’s the best leverage. And economic power is the first step along the way.”

Since leaving university I have had the good fortune to climb in many of the greater ranges around the world while holding down a job as a Risk Manager at Aviva (formerly Norwich Union), a large insurance company based in the UK. My chosen specialism has been the management of operational risks, most recently focusing on financial crime prevention.

In the build up to Everest other notable ascents of mine included Aconcagua (6960m, Argentina); Mt McKinley (6194m, Alaska); and Mt Elbrus (5642m, Russia). All of the mountains were smaller than Everest but many were more at home and socialise more.

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n 19 May 2009 at 7:20am Nepal time, I reached the summit of Mount Everest, the world’s highest peak, is a dangerous challenge and only one in five attempts succeed. Nick Robertson (MSc Environmental Change and Management 1997-98) joined a select group of just a few thousand when he succeeded on his first attempt.

Reaching the summit of Everest, the world’s highest peak, is a dangerous challenge and only one in five attempts succeed. Nick Robertson (MSc Environmental Change and Management 1997-98) joined a select group of just a few thousand when he succeeded on his first attempt.
more technically difficult and all of them in some way helped prepare me for the two months away from home on Everest, eating such delights as 5pm on a regular basis in order to give me the fuel to carry a 20kg rucksack at 7000m.

Everest is the highest mountain in the world at 8848m (29028 if you still prefer feet!). The South Col route that I took was first made famous by Sir Edmund Hillary and Tenzing Norgay after their first ascent in 1953. Over fifty years later Everest remains a challenging mountain and success rates are still low. Less than twenty percent of climbers attempting the mountain actually make it to the top.

The personal challenge of trying to reach the roof of the World was a big attraction for me. The ‘could it have been me’ thought had nagged away at me for a few years before I finally made the decision to join an expedition. Six months of training had prepared me well physically for the trip, but, I along with many others, underestimated just how difficult it is to keep yourself going day after day for such a long period of time. Six out of the 13 members of the expedition made it to the top and for those that did, it was often a draining experience that had played a part in stopping them. I was one of the lucky ones who made it all the way to the summit on my first attempt. I owe this, in no small part to the excellent support of the Jagged Globe expedition, of which I was a member. The local high-altitude Sherpas were truly superb human and our leader, Adele Pennington, was an inspiration during the 72-day expedition. For me, the hardest physical part of the climb was the last sleepless 36 hours of the five-day push for the summit from Base Camp. It took six hours to climb the second half of the infamous Lhotse Face from Camp 3, followed by a few frigid hours on the South Col at Camp 4 melting snow for water and eating as much as we could get down.

Then leaving the South Col at 5pm the same day, we climbed through the night, reaching the top just over 10 hours later at 7.20am. The distance from the South Col to the top of Everest is less than one mile and Jagged Globe was the first expedition to reach the summit on 19 May. This gives some idea of just how tough the final section of the route is.

On summit day the weather was unusually cold for the time of year, even on Everest. All our expedition thermometers stopped working at -30°C, so we do not know exactly how cold it got, but significantly colder than that. It got so frigid that the oxygen masks that the team were using would freeze up every hour or so. For me this created a really disconcerting feeling of suffocating 8850m up the highest mountain on earth with no hope of rescue if I got two serious difficulties. To keep the mask clear I had to regularly suck one of the intake valves to keep it free of ice. It might seem a strange thing to have done, but I have kept the oxygen mask that nearly killed me as a memento to remind me just how tough it was getting to the top.

While on the summit I unwrapped from my rucksack a banner from the school where I learned to climb. This simple act took an astonishingly long five minutes due to the array of breathing apparatus, heavy gloves and numerous rucksack straps to deal with.

My team mates and I were able to spend 15 precious minutes on the summit in total before the cold started to get the better of us and we knew it was time to leave. Any celebrations would be premature until we reached the safety of Base Camp, which lay three days and two vertical miles below us down at the head of the Khumbu Valley.

We all knew that getting to the top was the easy part compared to the descent and that tired climbers often lose concentration on the way down. None of us wished to join the long list of names on the memorials down in the valley.

Each of us dealt with the mental challenge of staying focused in different ways. Some put the dangers out of their minds by telling themselves ‘it won’t happen to me’. Being a risk manager by trade I adopted a rather different approach. On the way up I had made mental notes of the three most dangerous sections where there was the potential to be killed or seriously injured. Then on the way down my plan was to tick each of them off in turn and finish with a big sigh of relief at the bottom. The first entry on my tick list was the treacherous Khumbu Icefall immediately above Base Camp. The second was the steep and exposed Lhotse Face above Camp II. The third and final obstacle was the airy summit ridge itself, including the famous Hillary Step.

Our fast progress on summit day had put us on top early, which meant we were descending from the top well before our pre-agreed turnaround time. The down side of this meant we had to negotiate a large number of climbers who were still ascending the narrow corniced ridge as we were on our way down. In -40°C temperatures I had a precious 30-minute wait at the top of the ropes on the Hillary Step watching clouds starting to roll ominously from the east.

Once past this bottleneck it was then a case of keeping emotions at bay for a little longer and to stay focused on each and every foot placement on the turgid ice and hard snow. Five hours later I staggered back into Camp 4 on the South Col and I thought to myself: ‘one down with two more to go!’

After a restless, oxygen-starved sleep we then set off down the precipitous Lhotse Face. Here, losing concentration for a second while unclipping a rope could result in a one mile fall into the huge bottomless crevasses at the foot of the ice cliff. My initial progress to the half-way point at Camp 3 was good. However, towards the bottom of the abseils, the effects of a heavy pack and dehydration kicked in. Despite the obvious rock fall danger on the exposed face I was unable to prevent myself hanging off each of the last four abseil anchors to rest.

The last 300m across the relatively flat glacier between the foot of the Lhotse Face and Camp II took two tortuously slow hours, all the time fantasising about the mushy cup of tea that would be waiting for me at camp. That evening we agreed to an early 5.00am start the following day in order to pass through as much of the Khumbu Icefall as possible at its coldest but least dangerous time of the day.

Our first forays into the Icefall had been terrifying. It is by far the most dangerous part of the mountain and accounts for most deaths. Here climbers are at risk of being buried by avalanches or squashed by collapsing blocks of ice. The size of houses as they melt.

Fear of death tugged at everyone’s heels, particularly after a Sherpa was killed and two climbers seriously injured not just the week before we left. You could sense the collective holding of breath as we passed under the avalanche-prone West Shoulder of Everest and entered the top of the Icefall for the last time.

Each climber took it in turns to sprint through the most dangerous section at five-minute intervals so that others could observe and dig them out if the worst was to happen. Thankfully it didn’t, although we did watch nervously as three avalanches came down behind us into the area we had just passed through. A few hours later we finally reached the safe haven of Base Camp and were welcomed by cheers, hugs and beer from other jubilant members of the expedition.

