GREEN TEMPLETON LECTURES
Mapping 2,000 years of approaches to leadership

RESEARCH
Avoiding premature death, FinTech and the global commons

GLOBAL ENGAGEMENT
New faces, relaunched website and revitalised social media
Welcome to Observatory, a new magazine providing a flavour of life in college over the past year.

High among our list of values is our diversity. With close to 80 countries represented in our student body, we have enjoyed celebrations of the Chinese New Year and the US Thanksgiving, a South American barbecue, an evening of Indian music, and the performances of our African choir always stir the emotions.

This year for the first time, the University has recruited more female than male students. Green Templeton was already ahead of the curve with 56% of our students being female. As a graduate college, some of our students arrive having already had work experience and, with an average entry age of 29, some come with partners and children. The participation of families enhances the communal life of the College, as illustrated by the wonderful garden party which this year was blessed with sunshine.

Sporting activities also contribute to the college’s identity and sense of community and we marvel at how our students achieve such great results alongside their studies. Cultural contributions to the richness of college life include for a third year the appointment of world-class pianist Maki Sekiya as our Musician-in-Residence and the hugely talented Weimin He as our Artist-in-Residence.

Our ethos of care applies not only to people but also to the environment. Mondays in Green Templeton are now meat-free; a decision taken by fellows, students and staff determined to emphasise the Green in Green Templeton! This aim includes reducing single-use plastics, buying more locally produced food and addressing fuel consumption in our properties.

Living and working in this college is a source of great pride as is evident from the pages that follow. We are ready to embrace the opportunity provided as the Radcliffe Observatory Quarter is being established as the new heart of Oxford. I draw your attention to the Futures section where we outline some of our ambitions. A personal priority is to expand financial support for the student experience through the Principal’s Fund.

I look forward to working with many of you to build on the great progress we have made.

Professor Denise Lievesley
Principal
Green Templeton College
Cover photo features LGBT+ Pride flag signifying Green Templeton’s commitment to creating a welcoming environment where all individuals – regardless of factors including age, race, disability, religion, gender or sexuality – are accepted, respected and supported in the community. It was displayed to mark Oxford Pride on Saturday 1 June.

Photography including by the Academy of Social Sciences, Dave Allcorn, Steven Buchanan, Richard Canter, Laura Depner, Ricardo Gomez Angel, Mathias Jensen on Unsplash, Fiona Jones, Keiko Kanno, Matt Link, Joly MacFe, Steven Morin, Nick Parrott, Nuno Pereira, Sindhu Ravishankar, Greg Smolonski, Kath Tolento, Lara Truman, the United Nations, Weidenfeld-Hoffmann Trust, Chloe White and Suzanne Yeatman.

Green Templeton College does not have an institutional view and the opinions expressed in Observatory are those of the authors.

Comments and suggestions in response to this first issue of Observatory are very welcome, including in the form of letters for future publication. Please contact Nick Parrott, Editor, at nick.parrott@gtc.ox.ac.uk.

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Human Welfare Conference

The 11th conference in this student-led series brought together leading academics, graduate students and practitioners to engage with the specific challenges and opportunities of improving human welfare. This year’s subject was ‘Innovate: balancing interests in resource-constrained settings’, focusing on solutions being developed to improve well-being in diverse areas including poverty alleviation, education, health and social welfare. Opening the conference, Principal Denise Lievesley said: 'It’s very interesting this year’s theme focuses on two aspects that are very important to this college: one is that it shouldn’t just be rhetoric, that we should actually be looking at how we can make a difference, and the other is the whole issue of resource-constrained environments.' Speakers included fellows Dr Mara Airoldi, Professor Mike English, Dr Nick Fahy and Dr Alexander Finlayson, while the keynote address was given by Soledad Nuñez Mendez, former Minister of Housing, Paraguay, and a Green Templeton student.

The David Watson Memorial Lecture, named in honour of the college’s former Principal, was delivered by Professor Mrs Goski Alabi, Vice-Chair of the African Network for Internationalization of Education, Ghana, and Professor of Quality Management and Leadership, Laweh Open University College. The conference is supported by the Annual Fund.

John Radcliffe Statue

A bronze statue of Dr John Radcliffe was unveiled on the south lawn of the Radcliffe Observatory. The Ashmolean Museum, with finance from the Radcliffe Trustees, commissioned Martin Jennings to make a larger-than-life-size bronze sculpture of Radcliffe to stand in front of the focal point of college. John Radcliffe (c.1652-1714) was the most successful physician of his day, doctor to William and Mary and to Queen Anne. Martin Jennings is one of Britain’s most eminent and best-loved sculptors. His recent work includes statues of John Betjeman in St Pancras Station, George Orwell outside Broadcasting House and Charles Dickens in Guildhall Square, Portsmouth.
Garden of Ancient Greece

A new garden reflecting the world of ancient Greece and taking inspiration from the Radcliffe Observatory was planted by Head Gardener Michael Pirie and Assistant Gardener Carolyn Serra. The focal point of the garden is a woven basket set amongst acanthus plants, representing the origins of the Corinthian order of architecture. In front of the basket are low-growing stemless thistles, native to Greece, suggesting the origins of the stylised flower forming the central plasterwork in the Tower of the Winds, and the rosettes decorating the Observatory’s south side. Behind the basket is a stone trough planted with oleanders, while the plants chosen for the border were largely sourced from the flora of the eastern Mediterranean. One particular highlight of the garden is two Coade stone features, removed from the Observatory in the 1960s during repairs. They were initially discarded before a college neighbour discovered them in a skip and returned them to Green Templeton, where they are being displayed for the first time. A quirky feature of the garden is a spade placed at the back of the border, inspired by the Night panel on the Observatory, which features a figure, likely a labourer, at the end of a day’s work, his tool next to him.

Family Activities

Graduate Common Room Family and Couples Officers, Minh-Anh Le, Rebecca Peters and Jianrong He, organised an array of fun and entertaining activities for all to enjoy including a Christmas pantomime, a Trick or Treat party for Halloween for the younger ‘members’ of the college, a termly family-friendly dinner and afternoon tea at the Ashmolean Museum. The college is introducing Associate Student Membership for all partners and/or spouses of students, in recognition of the contribution they make and the support they provide to the wider college community. Access to a selection of college facilities will be extended to all associate student members in their own right. Plans to build on these successes and widen the range of social activities include a termly drinks reception in the Observatory Tower for student partners and spouses and a Saturday Breakfast Club, a family-friendly event held in college.

Artist-in-Residence

Nine woodcut prints from Green Templeton’s Artist-in-Residence Weimin He have been displayed in the Kawasaki Room. A reception hosted by Principal Denise Lievesley took place at college to unveil the stunning prints and celebrate the release of Weimin’s new book, Tower of the Winds, Works on Paper, which documents the development of the Radcliffe Observatory Quarter, through his drawings and printmaking.
In the academic year 2018-19 Green Templeton students came from 78 territories. The average age was 29, and 56% of the students were female. Social Sciences and Medical Sciences were by far the most popular divisions.
GENDER
Female 326
Male 258

DIVISION
Social Sciences 315
Medical Sciences 241
Mathematical, Physical and Life Sciences 18
Humanities 6
Continuing Education 4

AWARD TYPE
Postgraduate Research 247
Postgraduate Taught 232
Undergraduate (Bachelor of Medicine) 91
Postgraduate Certificate in Education 14

AGE PROFILE AT START OF YEAR

NUMBER OF STUDENTS

AGE GROUPS
GREEN TEMPLETON IS A DIVERSE COLLEGE IN MANY WAYS, ONE BEING THE RANGE OF THE ACADEMIC DISCIPLINES OF STUDENTS. THIS WAS BROUGHT HOME TO ME AS I GOT TO KNOW MY FELLOW STUDENTS WHEN I JOINED IN OCTOBER 2018. I WAS AWARE OF THE STRONG MEDICAL AND BUSINESS FOCUS IN THE COLLEGE BUT WAS GENUINELY SURPRISED BY THE NUMBER OF SOCIAL SCIENCE STUDENTS OUTSIDE MANAGEMENT AND MEDICINE. AS I TALKED TO PEOPLE, I DISCOVERED ANTHROPOLOGISTS, CRIMINOLOGISTS, DEMOGRAPHERS, GEOGRAPHERS AND MORE, AND FOUND SOME COMMON THEORETICAL ROOTS AMONGST THEM. I STARTED THINKING HOW INTERESTING IT WOULD BE TO EXPLORE THE COMMONALITIES AND DIVERGENCES BETWEEN THESE DIFFERENT COMMUNITIES, AND SO THE IDEA OF A SEMINAR SERIES WAS BORN.

THE FIRST CHALLENGE WAS TO FIND A COMMON THEME WHICH MIGHT BE OF SUFFICIENT INTEREST TO ATTRACT A WIDE AUDIENCE. BEING A GEOGRAPHER I SETTLED ON ENVIRONMENT: IT TRULY IS A STRONG CROSS-CUTTING THEME. BUT I FELT THE THEME WAS STILL VERY BROAD, SO I ORGANISED A BRAINSTORMING MEETING OF STUDENTS AND COLLEGE FELLOWS, WHICH INTRODUCED THE QUALIFIER OF INEQUALITY, BRINGING THE SOCIAL SIDE FIRMLY INTO VIEW.

WITH ENVIRONMENT AND INEQUALITY AS THE CENTRAL THEME THE SEARCH WAS ON FOR THE INAUGURAL SPEAKER. PROFESSOR DANNY DORLING, HALFORD MACKINDER PROFESSOR OF GEOGRAPHY AT THE UNIVERSITY OF OXFORD, KINDLY AGREED TO SPEAK AT THE FIRST SEMINAR IN FEBRUARY, INTRODUCED BY SENIOR TUTOR DR ALISON STENTON.

