

# OBSERVATORY.

GREEN TEMPLETON COLLEGE, UNIVERSITY OF OXFORD

2020



## NEW PRINCIPAL

Sir Michael Dixon on his first term

## COVID LIVES

Portraits from across our community

## RESEARCH

Social care, gig economy, collective action



# FROM THE PRINCIPAL

Welcome to *Observatory*, and its review of 2019-20. What a year it has been! I was offered the role of Principal of the college in January, to succeed my predecessor, Denise Lievesley, at the beginning of the 2020-21 academic year. At the time neither of us foresaw the momentous year it would become with the coronavirus pandemic dominating all our lives and having such an effect on all aspects of normal daily life.

However, the pandemic has brought out the best in people across the whole college. Our fellows have been

active in the massive scientific effort to combat the virus and protect us against its deadly effects. Our students have shown enormous resilience in continuing their studies and achieving outstanding things. And our staff have risen to the challenge and continued to provide the best possible experience for

students, fellows and alumni. A range of stories reflecting this effort appear on the following pages.

The rise of important social movements has been noticeable too. The increased profile of Black Lives Matter following the appalling killing of George Floyd in Minneapolis on 25 May is reflected in the college's commitment to removing the intended and unconscious injustices confronting people from Black and minority ethnic groups. The Black Lives Action Agenda sets out practical steps the college is pursuing and the #DIFFERENTEQUAL social media campaign has been launched and will draw attention to this work.

2020 has shown that we have the capability to deliver extraordinary things



Similarly, we have committed to embedding environmental, economic and social sustainability into how the college operates on a day-to-day basis. Already the college has achieved a Gold Award in the Green Impact Awards and this has increased our resolve to make faster progress towards a net zero carbon target.

The pages that follow reflect the enormous diversity of activities with which the college is involved through its fellows, the student body, our staff and alumni. Underpinning it all is a tremendous pride in the college, what it stands for and the impact we have on the wider world. 2020 has been a difficult year but it has shown that we have the capability to deliver extraordinary things and a resolve to see a positive future beyond the COVID-19 crisis. I look forward to being a part of it.

A handwritten signature in black ink that reads "Michael Dixon". The signature is written in a cursive, flowing style.

Sir Michael Dixon  
Principal  
Green Templeton College

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Cover photo: New Principal Sir Michael Dixon outside his office in Observer's House in November 2020.

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Comments and suggestions in response to this second issue of *Observatory* are welcome, including in the form of letters for future publication. Please contact Nick Parrott, Editor, at [nick.parrott@gtc.ox.ac.uk](mailto:nick.parrott@gtc.ox.ac.uk).

Registered charity number 1142297

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Produced by B&M Design and Advertising  
[www.bm-group.co.uk](http://www.bm-group.co.uk)



Printed on Edixion Offset:  
ECF Pulp, FSC Certified and EU Eco Label.  
Green Star Rating - 4.

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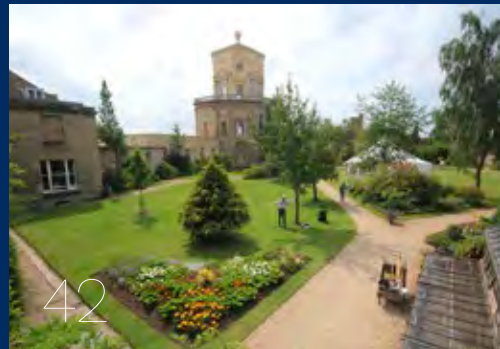
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# COVID lives

Individuals from across the Green Templeton community have encountered the coronavirus pandemic in a multitude of ways. Here are some short portraits of lives from students, staff, fellows and alumni.

## THE LOCKDOWN 'HOUSEHOLD' THAT BECAME A FAMILY

### Five students from five continents

14 March, with the last day of term at Oxford, the reality of the COVID-19 pandemic finally hit us. Overnight, we had to say goodbye to friends for possibly the last time before we left Oxford, people took flights to leave the country, and the university, colleges, dining halls and libraries all shut as the United Kingdom locked down. Only a handful of students remained at Green Templeton College's onsite accommodation, the Doll Building.

We barely knew each other, but we went from strangers to family over the course of the five months of lockdown. During the fast pace of our normal life, we do not often get the opportunity to form deep bonds with the people around us, but being in lockdown together really gave us the chance to get to



know each other well (sometimes too well!). As the tables at the Stables Bar were pulled apart to enforce social distancing, the space was converted to our living room and workplace. Formal introductions soon gave way to gossiping about the college ducks and foxes, psychoanalysing each other's relationships and secrets, pillow fights and making pacts.