I have raised several thousand pounds in aid of Cancer Research UK as a result of my endeavours. I therefore feel that I climbed Everest for many people, not just myself. This went beyond personal achievement. I also feel incredibly lucky. Bad weather or even something as simple as a cold can thwart the best laid preparations. There were 13 strong non-professional mountaineers on our expedition; six of them for one reason or another did not make it to the summit.

Besides the obvious need to stay physically and mentally fit for two months, climbing Everest also requires more than a small amount of luck. Even professional climbers can end up in the wrong place at the wrong time and the mountain still claims lives with frightening regularity. In 2009 five climbers from other expeditions tragically lost their lives in pursuit of their dreams. Although our expedition did not have 100 per cent success, I please to say that all its members returned home safely to friends and family.

I will carry my memories with me for the rest of my life, although in some ways I’m not sure the achievement will ever truly sink in.
Ian Scott is the Executive Director of the Emerging Markets Symposium

The Reuters Institute for the Study of Journalism has an established reputation for its renowned Journalism Fellowship programme, its events and publications. Its programme of research into the issues that affect global news and journalism is set to make headlines of its own.

From a Rolling Stone magazine interview capturing US General Stanley McChrystal, to the havoc wreaked in British politics when a national broadcast exposed the MPs’ expenses scandal, the power of journalism in the 21st century to inform and influence is undeniable.

However, in a world that is increasingly interconnected by modern technologies, the prospects for global journalism seem paradoxically to be in retreat.

High costs mean that fewer commercial news organisations are investing in global reporting. And the growing stringency of international news with a different view, from providers such as Al Jazeera, is also having an impact. The result is audiences who respond to this increased choice by seeking out news that reinforce their own world view.

The funding for the project follows news that the Thomson Reuters Foundation has renewed its core funding for the Institute for 2011-13 after its initial five-year period. The agreement demonstrates a vote of confidence in RJSI at a time when the issues being tackled about the future of journalism are more topical than ever, says Dr Levy.

The Institute is also developing the pilot phase of a research project, ‘The Changing Business of Journalism and its Role in Democracy,’ thanks to an Open Society Institute grant of $200,000 for two years from October 2010 which will fund a post-doctoral researcher. Dr Emmanuel Moba Nkansah. The project’s pilot phase was funded by a €150,000 grant from the GTC academic initiatives fund, which Levy says was helpful in winning the OSF grant.

The GTC funding will result in an edited book later this year.

A new post, also funded by the Thomson Reuters grant, will focus on building future academic research activity and external funding.

Dr David Levy leads the

The Reuters Institute

The RJSI, established in 2006 and based in the departments of Politics and International Relations, is the University’s centre for research into news media and international comparative journalism.

It has strong links to GTC through the Reuters Foundation Fellowship Programme, which gives journalists of all from over the world the opportunity to research subjects in greater depth than is possible under regular career deadline pressure.

Over the past 27 years, RJSI has awarded Fellowships to more than 450 journalists from countries as disparate as Fiji, the UAE and Burkina Faso, including over 100 from Asia and the Middle East.

David Levy explains “Opening up new avenues of research to expand understanding of the business and practice of journalism and join together the worlds of journalists, research, policy and practice is one of our key aims. This new post will be crucial in establishing University-wide and external collaborations to promote interdisciplinary research in the study of journalism, and ensuring that our future research outputs help raise our profile and reputation both in the academy and beyond.”

SHAPING HEALTHCARE STRATEGIES IN EMERGING MARKETS

TC’s Emerging Markets Symposium aims to promote solutions to high-priority sectoral issues facing emerging market countries by bringing together invited groups of world leaders with complementary backgrounds in government, the private, public and voluntary sectors, multi-lateral institutions and academy and a mix of economic and sector-specific expertise for intensive conversations under the Chatham House Rule. Executive Director and GTC Associate Fellow Ian Scott outlines its principles and the keys to its success.

Emerging market countries have strong financial institutions, energetic private sectors, open attitudes to foreign investment, (more or less) robust legal sectors, open attitudes to foreign financial institutions, energetic private groups of world leaders with specific expertise for intensive conversations under the Chatham House Rule. Executive Director and GTC Associate Fellow (then Templeton Fellow) Jeff Sampler campaigned for a longer term programme. In 2008 a significant gift from the GTC Alpha Group coincided with the Green Templeton merger and the EMS became one of GTC’s first initiatives.

Its organising principles have evolved under the guidance of a Steering Committee chaired by former Pakistani Prime Minister Shaukat Aziz. Members include Suman Bery, Rodrigo Botero, Peter Bourne, Saul Estrin, Pedro Malan, Robert Pictoroo, Ngaire Woods and Shengman Zhang.

What sets the EMS apart from similar forums is the way it is structured, its guiding principles and even its Oxford location.

Like similar organisations, it seeks to add value by sharing ideas and knowledge, building networks and disseminating results. But it also aims to reach actionable recommendations, use them to promote constructive changes in policies and practices, and to measure success by tangible results on the ground.

It meets the need for a forum dedicated to sectoral and inter-sectoral (e.g. health, energy, environment) issues that reflect emerging market priorities.

Building on GTC’s competencies in medicine and public health, and guided by Fellow Ken Fleming and Honorary Fellow Peter Bourne, the EMS launched in December 2009 with a Symposium on Health and Healthcare in Emerging Market Countries. The event confirmed that the right topics and participants make it relatively easy to craft actionable propositions and that the real challenge is to convert recommendations to improved policies and practices.

To promote candid, useful media, are excluded but the first event confirmed that media coverage of recommendations plays a valuable role in shaping public opinion; that public relations skills are essential to ensure information reaches the right places in the right format and with minimal delay, that lobbying (by participants) in multi-lateral institutions, governments and the public and private sectors can be very effective; and that the most effective way to implement recommendations may be to support and sponsor research projects, teaching programs and other initiatives that create conditions needed for change.

One of last December’s recommendations has spawned a research project on telemedicine in rural India; another is driving the development of a teaching seminar on health for emerging market policy makers. Both are based at GTC and involve Fellows, students and staff.

The next Symposium in January 2011 will be on Urbanization, Health and Human Security: Challenges for Emerging Market Countries. Many of the issues associated with the delivery of public health and healthcare services as critical dimensions of human security in rapidly growing emerging market cities and megacities lie beyond the experience of wealthy countries. Emerging country countries must therefore look mainly to each other for answers. The capacity of the EMS to help generate them will measure its value and its contribution to GTC’s strategic objectives and commitment to human welfare.

For more information about the EMS, visit www.ems.gtc.ox.ac.uk
STUDENT CONFERENCE ASKS: WHAT LIES AHEAD FOR HUMANITARIANISM?

The third GTC student Human Welfare Conference in May explored the practices, ideas and impacts of humanitarianism. Paved with good intentions? The road ahead for humanitarianism focused on issues such as the evolving roles of organisations in delivering and promoting human welfare and the future impact and progress of humanitarianism, globalisation and sustainable development.