IN A PACKED LECTURE THEATRE, DORLING DREW FROM SOME OF HIS RECENT WORKS TO PROVIDE UNIQUE INSIGHTS INTO THE LINKS BETWEEN INEQUALITY AND ENVIRONMENTAL CHANGE. GROWING INEQUALITIES IN WEALTH AND INCOME OVER THE PAST 30 YEARS, ESPECIALLY IN THE USA AND THE UK, HAS LED TO GREAT CHANGES IN WHAT AND HOW MUCH WE CONSUME. PEOPLE WITH EXCESS INCOME OVER AND ABOVE BASIC NEEDS TEND TO FIND THINGS TO SPEND IT ON, CREATING A CONSUMPTION BOOM WITH INEVITABLE IMPACTS ON THE ENVIRONMENT, RANGING FROM PLASTICS POLLUTION TO GREENHOUSE GAS EMISSIONS. WHETHER PEOPLE IN POORER COUNTRIES, IN THE NAME OF DEVELOPMENT, SHOULD ASPIRE TO SIMILAR LIFESTYLES (WITH THEIR CONSEQUENT ENVIRONMENTAL IMPACTS) WAS A CHALLENGING QUERYPOSED BY THE AUDIENCE, RAISING A QUESTION ABOUT THE VERY VALUES THAT UNDERPIN MODERN WESTERN SOCIETY: A QUESTION TO WHICH WE MAY WELL RETURN.

OUR SECOND SEMINAR WAS VERY DIFFERENT IN BOTH TOPIC AND FORMAT, ONE OF MY GOALS BEING TO EXPERIMENT WITH HOW EVENTS ARE RUN, NEVER FORGETTING THAT THERE IS A HOST OF EXPERTISE IN THE AUDIENCE AS WELL AS ON THE PODIUM!

ENVIRONMENTAL RESOURCE CONFLICTS: FROM WATER WARS TO MONGOLIAN MINES’ WAS DELIVERED JOINTLY BY RESEARCH FELLOW DR DUSTIN GARRICK AND DR ARIELL AHEARN. ENVIRONMENTAL CONFLICTS ARE A GROWING CAUSE OF CONCERN, WITH CLIMATE CHANGE AT THE HEAD OF THE CHARGE. BUT RESOURCES OF ALL KINDS ARE SUBJECT TO CONFLICTS BETWEEN DIFFERENT USES AND USERS. IN THIS SEMINAR OUR SPEAKERS FOCUSED ON – YES, YOU’VE GUESSED IT – WATER AND MINING.

DESPITE ADDRESSING VERY DIFFERENT RESOURCES, MANY COMMON THEMES EMERGED FROM THE TALKS AND THE AUDIENCE DEBATE. ONE WAS DEMAND FOR RESOURCES, FUELED BY URBAN GROWTH AND THE GLOBALISATION OF SUPPLY CHAINS CAUSING CONFLICT WITH RURAL/TRADITIONAL POPULATIONS. ANOTHER WAS THE INFRASTRUCTURE REQUIREMENTS FOR RESOURCE EXTRACTION, SUCH AS DAMS AND ROADS, WHICH HAVE FAR-REACHING CONSEQUENCES. THE IMPORTANCE OF STRONG INSTITUTIONS AND THE KNOWLEDGE (ESPECIALLY OF TRADITIONAL RIGHTS AND CULTURE) TO UNDERSTAND AND EFFECTIVELY MANAGE CONFLICT WAS STRESSED AS VITAL BY BOTH SPEAKERS.

A FURTHER SEMINAR WILL FOCUS ON ENVIRONMENT AND INEQUALITY VIEWED THROUGH THE PERSPECTIVE OF PUBLIC HEALTH. THE SPEAKERS WILL BE EXPLORING THE TOOLS AND PERSPECTIVES NEEDED TO WORK AT VASTLY DIFFERENT SCALES, FROM GLOBAL PANDEMICS DOWN TO CITY NEIGHBOURHOODS.

ALEX MIDLEN HOLDS A GTC TEMPLETON EDUCATION AND CHARITY TRUST (TECT) DPhil SCHOLARSHIP FOR STUDENTS WORKING ON BUSINESS, MANAGEMENT AND GOVERNANCE RESEARCH STARTING IN THE ACADEMIC YEAR 2019-20. HE PREVIOUSLY STUDIED FOR AN MSc IN NATURE, SOCIETY AND ENVIRONMENTAL GOVERNANCE.
The second Oxford Medical Humanities Summer School was held in college in July 2019. Bringing together sixth-form and university students to explore the interconnectedness of the humanities and arts, social sciences, health and medical education, the Summer School ran for the first time in 2018.

Led by Professor Laurie Maguire and Governing Body Fellow Professor Peter Friend, the Summer School offered a stimulating week of talks, workshops and activities to facilitate dialogue between students, academics and practitioners, on a wide range of topics oriented around medical humanities. These included observation; illness narratives; language and communication; body language; medical ethics; ageing; cultures of normality; diversity and gender.

Thanks to the generosity of TORCH (The Oxford Research Centre in the Humanities) and the Van Houten Fund ten bursary places were awarded. The 26 participants included a mix of school and university students from disciplines including medicine, philosophy, social sciences and literature.

Green Templeton is a thriving place for the exchange of ideas. Throughout our stunning gardens, or in our always cheerful dining hall, students debate and try to understand some of the most challenging problems of our modern societies. Certainly, there is no shortage of such problems. And, as a college, there is a plentiful supply of motivated freethinkers willing to explore new interdisciplinary solutions.

A series of Outreach Talks was launched to explore the many topics that students in our college work on, but do not receive such a direct exposure. If some of the lectures organised in college have painted a beautiful landscape of what we do as a community, the Outreach Talks aimed to sketch a few beautiful trees on the background – young and growing today, but perhaps destined to become mighty oak trees in the years to come.

They have explored some of the newest topics related to the overarching themes of medicine, management and applied social sciences that underpin the academic organisation at Green Templeton. Four first-year DPhil students from disparate backgrounds have looked at very dissimilar topics. We have examined how revolutionary technologies like quantum computing or artificial intelligence will impact medicine and healthcare; how modern ethics deals with new inventions and ideas; and how we understand the impact of these advances in terms of quantifiable improvements in welfare. And in this process, we have built a rich community and fruitful discussion.

The college community has enthusiastically engaged with the talks, as made evident by the many students and fellows who attended, and the warm discussions that continued after the speakers had finished. In conjunction with the DPhil talks and other efforts brought forward by the college, these talks have encouraged a cohort of researchers to communicate and build ties. Above all, Green Templeton is built by many people aiming to solve some of the world’s most complex problems – how could we do such a thing if we don’t learn to reach out from the very beginning?

Carlos Outeiral (DPhil Statistics, 2018) is an active member of the Graduate Common Room having served as Male Welfare Officer and being Continuity Officer during the academic year 2019-20.
A DIVERSE AND INCLUSIVE COMMUNITY

Equality of opportunity and diversity of community are foundational principles of the college and it has always been committed to maintaining a working, learning and social environment in which the rights and dignity of all its Fellows, staff and students are respected to assist them in reaching their full potential.

In 2019, the college appointed a new Equality and Diversity Champion, Dr Neo Tapela. A Green Templeton Research Associate, Tapela is a physician, public health researcher and global health advocate – her professional work is driven by a social justice mission. Senior Tutor Dr Alison Stenton is Equality and Diversity lead. She has led academic and student welfare initiatives on widening participation and sexual violence at King's College London before joining Green Templeton.

This year, the college will establish an Equality and Diversity Forum, made up of college staff, fellows and students. The focus of this group will be to develop initiatives that support and promote diversity and inclusion and ensure that inclusive practice is embedded in college life.

PAN-EUROPEAN COLLABORATION

Green Templeton welcomed students Mattea Chadwick and Buddy Janssen in summer term as part of the Europaeum MA in European History and Civilisation Programme.

The Europaeum is an association of 16 leading universities in Europe, including the University of Oxford, which founded the initiative in 1992. It brings together students and faculty working in humanities and social sciences to encourage international collaboration and discussion.

Chadwick and Janssen’s course gave them the opportunity to spend terms at Leiden University, Université Paris I Panthéon/Sorbonne and Oxford, where they had their own Europaeum seminar series within the History Faculty.

As part of the course, both submitted a final research paper. Chadwick explored the socio-cultural histories of the medieval and early modern periods, focusing on how a Jewish father and son in 12th-century southern France understood and navigated the world around them. Buddy’s topic was anti-communism in South East Asia in the 1920s and 1930s.

Chadwick said: ‘I was drawn to the Europaeum experience because of the unique opportunity to study at three top universities. I hoped to grow as a scholar, meet colleagues in my field, and make friends this year. All of my hopes have been realised.’

Janssen added: ‘The Europaeum presents itself as a university without walls which is perfect for me as I want to do something in international diplomacy. Studying in Leiden, Paris and Oxford was perfect for my research as I needed the archives in The Hague, Paris and Kew.’

There were nine Europaeum students studying in Oxford, spread across five colleges. The group travelled together during the year, providing familiarity for one another in each new city.

Both Chadwick and Janssen agreed their time at Green Templeton had been a wonderful experience. ‘Charming is the best word to describe Green Templeton,’ said Janssen. ‘I think the staff are definitely the friendliest. It’s very welcoming.’

Chadwick agreed: ‘The Green Templeton experience has been positive since day one. The college was supportive and I appreciated how quickly my social and academic queries were answered. The grounds are just gorgeous and it never failed to impress when we took guests to the top of the Radcliffe Observatory!’

VOICES OF HOPE AT DAVOS

Green Templeton students Laura Aristizábal Borero and Dana Qarout were part of an Oxford graduates team that launched a scholarship fundraising campaign at the World Economic Forum in Davos in January. They attended on behalf of the Weidenfeld-Hoffmann Trust Scholarships and Leadership Programme, the largest philanthropic scholarship supported by the University of Oxford.

The programme helps equip Oxford graduates from developing and emerging economies with the leadership skills, networks and practical tools to make positive, ethical and sustainable impacts on their countries of origin.

Aristizábal Borero (MBA, 2019) is from Colombia and Qarout (MPP, 2019) is from Jordan. They both spoke during the event in support of the Trust, which held a panel in the Sustainable Development Goals Tent
MONITORING PENGUINS IN ANTARCTICA

entitled ‘Young voices of hope: perspectives from the latest wave of emerging leaders’.

The panel featured scholars and alumni discussing the most challenges issues facing their countries of origin, and how their time at Oxford and within the Leadership Programme has helped them create and drive solutions.

Aristizábal Borerro declared: ‘I am from Colombia and Colombia is the country of hope.’ She added: ‘The Weidenfeld-Hoffmann Scholarship and Leadership Programme has been the best thing that ever happened to me.’

‘Having the opportunity to go to Davos representing my university and my country was a once in a lifetime experience. This programme has changed my life in every single way and I just hope it continues to change the life of more people in my region and in my country.’