Quarantine consisted of guiding, teasing, supporting and, most importantly, feeding each other. With no formal dinners taking place around Oxford, house dinners were the highlights – weekly dinners to try out food from each of our different countries, and adhoc meals that were a tasty jumble of cuisines. We really found a home away from home.

## BURSAR AS PATIENT

### Tim Clayden

In late March I was admitted to the JR as one of the early COVID-19 cases. At that time clear data on what the virus did was unclear, and the prognosis for those admitted to hospital was gloomy. Even before the test result came through I was asked by a doctor on the ward (a Green Templeton College alumnus) if I would participate in a number of research projects. It was an easy 'yes'. It was clear that without data on both the nature and treatment of the illness, progress to ameliorate its impact was going to be slow. To be honest I was so ill while in hospital that I was a largely passive participant in the research.

Following my discharge and in the recovery phase, at the request of the hospital trust I took part in a series of national and international media interviews. The purpose was to publicise the research that was being conducted and to encourage others to volunteer as subjects.



I have also been asked to participate in a series of longitudinal studies looking at the aftershocks of having had COVID-19. These are focused on the long-term potential damage to internal organs, the neurological effects, the horribly dragging fatigue and the psychological impact. This involves many hours in an MRI or CT scanner, as well as questionnaires, lung

function tests and inevitably more blood samples. I really enjoy the sessions as I get to talk to the research teams on the cutting edge of trying to reveal the secrets of this most horrid virus. Throughout all this, being part of Green Templeton brings recognition of being part of a community in which medicine is a key aspect.

## GARDENING IN LOCKDOWN

### **Carolyn Serra, Assistant Gardener**

The gardens had a very different feel about them during lockdown. When I returned to work in May, they were in full bloom during one of the most beautiful springs I can remember.

One nice thing I noticed was that although fewer people were able to enter the gardens, I could tell that those who could do so had increased appreciation for the space. From the students following their workout routines, to the family who liked to play near the sprinkler, seeing the way the gardens were providing an important outside space made my job feel more worthwhile than ever before.

The wildlife certainly enjoyed the peace and quiet. On my first day back I was

followed by a blackbird and a robin, and I saw a couple of white doves which became regular visitors until their chicks fledged. It was also an opportunity to 'loosen the reins' on the gardens a bit and see the effect of slightly relaxed mowing routines in certain areas. It was interesting to see the areas where this relaxation had a good effect on insect life, and the areas that really benefit from tight control.

What I remember most from lockdown is that although people on site had to keep physically distant from one another, there was an increased consciousness of the value of friendly greetings. If I learned one lesson from the time, it would be to remember to smile and say hello to people at any opportunity.



## RACISM AND PUBLIC HEALTH

### **Noon Altijani, DPhil in Population Health, 2016, is a physician working on maternal mortality in Sudan**

Declaring racism a public health crisis is by no means a new thing, but it is important for it to be acknowledged and widely recognised. Racism is fundamentally a social determinant of health and is linked to other social determinants of health.

I was glad to be able to moderate a Green Templeton virtual event in July on 'Racism as a public health crisis'. The event was timely both because of disparities in rates of infection and mortality from COVID-19 in BAME communities and coming following the murder of George Floyd that served to highlight the Black Lives Matter movement and agenda.

My research is on health disparities and maternal health, and race plays into both. The conversation, as reflected by the panellists,



focused on the differences between BAME populations and white populations. My research is in a country, Sudan, where racism is not rooted in white supremacy, but rather Arab supremacy. This is an important issue to raise on the agenda as there is the same power differential at play.

In the discussion, I was reminded that racial biases can exist in algorithms of diagnosis or treatment and not just in patient-doctor interactions. As clinicians and health researchers, we therefore have to be conscious not to inadvertently introduce biases across all of the healthcare provision continuum.



## NURSING AT THE FOREFRONT OF THE RESPONSE

**Anne Marie Rafferty (DPhil Modern History, 1985 at then-Green College) is Professor of Nursing Policy at King's College, London and President of the Royal College of Nursing**

COVID-19 descended as a bolt from the blue for me personally. I was struck down by the virus early on as lockdown began. I had a whole spectrum of symptoms that felt like somewhere between malaria and dysentery, with cardiac and neurological impacts. I live alone and so quickly set up a support system with friends. I was pretty terrified and when I rang NHS 111 it was really to have an alert in place in case things deteriorated.