Over 100 people from Oxford and other UK universities attended to hear world-renowned economist and author of The Bottom Billion Professor Paul Collier give the keynote address. Other experts attending included Dr Catherine Duan, Marc Dubois, Dr Pamela Hartigan, Geoff Loane, Dr Helen Seckinlgin and Dr Thomas Thornton who headed up six presentation panels, creating a forum for debate and discussion. Presentations covered a variety of topics, from climate change to organ donation, all with interesting takes on humanitarianism.

The annual student-organised conference brings together a select group of students, practitioners and academics to share their research and field experiences. “The HWC creates a unique opportunity for students to gain experience both in conference organising and presenting,” says conference committee member Charles Laurie.

Three awards, donated by the Zemerdin family, were made for contribution to the conference. The winners, all from GTC, were Nina Hall, Romelle Rieu and Nick Sabin.

The HWC3 organising committee was headed and co-ordinated by conference president Kate Roll. Committee members were Robyn Cox (External Publicity Officer); Charles Laurie (Student Advisor); Daniel Fernandez Leston (Internal Publicity Officer); Hsin-ju Lin (Internal Conference Coordinator); Atulya Saxena (IT Officer); and Laurel Steinfield (External Conference Coordinator).

GTC STUDENT SCOOPS OXFORD LEADERSHIP PRIZE

The prestigious Oxford Leadership Prize 2010 has been won by GTC’s Yasser Bhatti (DPhil Management) for his entry entitled "Trends from emerging markets: rethinking globalization, innovation and diversity for future leaders.

Marshall Worsam (MPhil Political Theory) also of GTC, was highly commended for his entry Redeﬁning the Organisation: Innovative Management in a Diversifying World.

Sponsored by GTC and the Said Business School, the Prize seeks to ﬁnd new ideas emerging from the cadre of young, future business leaders and entrepreneurs who can contribute to the activities and development of the College.

This year’s question was: “Diversity and Inclusion: part of the solution or part of the problem for effective organisational leadership in a rapidly globalising world?”

For me, taking part has led to a personal reconsideration of long-held assumptions about globalisation and innovation. The exercise and the award provided a renewed sense of motivation for and rethinking of my research,” says Yasser.

Marshall adds: “I think the most rewarding aspect of the process was the opportunity to meet and connect with some of the world’s most enterprising leaders – both current and aspiring.”

Now in its sixth year, the Prize offers a £6,000 prize (one of the highest in the University) to the winner and two runner-up prizes of £1,250 each, in a competition which is assessed by a distinguished board of judges.

PRINCIPAL’S PRIZE RECOGNISES GTC STAFF

Jackie Davies, the Academic Administrator, has been awarded the ﬁrst-ever Green Templeton College’s Principal’s Prize for her outstanding contribution to the activities and development of the College.

She was nominated by College students, fellows and staff and received her award from former Principal Colin Bundy at the summer garden party in June.

“I was initially overwhelmed to be awarded the Principal’s Prize, but am delighted to have received it,” says Jackie. “I have been very touched by the kind remarks people have made, and would like to thank everyone who nominated me.”

Jackie joined Green College in 1983 and initially worked in the Bursary Office on a part-time basis. In 1999, she was appointed College Secretary, and later Academic Administrator, responsible for admissions, allocation of accommodation and ﬁrst port of call for students’ academic and welfare issues, working in close contact with the Senior Tutor and Dean.

Following the merger with Templeton, and the increase in student and staff numbers, Jackie’s role is now mainly call for students’ academic and welfare needs are met and arranged their graduation ceremonies.

She encourages students to talk through any anxieties they may have, and takes pleasure in being able to resolve some of the difﬁculties that they encounter, but regards herself as being very much behind the scenes.”

Colin Bundy, who presented Jackie with her prize, said: “Jackie Davies has made an enormous, and largely unseen, contribution to the administration of the College for many years. She has been responsible for the academic progress and welfare of the students – and this has meant that Jackie has for years met every student in the College, welcomed them, kept in touch with them and advised them. She was a very popular winner!”

Adapting an award previously made at Templeton College, where it was The Dean’s Prize, the Principal’s Prize will be awarded annually.

OLYMPIC HOPEFUL CLAIRE GEARS UP FOR 2012

Just eight months ago fourth-year medical student Claire Galloway took up cycling to regain her fitness after a back injury. Today she is training with the 2012 Oxford squad for a place in the women’s team pursuit, having represented Great Britain in the World Cup Team Time Trial in Sweden in July.

Her world-class potential was spotted last November by former professional rider Flavio Zappi when Claire joined the local cycling clubs Saturday morning ride – and ended up setting the pace.

Since then, life has been a whirlwind. She has spent two weeks in a training camp with Olympic medalists, including Rebecca Romero, and won both the British University 25 time trial championships and the British University Women’s road race championships.

Claire already has a track record of sporting achievement. She represented Great Britain in fencing in her teens and also rowed in the Varsity Boat Race in her second year at Oxford. However, she is now taking a year out of her studies to chase her Olympic dream and will be spending several days each week training on the track in Manchester.

“I have a huge amount to learn,” she says. “Most of all I need experience: racing is not just about strength and speed but about technical skills and tactics.”

Even GTC has caught Olympic fever and has given Claire a small grant from the Annual Fund built up from donations from alumni, to help with her travel and living expenses while she trains. Senior Tutor Chris Sauer said: “Everyone is excited at what she has achieved and hopes to achieve. We will be following her exploits with keen interest.”

“The last few months have been fairly overwhelming but the level of support from everyone has been phenomenal. I can really begin to say thank you,” says Claire.

Jackie Davies has made an outstanding contribution to the College over 27 years. She was a very popular winner!”

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THE YEAR IN PICTURES

It’s been another busy and eventful year for Green Templeton: there was plenty of hard work but also lots of fun! Here are some of the year’s highlights.

1: First barbecue of summer
2: Oxford Leadership Prize winners
3: Delegates register for the Human Welfare conference
4: Students win gold at the garden party
5: Dame Helena Kennedy speaks at the Foundation Dinner 2009
6: The GTC team in action in the Soccer Cuppers
7: Nautilus Award winners celebrate at the garden party
8: Heavy snowfall hits Oxford in early 2010
9: Oxford University Chancellor Lord Patten with GTC alumnus Lawrence Chan at the 2010 North American Reunion in New York in April
10: Playing for high stakes at the GTC Diamonds are Forever Ball in April
11: Eights Week celebrations
12: GTC Alumni Dinner in Hong Kong in April
13: Sir Crispin Tickell, first Warden of Green College, celebrates his 80th birthday with friends at GTC
14: Delegates gather at the Oxford University European Reunion in November 2009
15: sun shines at the Summer Garden Party

Photos by: Tom Aubrey-Fletcher, Rob Judges, Pavel Luengas, Greg Smolonski/Photovibe, Andrew Sarasang, Patrice Wylly
ALL ROUND TALENT

Developing skills to take into the workplace is a crucial yet often overlooked part of graduate study. At GTC, a pioneering series of workshops is ensuring students gain personal and professional skills to help them stand out from the crowd.