Qarout spoke about her belief in the importance of redefining womanhood as more than motherhood, and recognising and encouraging the power of women in the labour market.

The Leadership Programme has supported 276 scholars from 72 countries across 49 different courses of study in Oxford since its launch.

Trust chairman André Hoffmann said: ‘I believe in supporting young, talented students through the Weidenfeld-Hoffmann Scholarship scheme as a way to make a difference in today’s highly complex world through the advancement of education. Knowledgeable and skilled leaders are needed to shape more equitable and sustainable societies, particularly in trouble-stricken regions.’

Fiona Jones (DPhil Environmental Research, 2015) has always been fascinated by the polar environments, the animals that live there, and the very impressive ways that they are able to cope with, and adapt to, the environments that they live in.

Her DPhil has focused on penguins in Antarctica – one of the most rapidly changing places on the planet. Her research team is monitoring penguin colonies to look at population trends and survival of chicks in relation to factors including the fishing industry, sea ice change and extreme weather events.

The work is building and drawing on a massive data set, made possible by time-lapse cameras and a citizen science project called Penguin Watch. Interested, but non-expert, individuals have classified over 6.5 million images online, with ten people seeing each image (so that their input can be averaged and any mistakes filtered out).

Jones described ‘a really good relationship with some of the boat tour operators and that’s how we get around, “Antarctic hitch hiking” is how we like to describe it, although it is very organised hitchhiking’.

Find out more at penguinwatch.org
What a successful year for Green Templeton Boat Club! With a dominating performance in Oxford’s annual bumps races, GTC’s mighty women added two more blades to their impressive stack collected over the last years. Our women’s eight remains unmatched in our incredible Torpids statistic of 30 bumps in 30 starts that took us into the women’s top division.

Our strong men’s first boat also continued to bump up in the rankings, three spots in Torpids and four in Summer Eights. To the club’s great pride, the men’s second boat, with a strong return from oblivion, beat all odds and won blades in Summer Eights.

GTBC was also delighted to contribute athletes to Oxford’s top boats. Our president, Jolet Mimpen, steered Oxford’s lightweight boat to victory over Cambridge and Sanja Brolih, former women’s captain, raced in Oxford’s Osiris crew on the Tideway in London.

Besides competitive accomplishments, the club is particularly pleased with the 100 or so novice rowers who joined and learned how to row this year. Many participated in the well-known novice race in Michaelmas term, Christ Church Regatta. The excellent team spirit made for an active year with the participation of two crews in Autumn Fours, an event in which the men’s boat reached the semi-final.

Lukas Lohove is a DPhil student in the Department of Sociology and Men’s Boat Club Captain.
The main goal of the Graduate Common Room Committee (GCRC) is to create a welcoming and nurturing environment for all our members, whether related to personal, academic or social matters. Throughout the year, we’ve run a number of events and initiatives to do this including Sunday welfare brunches, a Christmas pantomime, pizza nights, karaoke, mental health awareness week, Tuesday drinks, exchange dinners, BOPs, and many, many more!

A highlight of this was the $100^2$ project where any student can apply for up to £100 to run an event or initiative to improve the community around college. We had over 30 applications and funded just over half of these including DPhil Drinks, LGBTQ+ events and a workshop on toxic masculinity. The events were a success and it was equally rewarding to see how readily students were willing to engage with the college community.

Apart from this, we worked behind the scenes to try and improve how the GCRC runs. The flagship project on this front was reviewing the GCRC Constitution. This is the document that sets out governance structures for the committee and was last updated in 2011! The review completed a two-year process making many necessary adjustments including updates to the structure of the GCRC, decision-making processes and election procedures. We hope this makes it easier for subsequent GCRCs to pick up where previous committees left off and spend less time having to figure out the ropes.

It’s an exciting time at Green Templeton. After over a decade of work to consolidate the merger of two colleges (Green and Templeton), Green Templeton is looking to the future with high aspirations. Ambitious development and investment projects were at the forefront of the college’s agenda and it was a privilege to be able to represent the student voice at these discussions on projects which will define the college for decades if not centuries.

The GCRC was involved in our own ‘development’ project, looking to transform the Hayloft space above our Stables Bar. After a student consultation suggested a place to hang out with friends was much desired, we brought in student architects and interior designers to help us with the project. We removed a lot of the clutter, cleared out the old computers, ordered new furniture (for a new layout) and put in a table football table.

On a personal note, perhaps the greatest success story of this year’s GCRC is the journey that we had together as a group of people. There were many ups and downs, we achieved a lot and learnt even more. Along the way we’ve made some wonderful friendships. Ultimately, it has been a rewarding experience and in many ways is exactly what time at Oxford is meant to be about.

Nicholas Andreou (MBA, 2018) served as GCR President

The Big Band was set up after there was enthusiasm for such an initiative. In particular, Oxford University has many students who have achieved a high standard of musical playing ability and were looking for informal opportunities to keep up the fun of playing. The first rehearsal took place in January 2019 and current practice is for the band to meet three times a term on a Sunday afternoon rehearsing in the Observatory building. We have been pleasantly surprised at how the students and staff decided to book the band for college events and we have performed at the Garden Party, College Ball and a Graduation Ceremony.

Associate Fellow Professor Richard Canter convenes the Big Band

BIG BAND

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SOCIAL LIFE

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SNAPSHOTS FROM THE YEAR

Top: Guests at the college Summer Ball
Far left: The sun hitting the noon mark sundial in Lankester Quad just after midday on the longest day of the year.
Middle: Partners of students having afternoon tea at the Ashmolean
Bottom: Yoga on the lawn supported by the Annual Fund
Top left: Then-President of the Royal Statistical Society Sir David Spiegelhalter giving the after-dinner speech at the 2018 Foundation Dinner

Top right: Garden Party in full flow on a sunny June afternoon

Middle left: The Bachelor of Medicine group celebrated the end of their final exams at the Teaching Associates Dinner

Middle right: Jianrong He (DPhil Women’s and Reproductive Health, 2017) with his daughter and a friend planting one of about 200 trees as an initiative of Low Carbon Oxford North in Cutteslowe Park.

Bottom: Governing Body Fellow Mark Harrison visited the Kawasaki Medical School in Kurashiki, Japan, where he gave a lecture and joined an academic festival.
'I’m going to do 2,000 years of leadership theory in about 40 minutes.'

The flagship Green Templeton College Lectures began with an impressive promise, as Keith Grint, Professor of Public Leadership and Management at Warwick University, took us on a fascinating journey through two millennia of change and leadership theories. From Plato to Brexit, it was a whirlwind lesson in how methods to improve and change organisations and countries have varied over time.

Leadership and management was the theme for 2019’s lecture series, convened by Governing Body Fellow Professor Sue Dopson. Each year, the college welcomes distinguished speakers to explore a different contemporary topic through perspectives from historical to political, educational and philosophical, and this year’s event produced, as always, a series of thought-provoking and topical discussions.

With uncertainty over Brexit swirling in the background and the future of the country’s leadership front and centre in everyone’s minds, our first speaker, Grint, provided a fascinating look at alternative leadership theories and their successes and failures, peppering his talk with references to the current political climate. He started with a warning to anyone considering change: ‘In this sense leadership is morally good. Period. If it isn’t good, it isn’t leadership.’

But new leaders should be wary of just changing things for the sake of changing them and making their mark, he added. University departments, the NHS and the government were all highlighted as examples of organisations that undergo frequent restructuring at significant cost. Between 1980 and 2009 there were 25 new government departments created at an estimated cost of £780 million to £1 billion, of which only half exist now, he said. How do we know if they really made a difference when there is no logical way to compare them?
Perhaps the idea of leadership was slightly less complicated 2,000 years ago, when the leader was simply the best, wisest and most flawless person around, and his followers' role was just to obey. After all, who could ever know more than their esteemed, omnipotent and omnipresent leader? On the flipside, if something happened to their leader, those followers were left exposed and vulnerable. In 1066 the Saxons didn’t surrender after the Normans’ defeat but did drop arms when their king was killed: without their leader to issue instructions they were powerless. The idea of destructive consent also comes into play with this scenario, where followers obey orders even when they’re being instructed to do something they shouldn’t do, such as war crimes.

These days a leader who expected – or demanded – blind obedience, shunned debate and believed themselves to have God-like powers would likely raise some red flags. That being said, Grint hypothesised the theory could still have some relevance in the modern world. ‘I’m going to suggest you do have to be number one sometimes,’ he said. ‘You do need to be God-like in your ability to coerce people if there is a crisis, you have the answer in your head, and you’re doing it for the collective good.’ Just don’t get too carried away and believe you are actually a God-like figure.

Grint’s lecture ran through various leadership models over the years, from Carlyle’s great man theory to the notion of a leader being given their gift from God, as evidenced by the Middle Ages belief that royalty could cure scrofula by a simple touch.

Interestingly, Grint questioned whether the idea of leaders with special gifts has really dissipated in the modern era when you consider headlines such as 2018’s widespread media coverage of the Duchess of Sussex closing her own car door, to accusations that Canada’s Governor General broke protocol in 2017 by touching the Queen on the elbow to stop her tripping as she walked down a flight of stairs. He also pointed out the frenzy that can be created around certain celebrities, with people desperate to get close to public figures. On the opposite side, we have leaders embracing their ‘just one of the people’ stance, as seen in photos of Tony Blair outside Downing Street clutching a mug of tea and dressed in a jumper, no shirt or tie.

That flowed into debate about coercion and leadership, authentic versus pseudo leadership, transformation leaders against power wielders, and the various theories of collective and collaborative leadership that assign power to the people. Of course, the latter theory’s flaw is history shows us groups don’t always make rational decisions: lynch mobs, witch trials or voters punishing politicians at the polls for things out of their control, for example. However, in a light-hearted moment Grint did acknowledge one aspect of collaborative leadership that can work is the famous ‘ask the audience’ option on *Who Wants To Be A Millionaire!*

The final leadership model explored was that of anti-heroes, with Grint using Henrik Ibsen’s 1882 play *An Enemy of the People* as his example, where a local doctor speaks up about a town’s poisoned water supply in the public baths ahead of tourist season, only to be shouted down by angry residents fearful he’ll ruin the town. The doctor, however, stands by his decision to speak out, the idea of leadership here being someone willing to sacrifice themselves for the greater good to avoid a bigger disaster.