After my recovery I felt frustrated, not least because I needed to leave a generous gap before going back but also because there was a need to recruit nurses to the front line. I was involved in research in my university faculty with a group to enable innovation 'lifelines' to enable families to connect with their loved ones when they couldn't be physically present.

Our first big struggle at the Royal College of Nursing (RCN) was access to personal protective equipment (PPE). I'm very proud of the way the RCN responded

by first putting pressure on the government to source adequate supplies, and then by monitoring availability with nurses reporting on shortages. I gave evidence to the UK Parliamentary Health & Social Care Committee and other government bodies.

It quickly became apparent that some nurses were dying. This was not just the result of limited PPE, but also the complexity of working in the front line on COVID-19, not being able to shield, often living in multi-generational households and relying on public transport. Nobody expects to go into work and die. We haven't seen that since before antibiotics were invented, when old fever hospitals and tuberculosis sanatoria struck terror into student nurses.

You could feel a palpable sense of terror within the RCN and an outpouring of empathy for members. It is quite profound to think that as a nurse you could die in service. COVID-19 has put a spotlight on nursing and



made it visible. People were blinded to the work that nurses are doing and this needs to be recognised in tangible ways. It is all very well making honorific gestures to nurses, but pay has fallen behind and that needs to be put right.

## CLINICAL PRACTICE AND TEACHING

**Sheila Lumley is an alumna and Doll Teaching Fellow of Green Templeton College. She is an infectious diseases registrar at the John Radcliffe Hospital in Oxford and a Wellcome Trust DPhil Training Fellow.**

As an infectious diseases registrar at the John Radcliffe Hospital in Oxford and a Teaching Fellow at Green Templeton, I witnessed both how the pandemic impacted patients, staff and students. As the COVID-19 crisis deepened, it became apparent medical teaching would have to change. We quickly adapted, re-designing the Green Templeton clinical teaching course to enable online delivery, and replacing bedside teaching for small online groups led by our fantastic teaching associates.

Over 130 medical students turned their attentions to research, joining myself and other colleagues in a large-scale staff SARS-CoV-2 testing programme to provide enhanced infection prevention control and answer critical questions about post-infection immunity. This huge project is a major collaboration between Oxford University Hospitals (OUH) and the University of Oxford, supported by the NIHR Oxford Biomedical Research Centre and Public

Health England. It has tested 13,000 staff to date and has allowed us to be the first in the world to demonstrate that individuals who have previously had COVID-19 with a detectable antibody response are highly unlikely to contract the illness again for at least six months following their first infection.

Green Templeton students, such as Charlotte Lee, in her fifth year of Clinical Medicine, have played a vital role as part of the OUH testing team. 'Many of us are still balancing our academic load with working in the testing centres in Oxfordshire,' she said. 'We all feel very proud to be able to do something productive for the OUH staff and contribute to the wider healthcare community through research.' We are continuing to follow hospital staff to see how long protection lasts and what predicts being protected. This has been a fantastic opportunity to work with and learn from brilliant, inspiring colleagues.



My future research will look at rapid-turnaround sequencing to enhance hospital infection prevention and control, and investigating a range of diagnostic platforms, including lateral flow devices, LAMP and sequencing, for diagnosis of respiratory viruses including SARS-CoV-2.



# MASKS AND RURAL MEDICINE

**Helene-Mari van der Westhuizen, DPhil, Public Health & Infectious Diseases, medical doctor researching infection control measures for tuberculosis**

It was a particularly busy night shift. I was the doctor on call for the 150-bed rural district hospital in South Africa. While some shifts reflected the tranquillity of the rolling hills of the Eastern Cape, others were brutal. I was eating an apple in the theatre dressing room after a caesarean section when the nursing staff phoned from casualty.

A 14-year-old boy was brought in, who had had seizures on and off since late that afternoon. Moments later I was moving through the steps to manage *status epilepticus* – steps that had been drilled into me during my training. But none of this initial treatment seemed to work. By the time I reached the fifth step in the guideline, the child was still convulsing.