Professor Peter Rothwell

Nutraceuticals, functional foods, and performance-boosting supplements are all terms that have been used to entice athletes to spend money on dietary products that claim to enhance their performance.

A new A to Z of nutritional supplements in the British Journal of Sports Medicine’s (BJSM) - a monthly series conceived by Common Room Member Lindy Castell - is helping to debunk some of the myths surrounding these products. Co-edited by two well known figures in the world of sports nutrition, Professor Louise Burke and Dr Samantha Stear, respectively Heads of Nutrition at the Australian and English Institutes of Sport, the first part of the series was published in October 2009.

“Tons of money is being spent on diet supplements by athletes; some are being used to entice them to perform better while others may be used to treat a perceived nutrient deficiency; to provide a more convenient form of nutrients in situations where everyday foods aren’t practical (such as during exercise sessions); to provide a direct performance enhancing effect - and also because they believe every top athlete is consuming it and they can’t afford to miss out.”

She continues: “We are currently at the end of the Cs and it comes as little surprise to me that most things reviewed so far don’t work.”

Notable exceptions include carbohydrate and caffeine; however, warnings are given for the overuse of this popular stimulant. Relatively small quantities of caffeine (around 10g/kg bodyweight/day) have been observed to have a definite ergogenic effect in several studies on athletes. Thus, there is no need to consume excessively high amounts, which can have a negative effect on health. A 100ml (1 cup) of espresso contains about 170mg of caffeine. Lindy has spent much of the last 20 years studying athletes undertaking different exercise intensities, focusing specifically on the impact exercise can have on depression, a condition that can result from intensive, prolonged exercise. She has become increasingly concerned that both elite (Olympic) and club athletes consume nutritional supplements for which the evidence of efficacy is often either questionable or non-existent.

Now retired from research project supervision, she is undertaking this practical and honest appraisal of as many as possible of the ingredients of most nutritional supplements taken by athletes. The project is covering 140 topics over 16 months and looks likely to continue beyond the 2012 London Olympics.

VARIABLE BLOOD PRESSURE PREDICTS STROKE RISK

Research led by GTC Fellow Professor Peter Rothwell of the Department of Clinical Neurology has found that risk of stroke is most powerfully predicted by variability in patients’ blood pressure rather than a high average or usual blood pressure level.

It was previously believed that underlying average blood pressure determines most of the risk of complications from hypertension and all of the benefit from the drugs that are used to lower blood pressure. These new studies show that it is variations in people’s blood pressure rather than the average level that predict stroke most powerfully.

Occasional high values carry a high risk of stroke, although previously, considered to be benign and uninformative. The research has also revealed that different blood pressure lowering drugs have different effects on blood pressure variability. While some decrease the variability, which is positive, some actually increase it. These effects correlate with differences in the effectiveness of the drugs in preventing stroke and heart disease.

With high blood pressure or hypertension accounting for more than 50% of the risk of stroke and other vascular events in the population, these findings are set to have major implications for the diagnosis and treatment of high blood pressure in prevention of stroke and heart disease.

Chris Sauer, GTC Senior Tutor and Fellow in Information Management. “So in a very real sense this series is cutting-edge.”

“It goes beyond the pastoral care offered within a college and the support provided by departments. It is about extending yourself as a person and helping to develop leadership qualities, whatever subject a student is studying.”

Developed skills to take into the workplace is a crucial yet often overlooked part of graduate study. At GTC, a pioneering series of workshops is ensuring students gain personal and professional skills to help them stand out from the crowd.

For more information on these workshops, please visit www.greencollege.ox.ac.uk portal.
sessions have been given pro bono by GTC fellows and associate fellows. Feedback indicates that students have really valued and appreciated the workshops, says Senni, student co-ordinator of the series. “The workshops have received positive reviews from participants and many of the same students register for each successive one as a result. Through the Development Forum, students can redirect the workshops to best suit their developmental needs, reflecting a pro-active approach to tailoring GTC development for the benefit of students.”

Rob Massam (DPhil Social Policy), who coordinated the series in its first year, agrees. “Taking part has helped me to reflect more on how I work and study, it’s increased my self-awareness and made me more in touch with my values.”

“Also, listening to some very experienced professional coaches, like Paul Blankin and Ian Saunders who run their own businesses, talking about their own career paths has been very beneficial. This is a great opportunity to learn and if GTC can help students to be the best they can be, then it’s fulfilling a great role. If you’re going to be a leader in business or in healthcare, hopefully some of the skills that students are able to develop in these workshops will hold them in good stead.”

MBA student Rohit Jain has also found the sessions invaluable. “In the session about understanding the psychology of organisations, David Pendleton talked about Myers-Briggs (MBTI) psychometric profiling and then gave MBTI profile of each participant. The session provided new insights into the dynamics of our personal behaviours. I now have a better understanding of my working and behavioural preferences that consequently helps me in achieving more both professionally and personally.”

The workshop facilitators are also enthusiastic about the outcomes. Paul Blankin gave a session on realising talents. “Increasingly, GTC students are competing for employment not just with the best in the UK, but the best in the world. Self knowledge, emotional intelligence and influencing skills are as important for intellectual leaders as for any others. Working on this programme with very able people, helping them to develop a wider range of skills, has been a real joy for me,” he says.

In launching the series GTC is responding to an acknowledged need in postgraduate education. In April 2010, the report ‘One Step Beyond’ published following a review of postgraduate provision in the UK led by Professor Adrian Smith, director general of science and research at the former department for Business Innovation and Skills. The review was commissioned by Lord Mandelson in July 2009 as the Labour government neared the end of its term in office and the UK was in its longest recession for more than 50 years.

The report provides a range of recommendations related to the social and economic welfare of graduate study and notes that higher education institutions need to be pro-active in providing postgraduates with the opportunity to develop core competencies they need to succeed in a competitive job market.

Research by the University of Oxford Careers Service has also highlighted the importance of employability skills. Jonathan Black, Director of the Careers Service, explains: “In our survey of 300 employers earlier this year, they told us that they perceive Oxford students as significantly above average on problem solving, communication and leadership skills but only average – or sometimes below average – on two of the Confederation of British Industry’s (CBI) eight key employability measures: team work and business/customer awareness. Such a perception is probably a consequence of the way Oxford works – so we all have to find ways to provide team work experience and improve business/customer awareness.”

This series at GTC sounds an ideal solution for these students. “Ensuring that our researchers are competing for employment not just with the best in the UK, but the best in the world. Self knowledge, emotional intelligence and influencing skills are as important for intellectual leaders as for any others. Working on this programme with very able people, helping them to develop a wider range of skills, has been a real joy for me,” he says.

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any people imagine that working as a conservationist in the Caribbean is glamorous – although no one who sees me in a recent BBC report would say this. I was on my knees sticking my head into a small cave to have a good sniff! I’ll tell you why later. Regardless of how unglamorous the reality of field work is, it’s the part of my job that I enjoy the most and gives me the most immediate satisfaction. There is a lot more to my role though.

I moved to Dominican Republic to work as a field project manager in October 2009, five days before handing in my DPhil thesis – not something I would recommend but I survived.