Grint closed his lecture by suggesting three methods to map the changes in leadership over time, stressing there are many ways to do this but he would focus on this trio. First, to assume as time increases so does rationality; second, that there is a constant flux between the scientific rationale approach to life and the cultural emotional approach, meaning when one approach hits a limit we swing to the other and vice versa; and third, that leadership literature is reflective of the real world; when things seem calm and sensible in the real world, they seem calm and sensible within organisations.
LECTURE SERIES

Continuing the theme of leadership, the other three Green Templeton Lectures for 2019 covered a diverse range of topics. Governing Body Fellow Dr Andrew White, Associate Dean for Executive Education and Corporate Relations at Saïd Business School, and his colleague Jon Stokes, Senior Fellow in Management Practice at Said, discussed how to educate leaders, while Dr Andromachi Athanasopoulou (MBA, 2000), Senior Lecturer in Organisational Behaviour at Queen Mary University of London, explored insights from female CEOs on their leadership journey. The lecture series was closed by Sally Maitlis, Professor of Organisational Behaviour and Leadership at Said, who gave an eye-opening account of senior executives' struggles with common mental health conditions.

Full reports for each lecture are available on the Green Templeton website.

SUE DOPSON

Governing Body Fellow Professor Sue Dopson has been named a Fellow of the Academy of Social Sciences. Two of her key research areas are knowledge transfer in healthcare management and the changing role of healthcare support workers. She has led a number of research projects that have informed and influenced government bodies. Dopson, who is Rhodes Trust Professor of Organisational Behaviour at Saïd Business School, received her FAcSS certificate in December from Sir Ivor Crewe, FAcSS, President of the Academy.
‘THE RELEVANCE OF MAJOR RISK FACTORS TO DISEASE CAN VARY GREATLY BETWEEN POPULATIONS’

Sarah Lewington

Senior Research Fellow Professor Sarah Lewington received the title of Professor at the University of Oxford in the 2018 Recognition of Distinction Awards, in honour of her achievements in the field of epidemiology and statistics.

Professor Lewington has been at the Clinical Trial Service Unit and Epidemiology Studies Unit, now part of the Nuffield Department of Population Health, since 1995, when she arrived in Oxford to coordinate the Prospective Studies Collaboration with Governing Body Fellow Professor Sir Richard Peto and Nawab Qizilbash. As Research Lead and Statistician, she examined the importance of blood pressure and cholesterol to vascular mortality in an individual-level-data meta-analysis of 56,000 such deaths among one million adults in 61 cohort studies from around the world.

Over the past 20 years Professor Lewington has developed, and now leads, several international epidemiology collaborations that investigate the major avoidable causes of premature death and disability globally, which increasingly involve non-communicable diseases (NCD). Her team’s aim is to support and build the local capacity required to conduct epidemiological studies in low-resourced settings. These studies generate the reliable epidemiological evidence from diverse populations required to inform national and global health strategies for cost-effective control of NCD. Her work is focused on the conduct, enhancement, analysis and reporting of large population-based cohort studies in primarily low- and middle-income countries (LMIC), involving a total of 1.25 million participants so far.

‘Epidemiological research is fundamental to our vision of building a global understanding of the impact of established risk factors on the burden of chronic disease, and of investigating the impact of novel risk factors, to inform national and global health strategies for cost-effective interventions in different settings,’ she said.

According to the 2017 Global Burden of Disease Study, the top causes of premature death and disability are: smoking and alcohol; adiposity and diabetes; high blood pressure and cholesterol; low birthweight and stunting; and ambient and domestic air pollution. However, Lewington’s research to date suggests the relevance of these major risk factors to disease can vary greatly between populations, as well as within a population over time. She believes direct epidemiological evidence is needed in a wide range of populations, particularly in LMIC, which bear the greatest burden from NCD, and where data is particularly lacking. Her current research aims to provide new evidence on the differing effects of major modifiable risk factors in diverse populations, the consequences of extreme levels of risk factors, which cannot be studied in high-income countries, and the implications for health policy, treatment guidelines and disease aetiology.

Lewington joined Governing Body Fellows Professor Sir Richard Peto and Dame Valerie Beral in 2012 to establish the Richard Doll Consortium on epidemiological studies, named in honour of the Regius Professor of Medicine, Sir Richard Doll, Founder-Warden of Green College. It is the world’s largest consortium of Principal Investigators of prospective studies, involving over 100 internationally renowned epidemiologists working on population-based studies of more than 100,000 participants. The studies have, in total, recruited more than ten million participants, half of whom are from LMIC. The next consortium meeting is scheduled for Oxford in March 2020.
Around 30 FinTech ecosystems now exist worldwide. These are complex networks of interacting FinTech start-ups and scale-ups, financial institutions, regulators, governments, investors and talent institutions who share an interest in advancing the financial services industry through technological innovation.

The development of FinTech ecosystems depends on a set of common factors that often rely on having generally vibrant entrepreneurship. First, the availability of strong founding teams and talent directly contribute to ecosystems' success. Strong ecosystems benefit from policies that support the development of a talent pipeline, reduce brain drain, and enable acquisition of international talent. In FinTech ecosystems, some of the most sought-after technical talents include not only computer programmers and data scientists, but also financial engineers and financial service marketers. Second, the availability of different forms of capital is critical for the dynamism of ecosystems since they each rely on seed, growth and strategic capital. Third, the development of a FinTech ecosystem depends on the strength of demand in the form of customer pull for new financial services, both locally and internationally.

Beyond the generic success factors of entrepreneurial ecosystems, FinTech ecosystems face additional, unique challenges relating to resources and regulation. In financial services, key operational resources, such as customer relationships, financial data, technical infrastructure and regulator relationships are commonly controlled by incumbents. Start-ups therefore rely on some collaboration with incumbents to get access to resources they control. Incumbents themselves face a set of strategic trade-offs. While the benefits of collaborating with start-ups may be substantial, they are not immediately apparent, do not occur in the short run, and may be resisted by those parts of the organisation that are likely to be displaced.

A further challenge in FinTech concerns the dual role of policymakers as promoters and regulators. Financial innovations can fundamentally influence basic societal and economic infrastructures. Thus, the role of policymakers in FinTech ecosystems becomes more multifaceted than in other Tech ecosystems. Specifically, policymakers have a role as regulators seeking to secure financial stability, consumer protection and fair competitive practices. At the same time, policymakers may want to act as promoters of innovation, seeking to encourage new solutions and competitive market entry. Moreover, in FinTech, policymakers sometimes assume a role as market participants or consumers of new solutions, such as in subsegments of FinTech sometimes referred to as RegTech and GovTech.

Entrepreneurs traditionally consider regulation as an impediment to innovation. However, thoughtful FinTech entrepreneurs have a more nuanced perspective on the role of regulation. First, what matters is the clarity of regulation, to reduce the uncertainty faced by the FinTech ventures. Second, regulatory approval can act as an important signal of legitimacy for fledgling start-ups. Third, all market participants, and particularly young ventures with limited resources, benefit from the stability of the financial system.

The interactions of policymakers with the FinTech community can help to address several potential pitfalls. First, policymakers’ active engagement in the practitioner community can improve their understanding of the possibilities and limitations of new technologies, enabling new regulations to be designed to better reflect the technological opportunities. Second, a closer exchange between the policymakers and industry can clarify the objectives of the respective parties and help to avoid misunderstandings both in policymakers’ interpretation of the intents of the industry and in industry’s interpretation of new regulations. Finally, the implementation of new regulations can be complex and costly for incumbents and start-ups alike. Early visibility and close collaboration can reduce the costs and ease the practical difficulties of compliance following a regulatory change.

Given the multiplicity of policymakers’ roles and the fast pace of technological advances, the FinTech challenge presents policymakers with a steep learning curve to transition from focusing mostly on consumer protection-based to adopting more collaborative approaches. Professor Thomas Hellmann joined as a Senior Research Fellow in Hilary Term with his appointment as the Dubai Ports World Professor of Entrepreneurship and Innovation at Saïd Business School. He is also the Academic Director of the Oxford Said Entrepreneurship Centre and the Academic Advisor to the Oxford Foundry.

‘FINTECH ECOSYSTEMS FACE UNIQUE CHALLENGES RELATING TO RESOURCES AND REGULATION’

Thomas Hellmann
Climate emergency. One million species at risk. Cities running out of water. News of environmental collapse is cause for despair – a sign of the global commons in crisis. Amidst the despair, is there a case for hope? Can we find a way to work together in a divided world? It is almost thirty years since the late Nobel laureate in economics, Elinor Ostrom, produced her landmark study Governing the Commons. Ostrom showed that people can avoid the tragedy of the commons – the collapse of shared natural resources from overuse – when they work together. Self-governance emerged as a third way to sustain the commons, an alternative to silver-bullet solutions that relied on an all-powerful government, or a free market, to rein in resource extraction. Yet the scale, pace and conflict over environmental change have intensified in the past generation. There are over two billion more people since Ostrom’s classic, and urban populations have nearly doubled, accelerating regional and global challenges that local collective action cannot solve alone.

The solutions to these crises lie in finding new ways to cooperate and resolve conflicts. A vast body of research has explored collective action – how and when people will overcome their selfish tendencies and work together to pursue their common interests. The frontiers of collective action theory are exploring tipping points in behavioural change, the role of inequality in cooperation and the diversity of institutions and markets governing our access to increasingly scarce and variable natural resources.

A focus on collective action and the commons is not new, however. From Aristotle to Ostrom, there has been an abiding concern with the future of the commons, vacillating between predictions of tragedy and hope. As the world approaches peak population, deepening inequality and growing threats to democratic forms of governance once again suggest that the commons are at a crossroads, raising fundamental questions about human behaviour, social norms and institutional change.

Institutions provide the rules, norms and shared strategies that structure how people interact with each other and their shared resources. Like DNA, institutions are a type of coding behind our daily lives and social connections; there is increasing evidence about the different blends of rules and norms that facilitate cooperation. Historical evidence suggests that some of the oldest democratic institutions in the world were the irrigation systems in Spain, which demonstrated a set of building blocks or principles for managing the commons by empowering those using the resources to develop their own rules, define who has access, and to make sure those who benefit contribute to the sustainability of the system. Yet solutions to the commons that fail to address inequality are proving fleeting in an increasingly polarised and unequal world. Rapid urbanisation and global changes illustrate the need to resolve conflicts and address transboundary challenges.