At this point, the terrain and the map no longer matched. With resignation, I ran through the guideline as I would through a wish list. It recommended blood investigations (our lab was closed at night), neuroimaging (this was a three-hour ambulance transfer away) and escalating care (the referral hospital had no intensive care beds and did not accept my patient). I was stuck. I remember thinking, *I've run out of guideline*. The safety net had vanished.

Similarly, the COVID-19 pandemic has thrown us all into unknown territory. Policymakers were forced to make decisions despite not knowing much about the virus. How does SARS-CoV-2 spread? Are masks effective as protection for ourselves and others? In what settings are people most at risk of becoming infected? Part of my DPhil research analyses the use of masks to prevent

the spread of disease. Experiences with masks and TB were helpful for COVID-19, and in April I was drawn into evidence reviews and guidelines discussions on the use of masks for COVID-19.

In the face of a novel pandemic, how do you make the right decision when 'gold standard' evidence is not available? There were no randomised trials that compared the management options available at the bedside in South Africa that night. Yet it was important to find the best possible answer based on what was available.

The UK government and World Health Organisation (WHO) were reluctant to recommend widespread use of masks at the beginning of the pandemic. They cited insufficient evidence and the need to preserve personal protective equipment supplies for health workers as concerns. What was known was that simple masks may block the spread of infectious respiratory droplets from the wearer. This strategy had already been effectively implemented with TB for many years. Cloth masks required a shift from viewing masks as a medical tool for protection to one that keeps others safe and has a social component.

I had the opportunity to work with Senior Research Fellow Professor Trish Greenhalgh on mask-related research during COVID-19. It was inspiring to see how she manages uncertainty, complexity and urgency. With her support, I presented on a WHO webinar, did a live TV interview on *BBC Breakfast* and was lead author on an article in the *British Medical Journal* – valuable learning opportunities that I would otherwise not have had.



What did I learn from treating a severely ill child in a remote hospital? Despite uncertainty, I had to act, because doing nothing – letting the child continue to have seizures – would have had tragic consequences. During this pandemic, researchers and healthcare workers across the world have had to make decisions or recommendations despite uncertainty. Some tools have turned out to be too blunt or too late, but masks as a preventive tool are now widely used globally.

What happened to my patient? After a brain scan, he was diagnosed with a tuberculoma, caused by tuberculosis infection. After a couple of weeks of treatment and physiotherapy he was walking again. Making decisions when there is no more guideline was an uncomfortable yet formative learning experience for me. I hope that COVID-19 also brings new insights into managing uncertainty and making the best possible decisions.



Senior Research Fellow Professor Martin Landray speaking at the October 2020 Research Talks Symposium. He spoke about the RECOVERY trial: finding effective treatments for COVID-19, which he co-leads



Davide Bilarde (DPhil, Clinical Medicine, 2018) brought students and staff together for a Zoom cooking session, crafting tasty pesto lasagne, a vegetarian version of the well-known dish



Luxury Hot Chocolate Student Event Kits were made available for delivery by the catering team during the second national lockdown with the aim of fostering a bit of fun and getting individual households together



# NEW LEADERSHIP

Principal Sir Michael Dixon offers his first impressions after two months in the role.

It is with great pleasure that I submit my first contribution to *Observatory*. Since joining Green Templeton College as Principal on 1 September I have enjoyed the warmest of welcomes from the college community and, notwithstanding the limitations of COVID-19 restrictions, I have enjoyed meeting so many people new to me from our fellowship, student body, staff complement and alumni, as well as some prior acquaintances.

The welcome from the community at Green Templeton College has more than met my expectations. During the process that led to my appointment I enjoyed the friendly collaborative spirit which the college exudes and this has been reinforced by a tangible willingness to help me find my feet and set about the major tasks at hand. My wife, Deborah (who works at Oxford University Press), and I are grateful for the support and encouragement we have received from colleagues at the college and across the collegiate university who have all been generous with their advice and time. It has made the transition from our home in Sussex and a museum in London to a college in Oxford much more manageable.

Our fellowship has been very welcoming. So many of our fellows have reached out to me since my arrival and I am enjoying getting to know them and understanding their hopes and concerns. Their passion and desire to see the college thrive are palpable and I am pleased that there is such positivity towards my arrival and my initial ideas about the college's future. We are fortunate to have such an accomplished and talented fellowship and working with them on conducting the affairs of the college has been very positive.