I work for the Durrell Wildlife Conservation Trust (DWCT) running ‘The Last Survivors’ project. The project name reflects the two extraordinary species I work with. The Hispánico solenodon (scientific name: Solenodon paradoxus) and Hispánico hutia (Plagiodontia aedium) are all that’s left of a once rich native land mammal fauna. They have an extraordinary evolutionary history and represent the oldest-living lineages of Caribbean mammals.

Solenodon are known to have been around 76 million years ago so they would have walked with the dinosaurs! Evidence suggests that some 25 species of mammals were thriving before humans arrived around 5000 years ago. Eleven became extinct after the arrival of Columbus, on Hispánica (the island made up of Dominican Republic and Haiti) in 1492.

The picture is not too rosy for the last two native mammals on Hispaniola: they are both listed as endangered. Our main challenge is that very little is known about them in terms of their ecology and the threats they face. One question the project is addressing is: why have these species survived when all the others have disappeared?

The project, funded via the UK government’s Darwin Initiative Fund, is a collaboration between organisations from the UK and Dominican Republic. My remit is straightforward: to study and conserve the last survivors. What this entails is anything but straightforward, but then that’s real conservation. I use the word ‘real’ because some may argue that you can conserve a species in a zoo! Apart from the fact that this is not an option because these two species have never been successfully kept and bred in captivity, real conservation should preserve the habitat and what ecologists refer to as the whole ecosystem.

As a conservation biologist, the challenges that I confront daily are many. These challenges are part of what prompted me to apply and although it includes a lot of research, I don’t think anyone would call it an academic post.

During my DPhil I had lots of discussions, primarily at Darwin’s café in the Zoology department and at GTC dinners, about the disparity between ecological research and on-the-ground conservation efforts. I wanted to bridge that gap in some way and this is what my job offers.

On field work I spend up to two weeks in remote forests looking for the two species. It is not easy: both are extremely rare, shy, nocturnal and very elusive. The Hispánico solenodon were described as ‘ghosts’ in the early part of the 20th century and so some people describe my job as ghost hunting. With a lot of patience (or should I say persistence) and if we are extremely quiet we occasionally see one. The Hispánico hutia throws in the extra challenge of being arboreal which makes it even tougher to track down.

Although both species are nocturnal, I do most of my work during the day with the rest of the field team who I manage. We look for signs of their presence – mainly searching for small limestone caves that they sleep in during the day and trying to spot their dung on the forest floor. We can usually find their caves by the presence of a strong pungent goat-like smell, hence the cave sniffing!

There is always some degree of danger and discomfort involved when working in the tropics: challenging terrain, torrential rain, hurricanes, and clouds of staring mosquitoes to name a few. This job however has its own unique hazard because solenodon are one of the few mammals in the world that have a venomous bite similar to snakes. Luckily they tend to be well-tempered and rarely try to bite – although this does not stop us from wearing very thick gloves whenever continued overleaf
José’s role
Dealing with the particularly difficult when trying to
newcomer like me. It becomes
diplomatic minefield which is difficult
non-governmental organisations,
Dominican Republic, including local
for me. Most organisations in
provide the greatest source of
Politics and economics probably
venomous, they are widely killed.
whilst the latter is divisive.
Conservationists need to engage
constructively with politicians and
the wider public to achieve our
goals. However, there is an increasing
dissociation with nature as we become
evener more urbanised. Recent research
by the Convention of Biological
Diversity showed that, on a world-wide scale, 15 per cent of children do
not understand the term ‘Endangered species’ in Dominican Republic we
estimate that less than 10 per cent of people even know what a solenodon
or hutia is. We are putting a lot of effort
improving this through outreach
work and educational programs.

Politics and economics probably provide the greatest source
of frustration to anyone working
in conservation and it’s also true
for me. Most organisations in
Dominican Republic, including local
non-governmental organisations,
are politically aligned, creating a
diplomatic minefield which is difficult
to navigate, especially for a relative
newcomer like me. It becomes
particularly difficult when trying to
plan for the long term, since a change
in government causes an almost
complete power shift at all levels.
Hispaniola is made up of two
developing nations with very
limited resources, although the
picture is bleaker in Haiti. In terms of
conservation, Haiti has less than four
per cent of its original forest cover
left whereas Dominican Republic has
around 10 per cent. Add to this the fact
that 85 per cent of energy consumption
in Haiti is in the form of wood or
charcoal and you have a potentially
highly-charged and volatile situation.
Haiti was by all accounts already
on its knees before the devastating
earthquake in January 2010. The
pressures caused by the disparity on
both sides of the island are likely to
worsen because of the earthquake and
we are beginning to see the first signs
of this. I regularly smell the acrid smoke
from charcoal ovens when I’m working
in the forest near the border at night.
I’ve only heard of one report of someone being
bitten and that was in Cuba where the
related Cuban Solenodon (Solenodon cubanus) is also just clinging on; the
bite caused inflammation and pain but
was not deadly.

The solenodon’s venomous nature has
brought one advantage to part of my
job and that is that the international
press finds them irresistible to report
on. This makes raising awareness of
their plight abroad much easier. We
have had good media coverage so
far; the BBC visited in June this year
as well as film crews from other countries,
including Germany (Der Spiegel) and Brazil.
Within Dominican Republic, the
situation is very different since there
is a fear that if it becomes well-known
that the solodons is venomous, it
will be directly persecuted, something
that does not occur wildly now. This
fear is not unfounded since, although
none of the snakes on the island are
venomous, they are widely killed.

The basic layout of the garden has
changed very little since it was
landscaped in the 18th century as
part of the Radcliffe Observatory, the
university’s foremost
scientific building. In the original
design, the emphasis was on the
south side of the building, which
now faces the Radcliffe Observatory
Quarter development. Here, a
parkland swept away from the
Tower of the Winds, separated
from the rest of the college site by a
building, is now the main
entrance quadrangle, named after
its architect Jack Lancaster, that
welcome the visitor to the north east
side of the building.

Whim Michael arrived at the College
in 1986, the gardens were
comparatively untended and
undervalued by both scientists and
students. Today, that all has
changed, and the garden is now one of
the most important aspects of the
college, and serves as an example of
what can be achieved through
outreach and educational programs.

The legacy I want to leave behind is a
successful integrated project run by
the Radcliffe Observatory
Quarter. Here, part of the
fundraising is guaranteed for
‘The Last Survivors’ project until
2012, but the work we
continue on Facebook: ‘The last survivors –
Radcliffe Observatory Project’

Michael Pirie has
tended the College
gardens since 1980.
Michael recalls that his very first job in April 1980 was to prune the unkempt roses in the former kitchen garden between the tennis courts. It was very easy to make an impression at first because everything needed to be done. He remembers. But his task was also unburdened by any previous collegiate history – he had a blank canvas on which to develop his ideas.