My work pushes the frontiers of our knowledge about collective action and the commons. The first frontier addresses cooperation across borders – economic sectors, political boundaries, and the divide between public and private sectors. For example, our group developed the first global picture of the impact on urbanisation on water conflict between cities and agriculture. We have found that 69 cities with a population of 383 million people receive approximately 16 billion cubic meters – almost the equivalent of the Colorado River – from rural areas per year. Yet we also found that these pressures have fostered new modes of benefit sharing across the urban-rural divide. The second frontier explores the role of markets in managing the commons. Far beyond a simple story of free markets, my work has illustrated the diversity of markets and the interplay between self-organisation and the role of the state in their governance. For example, the cap-and-trade system in Australia depended on the critical role of the government. Meanwhile, ‘informal’ markets have flourished amidst rapid urbanisation in Kenya as a way to fill the gap when the government failed to keep pace with water challenges. The future of the commons will involve new modes of collective action that force us to move beyond a bipolar world of markets versus states.

Dr Dustin Garrick is a Research Fellow and Associate Professor of Environmental Management. During the academic year 2019-20 he will be working on a book project on the future of the commons and will be this year’s convenor for the Green Templeton Lectures on this topic.
Green Templeton’s rich connection with journalism extends back to 1992, when the Reuters Journalist Fellowship programme began its long-standing residency at Green College.

Neville Maxwell, a former foreign correspondent for The Times, established the Reuters Foundation Fellowship Programme in 1983 to complement the University of Oxford’s ongoing research on international development. The programme soon began to grow and a dedicated Journalist Fellowship was established in 1990, which moved into residence at Green College two years later.

The Reuters Institute for the Study of Journalism (RISJ) in its current form was launched in September 2006, retaining its strong affiliation with Green Templeton. Reuters Institute Journalist Fellows are given Visiting Scholar status at Green Templeton during their time in Oxford, allowing them access to the college’s wide-ranging facilities, and Principal Denise Lievesley is a member of the Reuters Institute Steering Committee.

Located at Green Templeton’s 13 Norham Gardens and housed within the University’s Department of Politics and International Relations, the RISJ is dedicated to exploring the future of global journalism through debate, engagement and research. It connects practice and research to examine issues facing journalists around the world. Each year, the Journalist Fellowship Programme welcomes experienced, practising journalists from multiple countries who travel to Oxford for one, two or three terms. They attend seminars, talks and newsroom visits to understand the challenges facing the industry, and undertake research into a chosen topic related to their work.

Examples of projects published by Reuters Institute Fellows over the last year include: coverage of sexual abuse before and after #MeToo; the future of digital media; foreign news coverage in the mobile internet era in China; practical procedures for decreasing the violations against journalists; and how Facebook and WhatsApp are increasingly becoming the preferred tool of propaganda by repressive regimes and governments.

Green Templeton hosts the RISJ’s weekly Business and Practice of Journalism seminar series during term time, attracting high profile, experienced and inspirational figures from diverse areas of journalism, research and activism, to discuss key issues affecting the media. These seminars are open to all members of the Green Templeton community, as well as the general public, and involve an informative talk by the guest speaker before a vigorous and lively debate on the day's topic.

The varied subjects covered over the last year have included: India’s social media elections; digital rebranding of legacy media; the new challenges of trust and misinformation; protecting newsrooms from political pressure; and British media, populism and Brexit.

Speakers have included: Caro Kriel, Head of International News at Sky News; Inga Thordar, Executive Editor of CNN Digital Worldwide; editor and journalist Bobby Ghosh; journalist and political columnist Trevor Kavanagh; and Polly Curtis, ex-editor of HuffPost UK and adviser to the Cairncross Review into the sustainability of high-quality journalism.

Senior Research Fellow Professor Rasmus Kleis Nielsen (left) was appointed Director of the Reuters Institute for the Study of Journalism in October 2018. Pictured in Tokyo with Nathan Ramler (MPhil Management Studies, 1995).
The sun was shining as 40 policymakers, researchers and practitioners arrived at Green Templeton in March. They brought perspectives from developed and emerging economies in Brazil, Germany, India, Nigeria, the UK and elsewhere; combined with an enthusiasm to think about the future of health and care. What emerged was a collective commitment to improving the capacity of health and care systems to respond to challenges over the next 30-50 years, and support for Green Templeton as a body that can help to make that happen.

The event was badged as the ‘Foresight Pilot’ – the first in what we hope will be a programme of work, established by Fellows at Green Templeton. The aim is to provide an environment to share experiences and different models of health and care systems and support strategic thinking about the future. The focus is on long-term challenges such as demographic ageing, use of technology, rise in populism and the growing impact of climate change.

There is currently a lack of long-term, strategic thinking in this area. Much current research is skewed towards biomedical innovations, with too little attention paid to the broader challenges for policy and systems. Green Templeton is very well placed to help address this, with our distinctive academic profile centred around issues of human welfare and social, economic and environmental well-being.

Grounded in a commitment to well-being, we used a participatory Foresight methodology, encouraging people from a wide range of countries, systems and perspectives to engage in dialogue and actively work together to develop alternative futures. We sought to build in related initiatives oriented to the future of health and care; interviewed participants beforehand to begin the process of drawing out ideas, tensions and debates; and produced an overview of the issues that people identified.

Future issues and challenges clustered around four topics:

- long-term trends within health and care systems such as innovation, public expectations and demographic ageing, as well as issues outside those systems such as rising income inequality, climate change and populism;
- people and person-centred care, the organisational divide between health and care, professional structures and patient empowerment;
- technology and innovation, the use of data, and better aligning innovation systems with health and care needs; and
- understanding health and care systems as complex systems, and how to bring about constructive change.

On the day of the event, as participants connected and began to unpack these issues together in small groups, the focus shifted. Rather than looking for ‘the answer’ to what the future holds, we began to focus much more on how we can live and work with future uncertainties, and strengthen the capacity and resilience of our health and care systems – and
Global Health and Care Systems Society Established

Over a slice of pizza, a new group at Green Templeton began a series of interesting discussions about global health. Some brought experiences of working as healthcare workers in low- and middle-income countries. Others are developing skills through their academic work to look at healthcare problems through a policy lens. And perhaps a few came for the pizza, but were bowled over by the enthusiasm of the conversations about health equity!

A first talk following the establishment of the society was the discussion about ‘Diffusion of innovation in healthcare’. Research Fellow Nick Fahy presented on the theory of diffusion of innovation, and how we can use it to guide strategies to scale up successful ideas. College student Dr Koot Kotze told us about healthcare innovations he encountered working as medical doctor in a rural hospital in South Africa – which included nurse-initiated antiretroviral treatment and the use of patient-held records. Smaller groups mulled over how these small success stories can spread to different settings!

The second talk was presented by Professor Fred Were, a visiting academic from Kenya. He outlined how medical student training has expanded in Kenya in the past decade and how specialty training is evolving away from a university-based model as professional colleges are being established to serve the East Africa Region. He also reflected on the challenges of professional regulation in a setting with weak systems of governance, a growing private sector and a public sector that has experienced prolonged nationwide health worker strikes.

Smaller presentations have analysed MSF global surgery data and a realist review about community engagement in malaria research. And there is a global health book club outside term. The society is supported by the Annual Fund.

The focus was on living and working with future uncertainties, and strengthening the capacity and resilience of systems those who work within and around them – to respond to the challenges they will inevitably encounter. What emerged by the end of the day was a firm consensus that there is a unique contribution that a college such as Green Templeton can make in providing a platform for learning and engaging with change, and for building capacity for change within health and care systems.

The sun was still shining at the close of the day as we reflected on next steps. The clear message back to us was that there is a deep need for collective commitment to build health and care system capacity. And that Green Templeton College brings together the right combinations of people, skills and spaces to do that.

Discussions are ongoing with a range of potential collaborators and partners across the world about the next steps and longer-term direction for this initiative Associate Professor Sara Shaw and Dr Nick Fahy are both Research Fellows working on the development of health policy

Helene-Mari Van Der Westhuizen is a DPhil student in Primary Health Care.
The Management in Medicine Programme enjoyed another successful year of diverse seminars, workshops, service improvement projects, and its flagship Shadowing Programme. Initially developed ten years ago, the Programme recognises the increasing importance of clinicians’ involvement in healthcare leadership and management, and the vital role this plays in improving health services.

Many clinicians will become involved in some aspect of leadership and management in their career, and the Management in Medicine Programme provides the tools and information for them to succeed. It gives a variety of opportunities for networking, brings together academics interested in healthcare leadership and management, and develops other teaching and research activities in related areas at Green Templeton.

The programme attracts a wide clinical community from clinical students, medically qualified research students, medical alumni and trainee doctors to midwives, nurses and physiotherapists. Other participants include management and healthcare DPhil students, social scientists and third sector workers.

This unique initiative draws on the deep tradition in medicine, health and the social sciences within Green Templeton, allied with its strength in business and management. Service improvement projects developed through Management in Medicine workshops can potentially bring real benefits to patients.

Activities in the last academic year have included another popular Shadowing Programme, allowing those interested in healthcare management the opportunity to shadow a senior manager in healthcare or social services. The Shadowing Programme has been shown to alter attitudes to managers and management, and places on the programme continue to be in high demand.

Other highlights of the year included Associate Fellow Professor Timothy Hoff giving an update on Obamacare ten years later, and a hugely enjoyable and interactive BRICK HOSPITAL workshop, using the LEGO-based game to explore a patient’s journey through the hospital.

The NHS was, unsurprisingly, a popular theme among this year’s seminars, with multiple seminars exploring the British institution and management from different perspectives. Associate Fellow Professor Robert Arnott and Research Fellow Nick Fahy focused on the NHS at 70, delving into its history, inner workings and what the future holds, while Emeritus Fellow Dr Keith Ruddle and Dr Tony Berendt shared their experience of managing change in large organisations like the NHS.

In addition, Dr Eleanor Murray examined alternative perspectives on the NHS as an organisation, Andrew Smith explained how to understand NHS finances, and Associate Fellow Dr Nicholas Hicks looked at what it might mean for the NHS to practise population health management.

Associate Fellow Paul Brankin and Maire Brankin returned for another seminar on how to achieve change through teams, while Associate Fellow John Drew explored the links between leadership, improvement and culture in a healthcare context.
It's been an exciting year of digital changes at Green Templeton with the launch of a brand new website and significant improvements made to our social media channels.