I have been impressed too by the resilience of our students. The disruption of COVID-19 precautions has been a challenge to us all, but our students have taken these in their stride and continue their studies with remarkable equanimity. Green Templeton is a truly international college and I am delighted to see the diversity of our student body and the richness of experience that this brings to our community. I am determined that we will make every effort to give our students the best experience we can during their time in Oxford.

I am also enjoying getting to know our alumni. Our alumni is the largest component of our college community and it will take

me some time to meet all of even the most active participants. Our international spread is impressive and I hope we can build on the number and type of events we hold for alumni over time. Our alumni have a great deal of goodwill towards the college and I am keen to see how we can use this in our future plans.

I have been fortunate to inherit from my predecessor, Professor Denise Lievesley, college staff who are professional, motivated and effective. I have been delighted to see how they have met the challenge of dealing with the impact of the coronavirus pandemic and their steely determination to make things as normal as possible during these strange circumstances. The massive uncertainty makes longer-term planning difficult, but the adaptability and resilience of staff are plain to see. I have no doubt that the college will emerge from the coronavirus pandemic stronger than ever.

I am gratified that the presentations I have made to several audiences within the college community have been well attended and, I think, well received. Presenting via Zoom or Teams is a very different experience to speaking in front of a live audience and whilst I do

Principal Sir Michael Dixon (right) welcoming Mayor of London Sadiq Khan to the reopening of the Natural History Museum following the first UK national lockdown



miss the immediacy of the response one can feel from the latter, the ease of connecting digitally has boosted the audiences and enabled many people from further afield to participate. Holding more online presentations is certainly part of my forward thinking.

Getting to know the beautiful college site on Woodstock Road has been a genuine pleasure. We are fortunate to have the benefit of the splendid Radcliffe Observatory which apart from the elegance and grandeur of its own structure provides a stunning 360-degree vista of the Oxford skyline. I have enjoyed the autumnal colours that have punctuated the views of our buildings at ground level and I look forward to seeing how these views change through the seasons.

A major focus of my initial period as Principal is developing a clear understanding of the history of the college and especially the period since Green Templeton came into being in 2008. Alongside this I want to review the excellent work that has been done to look at the future of the college, consider the changing external context in which the college operates and think about what this will mean for that future. Ideally this will

result in a long-term plan for the college by spring 2021. Such a plan is important, without it we may make the wrong short-term decisions and impair the prospects of delivering longer-term goals. Colleges are long-lived organisations, they need the right balance between continuity and change, and between familiarity and difference. Most of all we need to be able to tell a compelling story about the difference the college makes, and to whom.

In the near term the coronavirus pandemic has placed a spotlight on the work of Oxford academics including many from our community. I have been delighted to see how this work has been covered in the media and the implications for wider impact. Demonstrating such impact will be part of our forward plan, including how we communicate successes to a wider audience. By next summer I intend that we will be able to take our long-term plan and develop a compelling case for support for the college, one which our whole community will be able to get behind and take forward with new confidence. I look forward to sharing that with you this time next year.



Sir Michael Dixon has been Principal of Green Templeton College since September 2020.

Michael was previously Director of the Natural History Museum for 16 years. Under his leadership, annual attendance increased from 3 million to 5.4 million visits and the Darwin Centre, its biggest single development since the original building opened in 1881, was delivered to widespread acclaim. In January 2020 the museum announced a new 11-year strategic plan declaring a planetary emergency and aiming to create advocates for the planet. Under Michael's leadership the museum secured £180 million in the 2020 UK Budget to create a state-of-the-art research centre at the Harwell science and innovation campus.

Prior to joining the Natural History Museum, Michael was Director General of the Zoological Society of London (ZSL), with responsibility for the organisation's two zoos, its research facility, the Institute of Zoology, and the field conservation programmes division. He has also worked in the world of scientific, technical and medical publishing for John Wiley & Sons then Thomson Corporation.

Michael trained as a zoologist at Imperial College, London and then completed doctoral studies at the University of York, working on host location mechanisms in larval trematode parasites, most notably *Schistosoma mansoni*, the causative organism of bilharzia.



# A SUSTAINABLE FUTURE



Voltage optimiser purchased thanks to the generosity of donors to the Fellowship Appeal 2020



Green Templeton was delighted this year to receive a Gold Award in the Green Impact Awards. This was welcome recognition for the college's work towards the aim of becoming carbon neutral as soon as possible, with an immediate priority to reduce its carbon footprint.

**G**reen Impact is a United Nations programme designed to support environmentally and socially sustainable practice within organisations. The ethos is about changing behaviours and making physical improvements to improve our sustainable practices in and around our buildings and college life in general.