Given the impact of the garden’s design, it’s surprising to learn that Michael has never drawn up a formal masterplan. However, the design has not evolved randomly but stage by stage according to what Michael felt was right and as he learnt more about gardening. He looked at the aesthetics of the garden as a whole until he met each term to help oversee the development and design of the gardens. This gradually disbanded to be replaced by the appointment of a ‘Garden Fellow’ from the Governing Body, a position currently held by Professor Ingrid Lunt. Michael also worked constructively with Emeritus Fellow Dr Andrew Markus in the role.

“I suppose it’s inevitable that you develop a false proprietary interest in the garden and come to regard it as your own. That’s not necessarily unhealthy!” comments Michael. “I find the job very satisfying, partly because the College appears to be confident in my work and so in a sense I’m autonomous.”

“But my work is also publicly appreciated. Graduate students have more maturity and I think are more respectful of the College as a whole, not just the garden and that offers a great sense of reward.”

In fact, the gardens play an important role in the College, as Ingrid Lunt explains: “The gardens are an extremely important part of the College community, whether this be for peace and contemplation, celebrations and social gatherings, or even for a quiet and productive tutorial meeting or academic discussion. Michael is a central figure of the College community, and we all appreciate his talents, his creativity, his quiet sense of purpose, and the generosity with which he tends the gardens.”

Kristen Fennings, whose husband Andrew is studying for an MBA, agrees: “The gardens are one of the most tranquil places in Oxford. They are also a safe place of freedom for our two year-old daughter who loves exploring and enjoying the new flowers that pop up weekly. Where else in Oxford can you go for a leisurely stroll and return home with a bowl of freshly-picked mulberries and a family memory that will last a lifetime?”

Michael is a popular figure in College, especially with students. “It’s easy to get to know them because I work outside and see everyone come and go. The induction programme for new students also includes a tour around the gardens and that’s a chance for me to meet them.”

GTC has an openness and lack of hierarchy that Michael likes. “The single common room and dining room where we can all get together is wonderful. I certainly need the mental stimulation at lunchtime as I’m occasionally on autopilot in the garden.” It was a lack of intellectual engagement that led him, about ten years ago, to start teaching at Oxford University’s Department for Continuing Education.

The gardens are separated by the College buildings into clearly defined areas with their own character. Lankaster Quad was created out of what was formerly the Observatory, stable yard. In the summer months, a striking combination of scarlet gouranias and a western Australian bush called albovia lophantha complement one another in the stone troughs, while in spring the wisteria on the wall of Fellowship House makes a stunning show, with a profusion of purple blossom.

Recognising the importance of hard landscaping in a garden’s design, and that paths need to be functional as well as decorative, Michael drew up plans for their re-laying in the Lankester Quad in 2000, admirably put into effect by Roy Langford as one of his first projects for the College.

A valuable addition was the noonmark sundial on the south facing wall of the Quad. Made from Welsh slate, it employs heraldic and astronomical symbolism in a unique design. Michael’s role was as mediator between its delinitors, Christopher St John Daniels and its maker, the sculptor Martin Jennings.

From the Quad, large wrought iron gates, half-entwined with wisteria, lead through to the main garden where the 18th century framework of paths and lawns serve as a backdrop to the creative planting. Island beds were inserted to the corners of the lawns leading to the Observatory and around the greenhouse to provide colour and interest near the most frequented paths. The beds were pegged out roughly on the grass before Michael looked out from the top of the Observatory tower to ascertain their exact shape. Now, spring displays of tulip and wallflowers are succeeded by delicate planting combinations. It is here that Michael’s love of annual summer bedding plants, which he propagates himself from seed in the greenhouse, is most evident. Self-seeded plants too add a sense of spontaneity.

There is a sense of openness on the lawn, necessary to allow the Observatory to breathe and to accommodate the increasingly frequent marquees, but the tree and shrub planting of the past 30 years gives the area a sense of maturity and density that it did not formerly possess.

So whilst the garden remains true to its late 18th century origins, it continues to evolve.

The stock of plants Michael inherited in 1979 now comprises perhaps only five per cent of the total, with Michael having planted 95 per cent of the plants and trees that are growing there. The landscaping emphasis will change with the development of the Radcliffe Observatory Quarter, and the south side of the garden will be a more conspicuous element. An imperceptible yew hedge, rather than the ha-ha which formed the original boundary, will probably divide the College and the new development in due course. Hidden behind the College walls it may be, but there is more to the garden than perhaps first meets the eye – testament to Michael’s creativity and hard work.
When GTC Fellow Chris Bulstrode watches the news these days, there is usually at least one item which brings the memories flooding back. Over the last four years he has worked in Afghanistan, Gaza and then Haiti in the aftermath of last January’s devastating earthquake. The experience gained on his first job working in a refugee camp in Sudan when he first qualified as a doctor thirty years ago, is now coming in useful.

So what was the impetus for this 56-year-old committed pacifist to sign up with the Territorial Army and then start volunteering for Third World service after so many years?

“It all started one evening about four years ago, when I returned from a long day at the General Medical Council,” he says. “I had sat down to eat and was grumbling at the futility of committee work.”

His wife Vicky had clearly heard enough of this. “I had not thought that she was even listening but quite suddenly she pointed out that if I felt that I was no good at this kind of work, I should do something I was good at and stop moaning! The annoying thing was that she was right!”

They sat down over a bottle of wine and Chris wrote a list of what he liked and did not like doing. “I could see no pattern but Vicky said that it was obvious – I needed to join the TA so that I could work in the Third World in a secure environment. I was horrified, as the last thing I thought that I wanted to do was be a soldier, but she challenged me to ring the Army the next day, so I did.”

Within weeks Chris found himself at Sandhurst being trained for army service, and not long after that he was in Helmand Province in Afghanistan, first as a casualty officer then out in the front line assessing the refugee situation, and working on public health programmes with the Afghan doctors.

He was supposed to work in the field hospital for six weeks but stayed for three months as there was no replacement. Then, instead of returning home, he was again asked to stay on. The allied forces were about to invade Muia Qala and needed his previous experience of working with refugees in the Sudan in the 1980s. The University kindly gave him a sabbatical to enable him to do this.

Working in Muia Qala and then Sangin was the real front line. “Currently I suspect that it is one of the most dangerous places on earth. For the first time I had to carry a live weapon and racks of ammunition. My rucksack was so heavy that I needed help to stand up with it on my back.”

He went on foot patrols with the Gurkhas and was petrified, having to cock his weapon for the first time. “The Gurkhas were astounding professionals. They circled and prowled all the time, guarding towards him on the open road found him on the floor of the car in the passenger footwell – a car travelling that fast could only be a suicide bomber he reasoned. He had developed a previously unknown passion for order: he had to know exactly where his watch and wallet were before he turned off the light at night in case of a mortar attack. They were ‘terrible things’, he says, “but for six months it had been drummed into me that everything had to be ready for action at a moment’s notice, day or night.”

At work, it was difficult to be patient with the trivial injuries and some of the more unreasonable demands of drunk patients in the Emergency Department. “I had to keep reminding myself that this was a very different environment from the field hospital where every case was a matter of life and death. But it was hard to get to grips with how soon we see in terms of healthcare and how most people take these things for granted,” he admits.