The mobile-friendly new-look website launched in December 2018, streamlining content from the old website to bring key information to our current students, prospective students, alumni, fellows, staff and others. We've had nearly 50,000 visitors from 177 countries around the world, the most dominant being the UK, followed by the USA, India and Australia, but many of the world's smaller countries were also represented including Marshall Islands, San Marino and St Helena.

College social channels have gone from strength to strength in the last year, considerably increasing followers and engagement across Facebook, Instagram, LinkedIn and Twitter by posting regular updates about events, student activities, successes of fellows and alumni achievements. We also launched a new SoundCloud account to publish podcast recordings of our key lectures.

Over the last academic year we shared more than 700 updates to social media, covering a wide range of topics.

SOME OF OUR MOST POPULAR POSTS:

FACEBOOK
Snow at college
February: It became a winter wonderland at Green Templeton when snow blanketed the entire college grounds. A video of the snowfall shared by us also made BBC Oxford’s round-up of beautiful snowy Oxford scenes!
facebook.com/greentempletonoxford

INSTAGRAM
Sunshine over the Observatory
February: The month started with snow and ended with glorious blue skies, basking the Observatory and gardens with sunshine.
instagram.com/greentempleton

LINKEDIN
Robert Walker meets Chinese Premier
March: Emeritus fellow Professor Robert Walker was one of 12 foreign experts invited to meet with the Chinese Premier Li Keqiang, in the Great Hall of the People, during the consultation of the 2019-2020 National Plan being prepared by China’s State Council.
linkedin.com/company/green-templeton-college

TWITTER
Suffrage
December: A reproduction of an Oxford Women’s Suffrage Society banner was flown on the college gates, marking 100 years since British and Irish women first voted in a general election and stood as parliamentary candidates.
twitter.com/greentempletonoxford
ACADEMIC LIFE

Top: Chloe White (MSc Environmental Change and Management, 2018) and colleagues on fieldwork at Castlerigg Stone Circle in the Lake District National Park in May

Middle left: Argentinian neuroscientist Dr Facundo Manes gave an engaging and provocative talk on neuroscience and public policy

Middle right: Dr Andromachi Athanasopoulou (MBA, 2000) described how the glass ceiling remains an unshattered reality in her presentation on female CEOs as part of the Green Templeton Lectures

Bottom: President of the Royal Astronomical Society Professor Mike Cruise gave an update on new developments within astronomy in his talk on the gravitational sky as part of the 2019 Astronomy for All lectures convened by Associate Fellow Charles Barclay
Above left: Professor Tim Burt and Professor Stephen Burt launch their book *Oxford Weather and Climate since 1767* (Oxford University Press, 2019), which explores Oxford and the Radcliffe Meteorological Station’s role in producing 250 years of weather records.

Middle right: Guardian commentator Polly Toynbee gave the 2018 Ann McPherson Memorial Lecture on dignity in dying.

Left: Victoria Butler-Cole QC, barrister at 39 Essex Street Chambers, discussed medical decision-making and the law at a Sheila Kitzinger Programme event.

Below: Emma Karanja (MBA, 2018), Nicholas Andreou (MBA, 2018) and the University of Oxford team after winning a $25,000 investment in a competition at the Wharton School of the University of Pennsylvania. The investment was for the company they represented, social enterprise Bana Pads, which makes sanitary pads from agricultural banana waste and employs local women in sourcing, production and sales in rural Uganda.

Left: Research Associate Dr Luke Allen at an international workshop on implementation science held on the outskirts of snowy Moscow in February.
Green Templeton is poised at an exciting point in its evolution and is looking forward to the future with confidence and ambition. It is well positioned to make an important contribution to the University of Oxford’s planned enlargement of the graduate population, and the scheduled expansion of the Radcliffe Observatory Quarter will physically place the college at the epicentre of the University’s future. A series of initiatives offer an exceptional opportunity for the college to reach new heights.

Increasing our ability to offer a transformational student experience regardless of means, geography or background

This year we launched the Principal’s Fund for the student experience as a personal focus of Professor Denise Lievesley during her final year as Principal. Announcing the fund at the House of Commons she described how during her tenure she ‘has been particularly inspired and made optimistic about the world by our student body. As rich as it is for the diversity and areas of focus, there is a common theme about some of the world’s best young minds concentrated and committed to effecting real change in the world. ‘I’ve also seen up close the challenges that even our best-prepared students can face: whether external events changing the nature of an individual research project, political crisis sparking unexpected economic challenges such as the currency in Iran, or the high cost of living in Oxford being a brutal reality that is felt particularly acutely by some of our poorest students.’

The Fund aims to secure significant new philanthropic support to provide greater financial assistance to our most deserving students. It includes a number of initiatives: from support for mentoring and networking, conferences and fieldwork, bursaries and hardship funding, to targeted scholarships. It also includes support for different aspects of student life, from sports clubs and societies, to our annual Human Welfare Conference.

We are grateful to all of our Annual Fund donors and to Italian banking group Intesa Sanpaolo for their support of the first major scholarships in this initiative.

Developing and enhancing opportunities for knowledge brokering across policy and practice

Green Templeton is outward facing and has permeable boundaries to bring high-quality academic research to bear on real world problems. Our intellectual agenda and distinctive academic profile emphasise issues relating to human welfare and social, economic and environmental well-being in the 21st century.

As part of this the college community pursues a range of academic initiatives, engaging members from different areas of expertise on issues around health and care, and policy and practice. Expanding our partnerships in these areas is integral to maximising the vibrancy and impact of the college.

For more information about these major initiatives and how you can support them, or to set up a conversation with Professor Denise Lievesley, Principal, please contact Ceri Butcher, Head of Development and Alumni Relations at +44 (0)1865 274797 or ceri.butcher@gtc.ox.ac.uk
Re-imagining our estate with improved and expanded facilities to foster academic and social exchange

Green Templeton is working collaboratively with the University on the next stage of plans for the Radcliffe Observatory Quarter following the £150 million donation from New York businessman and philanthropist Stephen Schwarzman. The Stephen A. Schwarzman Centre for the Humanities will provide a new home for the humanities, with state-of-the-art academic, exhibition and performance spaces facing the Radcliffe Observatory building.

We are working to develop a long-term plan to transform the main college site around the Observatory building, with award-winning London-based architectural practice Feilden Fowles. The practice specialises in delivering socially and environmentally sustainable buildings, with projects inspired by local vernacular.

The current vision includes much-needed student accommodation, social/study space and a dining room that matches the scale of college numbers, enabling the return of the library to the Radcliffe Observatory.

We are already investing in our existing estate. An extensive refurbishment project will begin this year at Rewley Abbey Court, our student accommodation near the Saïd Business School.
THANK YOU!

We are incredibly grateful to the members of the Green Templeton community who choose to support the work of the college in so many ways. In the last year your generous support has continued to enhance the student experience by providing funds to establish a new scholarship and continue the support of existing scholarships, allow students to present papers at conferences, undertake vitally important fieldwork and provide for emergency funds when students run into financial difficulties. The Annual Fund has allowed students and members of the college community to undertake initiatives that support the full breadth of Green Templeton. This year the fund has given to ensuring partners and families of our students are able to feel supported and part of the college community whilst they are here. It has also continued to support established activities such as the Human Welfare Conference and the Boat Club.

LEAVING A GIFT IN YOUR WILL

The college recognises the growing number of alumni and friends who are choosing to honour and support Green Templeton in their wills, for which we are very grateful. Legacy giving is an increasingly vital dimension of the college’s future security and welfare, generations to come will be the grateful recipients of this far-sighted generosity. The Green Templeton team will be glad to discuss support for the college and its activities with interested individuals and families in order to direct these important funds towards future priorities.

‘I have seen close-up the role medical teaching at Green Templeton consistently plays in developing the best doctors of tomorrow. I am delighted to support such valuable work.’
Nancy Beaty, supporter of medical teaching

SUPPORTING GREEN TEMPLETON

Green Templeton relies on support from its community to make things happen and to ensure that our students have the best experience they can, whilst they are here. Here are four key areas for the forthcoming year where your support can make a real difference.

Principal’s Fund
Established by Professor Denise Lievesley, this fund seeks to build a significant pool of financial support to enhance the student experience.

Annual Fund
Your support makes possible small grants within college for academic-related activities and to enhance community life.

Knowledge Brokering
Support projects including the Health and Care Initiative (pp.24-25) and the Management in Medicine Programme (p.26).

Sponsor a Chair
This offers the opportunity to record your association with the college or to remember someone important to you. We now just have a small number of chairs remaining at £500 (£375 if a UK taxpayer and eligible for gift aid).

WATCH THIS SPACE!
GREEN TEMPLETON COLLEGE GIVING DAY 2020

In February 2020 the college will hold its first Giving Day. The day will bring together alumni, students, fellows, staff and friends of the college and provide an occasion to celebrate all that is good about the college, raise funds for various initiatives and to have fun in the process. Planning is underway and we will be able to tell you more in late 2019. Please do get in touch if you would like to be a giving day ambassador.

CONTACT

Any gift you make to the college will make a difference. To find out more about giving please contact the Development and Alumni Relations Team of Ceri Butcher, Suzanne Yeatman, Sam Novak and Sophie Schirmacher (pictured, left to right)
+44 (0)1865 274786
development@gtc.ox.ac.uk
SCHOLARSHIPS

We are delighted to have this year introduced new MBA scholarships for women supported by the Italian banking group Intesa Sanpaolo. Recruiting around 70 MBA students annually, Green Templeton has more Said Business School students than any other college and has been particularly successful in attracting women. We want to build on this success. The Oxford-Intesa Sanpaolo MBAs will cover tuition, college fees, and living expenses of at least £15,000. Scholars may also be eligible for an additional allowance to help with the cost of childcare during their studies.

With our diverse and mature community, Green Templeton welcomes many students from across the world with children who wish to bring their families to Oxford. These scholarships are completely consistent with our ethos and values.

‘I’m honoured to receive the first Oxford-Intesa Sanpaolo MBA Graduate Scholarship. Being the first woman in my family to work full time, I greatly value independence and empowerment. After working in financial services, moving to Teach for India and mentoring 120 girls at a low-income school in New Delhi exposed me to realities in vulnerable communities and gaps in grassroots systems. The scholarship will enable me to sharpen my skills as I combine my interests in consulting, project management and social impact and work towards driving large-scale systemic change as a globally networked leader.’