Although glad to be home, he missed the wilderness and excitement of Afghanistan. Perhaps unsurprisingly, he found the UK ‘tame’ and soon got itchy feet.

Chris was then approached by Doctors of the World, the English arm of Medecins du Monde (MdM), a French non-governmental organisation specializing in help in difficult areas of the world. They were looking for a surgeon to go to Gaza one year after the Intifada. The plan was to help a local surgeon reconstruct limbs. Chris’s languages learnt years ago would be put to full use as the surgeon spoke only Arabic while the MdM staff spoke only French.

Using his annual leave, he arrived to find that it was clear the surgeon had a completely different view of why he was there and the situation was going to have to be managed with tact. It was also a political and security nightmare, with Hamas holding hostages. At times he felt that even he was being eyed up as a potential hostage.

Soon after his return from Gaza, Doctors of the World contacted him again, this time to go to Haiti following the earthquake in January this year. He had just eight hours to pack.

Chris spent three weeks operating from dawn to dusk in a small room with two couches as operating tables. He and a colleague performed 500 operations during that time. “It was like a conveyer belt as soon as one operation was finished, the patient was moved and another stretcher took their place,” Chris recalls.

His stay proved to be a poignant lesson for Chris, who believes that Haiti is now ‘aid addicted’. On his one day off, he visited the mountain clinics with a colleague and while there, three male camp leaders asked them to dig latrines for the camp before the rains came.

“It demonstrates the fact that they need something. Haitians ask an aid agency to get it. They have, in many cases, lost the will to do things for themselves. This attitude is aided by the NGOs who themselves thrive in an environment where there appears to be need. So, while NGOs talk about empowering the local people, some are in fact doing the exact opposite. Our Western generosity in terms of money and aid can do more harm than good.”

So what’s next? Doctors of the World have invited him to Bangladesh but he’s not sure if his medical expertise will be of use. However, despite the danger, he would love to return to Afghanistan to carry on the work with the education of women and children.

“The last few years have been a bewildring and extraordinary time for me in terms of the experiences I’ve had. Working in areas where history is being made has allowed me to reflect – what does this mean and what will the history books say about it? It’s been incredibly exciting and also it’s a huge privilege to be asked.”
Prasad Palokar (MBA 2008-09) shares his views on how business schools can help to prepare management students for the realities of today’s fast-changing global business environment.

The day I arrived at Oxford to begin an MBA at the Said Business School in September 2008, Wall Street suffered the biggest one-day fall in its history. Most countries were gobbled up in the financial crisis that subsequently began in the USA and many things looked totally different after 2008 than they did before. Whether it was sales forecasts, business plans, investment decisions or market research reports, everything done before the global recession was suddenly irrelevant both during and after it (though we are still figuring out if we have seen the worst).

When business scenarios change so drastically, business schools share a responsibility to help understand these changes and to update the curriculum accordingly. In particular, increasing the relevance and interaction level of class discussions will help build better future managers. And students are keen to do this: I remember how well-researched classes were throughout the year.

By the end of the course, students are keen to do this: I remember how well-researched classes were throughout the year. Of course, I am only talking about my experience, but Oxford has done this the best possible way.

However, this doesn’t mean it has been perfect. Eventually, business school thinking processes and decision frameworks are perishable. Business decisions ultimately depend on fundamentals and business fundamentals keep changing. For example, airlines companies never foresaw back in the 1990s that the Internet would be a competitor until recently when web conferencing came within everyone’s reach. Changes like these shake up the basics and businesses which fail to upgrade their managers mostly take only one wrong decision before they vanish.

All this emphasises the need for a close relationship between business schools and alumni throughout life. Schools might argue that they have taken steps to do this but it needs to go beyond networking events and alumni dinners which are no good for sharing and learning. Schools need to provide a platform for continued interaction between faculty and alumni. This would benefit alumni and the school. Alumni are an excellent source of knowledge on latest industry practices. A wide alumni network would represent an extremely diverse set of industries and alumni expertise could be exploited by bringing them together to brainstorm future uncertainties for example. A successful model such as this could find multiple sponsors, from industrial leaders to economic advisors.

To some extent, short executive courses offer a solution to this issue and many business schools are now running these. But I am doubtful why are these courses always extremely small classes with huge fees that only the employers can afford?

The next big question is: Will the business scenario change again? Of course it will because the world is becoming more dynamic and volatile. How much of what MBA classrooms teach today will be useful tomorrow is a debatable question. Hence I always say that I have graduated with an MBA – but probably with an expiry date!
GREEN TEMPLETON DONORS 2008 – 2010

Since the merger of Green and Templeton in 2008, GTC has received generous support from its alumni, fellows and friends. This support has enabled us to invest further in student support, academic initiatives and the development of our buildings and grounds. We would like to take this opportunity to thank everyone who has donated to the College so far, including those who have chosen to remain anonymous. The following list includes individuals, companies and foundations that have made a gift from October 2008 to July 2010. We have made every effort to ensure that this list is accurate; however if there are any omissions please contact the Development Office on +44 (0) 1865 274797 and we will be happy to print corrections in the next edition.

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Mr Andrew Cunradi
Dr John Cumming
Mrs Marian Custance

“Oxford has offered us a lot, thanks to the support given by previous generations. Now it is our turn to contribute as much as we can to the new generations.” Paragotis Nosis Miarach (1997 MSc Industrial Relations)

THE 2009 – 2010 ANNUAL FUND

We are delighted to report that, following the launch of GTC’s first Annual Fund in 2009, we have received a fantastic response from our alumni, fellows and friends. Over the course of the last academic year, a total of £13,244 has been pledged by over a hundred individuals, foundations and companies. These funds will be used to support projects across three key areas in College: student support, academic initiatives and our buildings and facilities.

The distribution of the 2009–2010 Annual Fund has been diligently overseen by a working group of fellows, students and staff in accordance with the wishes of our donors and the needs of the College.

The generous support of those alumni who made gifts will help many areas of College life; particularly student support and academic initiatives. But the lasting legacy of the campaign really is the connection forged between past and current students. Student Carol Hela sums up the Telethon experience: “Thank you for the opportunity, I had the time of my life!”

More importantly, it provided an opportunity for current students to connect with alumni and find out from them what they are up to in their careers. Students are always enthusiastic to learn about life after Oxford and the opportunities that might be available to them. Zhongyue Huang, another student caller also enjoyed getting to know alumni: “It has been a very enriching experience – knowing my College mates, some really very wonderful alumni from 25 to 84 years of age and most importantly to know that many alumni feel a lot for the College.”

The generous support of those alumni who made gifts will help many areas of College life; particularly student support and academic initiatives. But the lasting legacy of the campaign really is the connection forged between past and current students. Student Carol Hela sums up the Telethon experience: “Thank you for the opportunity, I had the time of my life!”