Manu Gupta (MBA, 2019) pictured right
APPOINTMENTS

**Professor Jack Santsangi** joined as a Governing Body Fellow. He is Lee Placito Professor of Gastro-intestinal Disease, University of Oxford, and Consultant Physician, Oxford University NHS Trust.

**Professor Timothy Denison** has joined as a Senior Research Fellow. He is Royal Academy of Engineering Chair in Emerging Technologies with a joint appointment in Engineering Science and Clinical Neurosciences, University of Oxford.

**Dr Toral Gathani** became a Senior Research Fellow. She is Senior Clinical Research Fellow in Clinical Epidemiology based in the Cancer Epidemiology Unit of the Nuffield Department of Population Health and a Consultant Oncoplastic Breast Surgeon and Lead Clinician for the Breast Cancer MDT at the Oxford University Hospitals NHS Foundation Trust.

**Professor Thomas Hellmann** has become a Senior Research Fellow. He is Royal Academy of Engineering Chair in Emerging Technologies with a joint appointment in the Academic Director of the Oxford Saïd Entrepreneurship Centre and the Academic Director of the Oxford Saïd Business School. He is also World Professor of Entrepreneurship and Innovation at Saïd Business School.

**Professor Stavros Petrou** has joined as a Senior Research Fellow after becoming Academic Lead in Health Economics at the Nuffield Department of Primary Care Health Sciences. He joined from the University of Warwick.

**Professor Catherine Pope** has joined as a Senior Research Fellow with her appointment as Professor of Medical Sociology at the Nuffield Department of Primary Care Health Sciences. She joined from the University of Southampton.

**Dr Benjamin Chrisinger** became a Research Fellow. He is Associate Professor of Evidence-Based Policy Evaluation at the Department of Social Policy and Intervention.

**Dr Dustin Garrick** has joined as a Research Fellow. He is Associate Professor and Departmental Research Lecturer in Environmental and Resource Management at the Smith School of Enterprise and the Environment, where he leads the water programme.

**Dr Nick Fahy** has joined as a Research Fellow. He is a Senior Researcher in the Nuffield Department of Primary Care Health Sciences working on health services research.

**Dr Sanne Peters** has joined as a Research Fellow. She is a Research Fellow in Epidemiology at the George Institute for Global Health working on women’s and reproductive health.

**Dr Charles Roehr** has joined as a Research Fellow. He is a Paediatrician and Clinical Scientist in neonatal care at the John Radcliffe Hospital.

**Dr Andrew Sharott** has joined as a Research Fellow. He is Associate Professor and Programme Leader of the MRC Brain Network Dynamics Unit working on deep brain stimulation.

**Dr Sandar TinTin** has joined as a Research Fellow in association with the Girdlers Company/New Zealand Health Research Council Scholarship. She works on cancer epidemiology.

**Professor Robert (Bob) Arnott** has been elected as an Associate Fellow of Green Templeton. This recognises his key contributions to our college teaching and activities relating to health and care, including through his participation in the Management in Medicine Programme and as a member of the Health and Care Foresight Programme Stakeholder Group. He was formerly at the University of Birmingham, where he was Professor of the History and Archaeology of Medicine, Director of the Centre for the History of Medicine, Sub-Dean of Medicine and Public Orator.

**Roger Hardy** became an Associate Fellow. He was a Middle East analyst with the BBC World Service for more than 20 years. Hardy now writes books trying to use recent history, in particular the colonial past, to explain the region’s current malaise.

**Stefano Lucchini** is an Associate Fellow of Green Templeton College and member of the Principal’s Circle. He is Chief Institutional Affairs and External Communications Officer for Intesa Sanpaolo Bank.

**Dr Christian Visdomini** is an Associate Fellow of Green Templeton College and a member of the Principal’s Circle. He is CEO of Change Group Americas and Professor in Multinational Finance and Trade and Overview of Mutual Funds Industry at Boston University.

We would like to express our gratitude to two Governing Body Fellows who stood down this academic year, **Ron Emerson**, who was a Barclay Fellow, and **Dr David Levy**, who was Director of the Reuters Institute and is now an Emeritus Fellow.

We were saddened by the loss this year of **Sir David Rowland**, President of Templeton College from 1998 until 2002, and Honorary Fellow of Templeton College (and then of Green Templeton College) from 2003. Also of the passing of **Professor Sir David Weatherall** GBE FRC. Sir David was an Honorary Fellow of Green Templeton from its inception.

Thanks to all our fellows for their contribution to college, including through participation in committees. In particular the chairs of Academic Committee **Professor Felix Reed-Toschas**, Investment and Finance Committee **John Webster**, HR Committee **Dr Jonathan Reynolds**, Risk and Scrutiny Committee **Professor Tim Morris**, Renumeration Committee **Elizabeth Padmore**, Student Welfare Committee **Professor Richard McManus**, Medical Teaching Sub-Committee **Dr Laurence Lever**, and Chair of College Council **Professor Alan Silman**.
Dr Rebecca Surender was elected as Vice Principal by Governing Body in Michaelmas Term 2018. The role of Vice Principal is both to be part of the senior team within college and to act as an ambassadorial representative, including deputising for the Principal. It provides an extra channel of communication between Governing Body (and the wider fellowship) and the executive team and student body on a part-time basis. It is typically a position held by a senior member of the fellowship with an understanding of the broader context of the university.

Surender’s primary substantive role is as a senior officer in the University. As University Advocate and Pro-Vice-Chancellor for Equality and Diversity since 2015, she provides strategic direction and leadership of equality and diversity initiatives across the collegiate university. She is also a Senior Research Fellow at the Department of Social Policy and Intervention and her research and scholarly interests have focused on health and social policy in developing country contexts.

Surender first joined then-Green College in 2003 and reflected: ‘As a long-standing member of college I have had the privilege of working with four different heads of college. It has been wonderful to see the college go from strength to strength over this period.’

‘Since becoming Vice Principal it has been a privilege to work with Principal Denise Lievesley. And it has been fascinating and extremely rewarding to now see the detailed workings of Green Templeton more close-up.’

The role of Vice Principal is a three-year appointment renewable once. As well as deputising for the Principal, the role has the ability to inform and assist the work of the executive in both routine and strategic decisions. One of the important responsibilities is providing continuity and leading the recruitment and search for a new Principal.

Surender succeeded Dr Richard Cuthbertson as Vice Principal. Green Templeton is grateful for his continued service as an active member of Governing Body.

NEW VICE PRINCIPAL

AWARDS

Governing Body Fellows Gary Ford and Felix Reed-Tsochas, and Research Fellows Leanne Hodson and Sarah Lewington each received a 2018 Recognition of Distinction. This honour confers the title of professor at the University of Oxford. Gary Ford became Professor of Stroke Medicine, Leanne Hodson became Professor of Metabolic Physiology, Sarah Lewington became Professor of Epidemiology and Medical Statistics, and Felix Reed-Tsochas became Professor of Complex Systems.

Governing Body Fellow Professor Sarah C Darby became a Fellow of the Royal Society for her exceptional contribution to science and a Fellow of the Academy of Medical Sciences as a leading figure within biomedical and health sciences. Professor Sue Dopson and Professor Rafael Ramirez were elected to Academy of the Social Sciences after an extensive peer review process evaluating the excellence and impact of their work through the use of social science for public benefit.

Governing Body Fellow Professor Neil Mortensen was awarded Honorary Membership of the Association of Coloproctology of Great Britain and Ireland. Dr Ben Goldacre received the President’s Medal from the British Academy. Governing Body Fellow Dr Michael Smets was named on Thinkers50’s ‘Radar’ list as an up-and-coming voice of leadership.

EXECUTIVE TEAM

Principal: Professor Denise Lievesley
Senior Tutor: Dr Alison Stenton
Bursar: Dr Timothy Clayden
GROWING OUR NETWORKS

May 2019: House of Commons Reception to showcase the life and work of Green Templeton

Top: GCR Vice-President (Welfare) Alice Tawell and Senior Tutor Dr Alison Stenton with Gustavo Seco (Executive MBA, 2014)

Middle left: Reuters Institute fellow Chineme Okafor in discussion with Lord Nigel Crisp

Middle right: Behavioural Insights Team CEO David Halpern and former Home Secretary Charles Clarke speak with Denise Lievesley and Dr Rebecca Surender

Bottom centre: Oxford Deputy Lord Mayor Mohammed Altaf-Khan with the Reuters Institute’s Dr Richard Fletcher

Bottom right: Guests at the event, held in the Thames Pavilion
Top left: Professor Zhengming Chen delivering the Archie Cochrane lecture that takes place each year thanks to the legacy of the late doctor, author, and friend of college

Middle left: Denise Lievesley with Tan Sri Jeffrey Cheah at Sunway University in Kuala Lumpur. She gave a lecture on ‘Measuring the world: can we believe the statistics?’ in the Jeffrey Cheah Distinguished Speakers Series

Middle right: 2018-19 MBA students at a celebration reception for leavers

Bottom (from left): Oxford-Sir David Weatherall Scholarship holder Spencer Tong, Lassonde Entrepreneur Institute Executive Director Professor Troy D’Ambrosio, Artist-in Residence Weimin He, Principal Denise Lievesley, Pierre Lassonde, Governing Body Fellow John Webster, University of Utah David Eccles School of Business Dean Taylor Randall, Ceri Butcher, David Eccles School of Business Assistant Dean Ruchi Watson, and Bursar Dr Timothy Clayden on the occasion of a visit by the University of Utah David Eccles School of Business
ALUMNI

Your membership of the Green Templeton community is not defined solely by the time you spent here in Oxford. We provide opportunities to engage in whatever ways you may wish to, from hearing college news to getting involved by supporting current students or wider college life.

The Green Templeton alumni programme keeps you connected with the college through a schedule of events and communications, and offers a range of benefits. As a member of a strong community of 10,000 in 138 territories, you are never far away from a Green Templeton friend.

BENEFITS
As an Oxford alumnus, you have access to a number of services, offers and benefits made available by the University. You will need your unique alumni number which appears on your Oxford Alumni Card and is your passport to accessing everything on offer. If you don’t have your Oxford Alumni Card please get in touch. Benefits include discounts both in Oxford and further afield, access to continued learning, University alumni events and alumni groups, library access and JSTOR, and a bespoke travel programme. Further details can be found at alumni.ox.ac.uk/your-benefits.

Additionally, Green Templeton hosts regular international alumni events and sends email communications to keep you connected with the college and fellow alumni. We now have a new benefit which has recently been launched – Alumni Common Room membership. This provides a range of privileges including access to the Common Room itself; a Green Templeton email address (firstname.secondname@alum.gtc.ox.ac.uk); an annual complimentary lunch in college, with a guest; invitations to the annual Garden Party and other special events; and a 10% discount when booking college facilities. The cost is £130 per annum and further details can be found on the website.

COMMUNICATIONS
We’ve relaunched our website to offer alumni and other visitors easy-to-navigate information and the latest Green Templeton community news. We look forward to expanding it over the coming weeks and months. We’re seeking to grow the alumni stories section, so please do get in touch with your news!

We’re regularly posting the latest from Green Templeton on Facebook, Instagram, LinkedIn and Twitter, so do follow us on your platform(s) of choice. On Facebook, we have also launched alumni groups – in Canada, Japan, Pakistan and South Africa – to bring former and prospective students together, share the latest news about college, provide networking opportunities, and organise guest speakers. Each group is run by a Green Templeton alum.

Thanks to those of you who responded to our survey on email communications and all those opted in will now receive termly email newsletters from us as well information about relevant one-off opportunities.

EVENTS
During the past year we’ve hosted receptions, dinners and discussions in Hong Kong, Johannesburg, Kuala Lumpur, London, New York, Oxford, San Francisco, Singapore, Tokyo and Washington, DC. Denise Lievesley took part in the University-wide Meeting Minds in Asia weekend in Tokyo in March and the Oxford in North America events in Washington, DC. At the event in Tokyo she chaired a panel discussion on ageing as part of the main programme. Information on forthcoming events can be found on the website.

Please do keep in touch and let us know where you are, what you are doing and how you can help us. gtc.ox.ac.uk/alumni
alumni@gtc.ox.ac.uk
+44 (0)1865 284556
Professor Rakesh (Raj) Bha
a (MSc Industrial Relations and Management, 1984 at then-Templeton College) is Brenneise

distinguished Professor at the University of Kansas, Senior Advisor at Dentons U.S. LLP (Kansas City), and 'On Point' columnist for Bloomberg Quint (Kansas City), and 'On Point' Advisor at Dentons U.S. LLP Distinguished Professor at the Templeton College) is Brenneisen Management, 1984 at then-


Dr Kara Tan Bhala (MPhil Management Studies at then-Templeton College, who started at Oxford Centre for Management Studies in 1984) is President and founder of Seven Pillars Institute for global finance and ethics, the world's only independent think tank for research, education and promotion of financial ethics. She is lead author of International Investment Management: Theory, Ethics and Practice (Routledge).

Professor Anne Marie Rafferty (DPhil Modern History, 1985 at then-Green College) won a Harkness Fellowship in Health Policy, 1994; the first senior nurse appointment to the London School of Hygiene as Senior Lecturer in Nursing Policy, 1995; appointed Dean of the Florence Nightingale School of Nursing & Midwifery, King's College London, 2004–11. She was elected President of the Royal College of Nursing (RCN) where her term of office will run until December 2020.

Dr Kelly Loi (BM BCh, 1992 at then-Green College) is now Medical Director of the Health & Fertility Centre for Women at Mount Elizabeth Hospital in Singapore. She was awarded the Singapore Ministry of Health Human Manpower Development Scholarship for fertility preservation in cancer patients.

Dr Xand van Tulleken (BM BCh, 1999 at then-Green College) is a contributing editor to the first edition of the Oxford Handbook of Humanitarian Medicine and has worked for Doctors of the World, Merlin and the World Health Organization in humanitarian crises around the world. Together with his twin brother, Chris, he has worked on a variety of projects, including Operation Ouch! a 2x BAFTA winning children's health show on Children's BBC.

Koki Okawa (MSc Forestry, 2000, at then-Green College) is Director of Technology Development Office of the Japanese Forestry Agency, working to promote the mechanisation of forestry and the development of new materials from wood.

Smita Shah (Advanced Management and Leadership Programme, 2005) is the founder and CEO of SPAAN Tech Inc, an engineering and programme management firm that designs roads, airports, commercial facilities and technology. She was recently appointed to the Visiting Committee of MIT Civil and Environmental Engineering, and has been serving on the Wilson Center National Cabinet, where she recently spoke on the importance of girls engaging in science and technology.

Zebaysh (Zeba) Hirji (MSc Social Policy, 2005) is Executive Director and Senior Counsel, Goldman Sachs, Singapore. Dual qualified UK and Indian lawyer, she originally qualified at the National Law School of India University, Bangalore. Zeba is an investment banking lawyer covering transactions across Asia.

Dr Annemarie Weißenbacher (DPhil Surgical Sciences, 2015) is a Consultant Transplant and General Surgeon at the Medical University of Innsbruck, Austria. She completed her thesis on kidney perfusion with no corrections under the tutelage of Governing Body Fellow Professor Peter Friend, who has pioneered liver transplantation techniques. In her current job, she is leading the kidney transplant programme and setting up studies to further investigate normothermic kidney and liver perfusion.

Jyoti Chopra (Executive MBA, 2015, EMBA '12) is Senior Vice President for Diversity and Inclusion, HR Operations and Transformation at Pearson plc, the world's learning company. She featured in our recent alumni profile section on the website.

Stephen Robert Morse (MBA, 2015) was Emmy-nominated for his feature documentary on Amanda Knox, purchased by Netflix, and is the Managing Director at Observatory, LLC. He directed/produced EuroTrump, a feature documentary about Donald Trump's rise in the Netherlands, and Freedom For The Wolf, a feature documentary about global threats to democracy.

Yelyzaveta (Lisa) Yasko (Master of Public Policy, 2016) was elected to the Ukrainian parliament as a member of the Servant of the People party. She is also a lecturer at Ukrainian Catholic University.

Sibongani Kayola (MSc Evidence-based Social Intervention and Policy Evaluation, 2016) has led a process evaluation on how the quality of obstetric care can be improved by ensuring that health facilities in Liberia have reliable and sustained access to light and electricity using solar power.

Felipe Rigoni (Master of Public Policy, 2017) was elected to the Brazilian House of Representatives.
Top left: Sindhu Ravishankar (MPhil International Development) and Emma Yardley (MSc Evidence-Based Social Intervention and Policy Evaluation) at a Washington, DC event.

Top right: Guests at the Oxford Alumni Weekend by Artist-in-Residence Weimin He.

Left: Denise Lievesley visits White House Deputy Chief of Staff for Policy Coordination Chris Liddell (MPhil Management Studies).

Above: Denise Lievesley hosts Meeting Minds session in Japan on ageing.
Top: Guests at the Tokyo Alumni Reception

Above left: Research Fellow Dr Ben Chrisinger hosted an alumni event in San Francisco, where he gave a talk based on his research called ‘Place matters: linking evidence to the practice of building healthy communities’

Above right: Benjamin Hart with Alumni Relations Officer Sophie Schirmacher at the Leavers’ Fair in Oxford Town Hall

Left: Guests at the Singapore Alumni Reception
AUTUMN

Thursday 17 October
**Does digital management exist? Challenges for the next generation of TV**
Professor Eli Noam of Columbia Business School will discuss the next generation of digital television, how it will be managed, and whether the principles of business management are applicable to new digital organisations.

WINTER

Wednesday 13 November
**London Alumni Reception**
An informal networking evening at the Royal Society with a short talk from Associate Fellow Professor Charles Foster on his book *Being a Beast*.

Wednesday 13 November
**2019 Normann Lecture: Processes of organisational innovation and change**
Professor Andrew H. Van de Ven of the University of Minnesota will review some of the seminal ideas of Richard Normann that stimulated subsequent theory and practice of organisational innovation and change.

WINTER

Thursday 12 December
**Varsity Rugby Match at Twickenham**
Join us for this annual occasion to support your home Blues.

Thursday 16 January
**Tragedy, Hope and the Future of the Commons**
Research Fellow Dr Dustin Garrick will give the first of the 2020 Green Templeton Lectures, which he is convening.

Dates to follow
**Astronomy Lectures**
An annual fixture in the college calendar.
SPRING 2020

Sunday 29 March
The Boat Race
Can the Dark Blues make a return to winning ways this year?

Friday 20 to Saturday 21 March
Meeting Minds in Berlin
Professor Denise Lievesley and the Development and Alumni Relations team will be hosting a reception for alumni as part of the University-wide alumni weekend.

Friday 17 to Saturday 18 April
Meeting Minds in New York City
Showcase of Green Templeton College’s plans for the future. Meet up with alumni and supporters of college.

Wednesday 6 May
Discussion with Joseph Stiglitz
The Nobel Laureate economist will be the next Sanjaya Lall Fellow based at college.

SUMMER 2020

June
Tokyo Reception
Join Professor Denise Lievesley for an informal gathering hosted by the Green Templeton Alumni Chapter in Japan.

June
Summer Garden Party
Enjoy the gardens, music and entertainment accompanied by afternoon tea.

Friday 18 to Sunday 20 September
Meeting Minds in Oxford
Save the date for the University-wide annual alumni weekend.
Student Pedro Stoeckli Pires won the 2019 Green Templeton Photography Competition, which aimed to find the most striking original image of one or more college members at work. His picture shows Musician-in-Residence Maki Sekiya playing the piano in the Observatory Common Room. Four other entries were given honourable mentions by the judging panel of GCR Secretary Davide Bilardi, Academic Registrar Alison Franklin, Artist-in-Residence Weimin He, and Reuters Institute Fellow and photojournalist Marton Magocsi.

This annual competition has been made possible by support from long-serving Common Room Member Dr Elman Poole. It is with sadness that we report that Dr Poole died in June, just days after we had shared this year’s entries with him. The winning photo is fitting tribute to his generosity in supporting both music and photography in college as well as astronomy.

2. Gardener at work. Photo: Mira Schneiders
3. Sweet duck companions. Photo: Keiko Kanno
4. Friendly and familiar smiles at the Lodge. Photo: Anne Highsmith
5. Brief rest from study. Photo submitted by: Jim Chesterfield
‘You must develop one all-important ability – being able to enlist the help of other people. You have to reach a state where others want to help you. This includes giving credit...which will come back to you a hundredfold. Your reputation stems from what people say when you’re not present.’

Dr Cecil Green, Founder of Green College

‘...success is a process of continually seeking answers to new questions.’

Sir John Templeton, Founder of Templeton College