GTC CALLING: TELETHON BRINGS STUDENTS AND ALUMNI TOGETHER

“Think of it: you pick up the phone, dial a strange number, start speaking to someone you may never have met or will ever meet, and you end up convincing them to donate to your college! What an experience!”

So says Garie Kuumuri, one of the team of nine student callers for the GTC Telethon last March. The Telethon – the first undertaking by the College – raised an amazing total of £14,000 in pledges for the Annual Fund, a record amount for any Oxford graduate college.

Several alumni called on behalf of the Telethon experience: “Thank you for the opportunity, I had the time of my life!”

Dr Gerald Myatt
Miss Beryl Moffatt
Mr Panagiotis Mitarachi
Professor Donald Chambers
Dr John Horder
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Mr Constantine Xydas
Dr Marshall Young
Anonymous

Mr Bob Clarke
Dr Joanna Cox
Mr Andrew Cozens
Professor Philip Crofty
Mr Andrew Cunradi
Dr John Cumming
Mrs Marian Custance

GTC student callers prepare for the Telethon

Dr Gerald Myatt
Miss Beryl Moffatt
Mr Panagiotis Mitarachi (1997 MSc Industrial Relations)

29%
42%
29%

36  |  37

ox.ac.uk/gtc/alumni-and-friends/annual-fund

DISTRIBUTION OF THE 2009–2010 ANNUAL FUND

Student Support
Academic Initiatives
Buildings & Facilities

Giving to Green Templeton
In order to continue to offer the best possible educational experience to current and future students, we rely on the participation of all our alumni, fellows and friends. For some, the way to help might be a gift of £10 a month to our new Annual Fund. For others, it might be £100,000 to endow a new scholarship. But whether the gifts are great or small, every single expression of support makes a real difference.

If you would like to contribute to the College, please visit www.giving.ox.ac.uk/ gtc or to talk with someone further about a gift, please contact Heather Ebner, Development Director.
We hope you enjoy the stories contained in this magazine and the glimpse it offers of the breadth and depth of activity ongoing amongst the entire Green Templeton College community.

The Development Office encourages active links between the College and its alumni and friends. Responsible for communications and alumni relations as well as fundraising, our primary mission is clear: to help provide GTC students with the best possible post-graduate experience by raising support for the College.

Alumni

All of our alumni have a unique relationship with the history of this College and we hope also its future. Those of you reading these pages – undertaking important research, leading, innovating, pursuing new and unique endeavours whether in Oxford or around the globe – your achievements impact on the environment. The more email addresses you provide, the more we can reduce our environmental impact.

In fact, the more email addresses you provide, the better we can ensure you receive our email communications.

For Green Templeton College Alumni.

Help us by updating your details online!

Facebook

Are you on Facebook? Stay connected with College news and events through the GTC alumni group. To join, search for Green Templeton College Alumni.

Keeping in touch

With almost 6000 alumni on our database, we do our best to keep contact details up-to-date but please let us know when you move or if your details change.

The more current our records are, the better we can ensure you receive invitations and news from the College. In fact, the more email addresses you provide, the more we can reduce our impact on the environment.

Help us by updating your details online!

Did you know?

Alumni of Green Templeton are welcome to visit the College at any time.

You are entitled to dine in College at modest charge once every term.

The College has also very recently completed a refurbishment of the Stable Bar creating a new coffee and lounge space for students and visiting alumni.

The College should still feel like your home wherever you are in the city of Oxford. For more details on how to take advantage of these alumni benefits, please visit our website.

Contact us

We are located on the first floor of Fellowship House and always welcome a visit.

Heather Ebner, Development:
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Eleanor Brace, Annual Fund:
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Clare Oxenbury, Alumni Relations:
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Green Templeton College
Woodstock Road
Oxford OX2 6HG

T +44 (0) 1865 274797
Visit the GTC Alumni and Friends web pages at:
www.gtc.ox.ac.uk/alumni

Monday 29 September 2010

Reunion – Green Templeton College, Oxford

A lecture by Charles Barclay, Oxford Anthropologist and Green Templeton College on Astronomy at the Radcliffe Observatory will be followed by a tour of the top floor of the Observatory tower. Next a tour of the stunning College Gardens will be led by Head Gardener Michael Price.

Martin Serfied-Kaiser Professor of Comparative Social Policy and Politics, Green Templeton College will then lecture on ‘The Future of Work’ prior to a drinks reception, the Principal’s address and dinner. Time: From 3pm. Dinner at 7.15pm.

Booking form now online at www.gtc.ox.ac.uk/AlumniInvEvents

Thursday 23 February 2010

Drinks reception – London

A drinks reception and ‘A conversation with Godfrey Hodgson’ will be held at the Royal Society. Godfrey is a previous director of the Reuters Foundation Fellowship Programme and before that the Observer’s correspondent in the USA and foreign editor of the Independent. During his career he has worked as a newspaper and magazine journalist, a television reporter, a documentary maker, a university teacher and lecturer and is the author of a dozen books about U.S. politics and recent history. The event will be chaired by Dr David Levy, current director of the Reuters Institute.

This reception is always popular as it provides a great networking opportunity for those visiting or working in the London area.

Thursday 18 November 2010

Reunion in Toronto

A wine-tasting event at the Niagara College Winery along with a talk by Declan Hill, an investigative journalist, documentary maker and academic. He specializes in the study of organized crime and international issues. His recent book ‘The Fix: Soccer & Organized Crime’ examined the corruption at the heart of international football and has become a best-seller in eight languages. This event is being hosted by Dan Patterson, President of Niagara College.

Thursday 9 December 2010

Varsity Rugby Match – Twickenham

Alumni and college members join together to support the blue! Match ticket and picnic lunch included.

Saturday 24 April 2011

West Coast Reunion in San Francisco

Including a conversation with… David Wilkie. In 2003 David Wilkie was invited to take up a place on the Reuters Fellowship. During that time he conducted research on the relationship between the Bush administration and the media. Some of his current projects include covering breakthroughs in the fight against Alzheimer’s, health problems occurring as a result of oil drilling in Colorado, and a book on how easy, or hard, it is to break into Hollywood.

Saturday 2 April 2011

North American Reunion – New York

A drinks reception and dinner with guest speaker.

Saturday 21 April 2011

Lecture and Dinner with Principal – Tokyo

A lecture by Sir David Watson, GTC Principal, will be followed by a private dinner for alumni.

Saturday 7 May 2011

Paris Reunion

Details to be confirmed.

Saturday 4 June 2011

Summer Eights in Oxford and the GTC Rowing Society Brunch

Join us on the river for sandwiches, strawberries & cream and wine. Come and support your college rowers!

Saturday 25 June 2011

Garden Party – Green Templeton College

Enjoy the beautiful college grounds, music, entertainers and afternoon tea. Fun for friends, fellows, alumni and family.

For more information about these events, please contact:
Clare Oxenbury, Alumni Relations, Tel +44 (0)1865 284556, email clare.oxenbury@gtc.ox.ac.uk or go to www.gtc.ox.ac.uk/AlumniInvEvents

Please note that all dates and details are correct at the time of going to press but may be subject to change.