In terms of carbon emissions, the biggest contributor from college is our gas and electricity use, which is about 500 tonnes of carbon dioxide a year. Efforts are underway to reduce this, and then to 'offset' residual and unavoidable emissions to achieve carbon neutrality. Recent initiatives include an energy review and report across our site, tree planting, donations to food banks, adding a water-refill system in the dining room, and installing water-saving shower heads.

At Green Templeton there are meat-free Mondays in our dining hall as part of an effort to combat climate change, conserve resources and improve health. This means a range of tasty vegetarian and vegan dishes to fuel students and others through the day. In spring 2020 college took part in Fairtrade Fortnight, including a Fairtrade wine and cheese night and a Fairtrade raffle.

Sustainability is a feature of student inductions and in 2020 the accommodation team has started to send out weekly bulletins featuring sustainability. These include reminders

and explanations to help our students understand the college and local systems for recycling, food waste, bike maintenance, heating and water use.

The college agenda is backed by a Sustainability working group led by Governing Body Fellow Professor Paul Klenerman and supported by colleagues with specific expertise including Associate Fellow Geoff Lye and Emeritus Fellow Jeff Burley, as well as engaged staff and students.

Green Templeton's sustainability agenda has been supported by the generosity of our fellows through the Fellowship Appeal 2020: Climate Change Imperative. These funds have enabled the purchase of a voltage optimiser for the Woodstock Road site and the planting of hundreds of trees around Oxford hospitals.

The voltage optimiser irons out voltage fluctuations, with a proven record of reducing electricity consumption and cost. Financial savings are ringfenced in a Revolving Green Fund for re-investment, to fund initiatives that will support further carbon reduction.

A collaboration with the Centre for Sustainable Healthcare's NHS Forest project aligns perfectly with our human welfare mission. Tree planting is a social investment, bringing NHS staff, patients and local communities together, as well as an environmental investment because trees are health-giving and absorb carbon dioxide.

The murder of George Floyd in May 2020 ignited global outrage at the injustices confronting people from Black and ethnic minority groups in all facets of life, including in institutions of higher education. The moment demanded that institutions do more and take concrete action to combat systemic racism – including at Green Templeton College, where we take pride in our foundational principle: ‘the inclusion of all, regardless of gender, sexual identity, race, ethnicity or class’.

The Green Templeton’s Black Lives Matter Taskforce was formed in July 2020 chaired by Dr Neo Tapela. It was tasked with developing an Action Agenda to guide the college’s steps for systemic change to combat anti-Black racism and improve the lived experiences of Green Templeton’s Black students, staff and fellows while at Oxford. While its focus is to address anti-Black racism, this Action Agenda is intended to serve as a platform to build on, to advance race equality and promote equality and diversity more broadly. The Taskforce held a series of meetings to compile and discuss recommended actions – and incorporate inputs from previous consultations including the Open Forum on Black Lives Matter held in June 2020.

# BLACK LIVES ACTION AGENDA

## In identifying specific actions, the Taskforce considered:

- The need to confront racism at all levels at which it operates (individual behaviour, culture and collective behaviour, and institutional structures), with an emphasis on targeting institutional/structural racism.
- Inclusion of inputs from Black members of the community in developing an Action Agenda. This was achieved through the membership of the taskforce, prioritisation of inputs, and inviting members of the community to participate in prioritisation through a brief anonymous online survey.
- Strategies that would facilitate successful implementation of the Action Agenda. These include inviting Taskforce members who were representatives of key decision-making structures at college and who would serve as advocates for implementation, for example through the Graduate Common Room (GCR) and with Dr Susan James Relly as Governing Body Representative.

An Action Agenda developed by the Taskforce was presented to the Governing Body in November 2020 and several practical steps are underway. Josephine (Jossey) Agyeman-Duah was elected to the newly created position of Black Students Representative on the GCR Committee. This role is intended specifically to advocate for mindfulness in decision-making and sustained actions to promote the well-being and progression of Black students at college. Working together with the College Office and Equality and Diversity Forum, a series of communications and events are being established.

A digital campaign under the umbrella #DIFFERENTEQUAL will start at the end of 2020 to signal Green Templeton’s inclusive culture and keep racism top of mind. It will do this through ways such as tangible examples of behaviour (in particular micro-aggressions) that inhibit inclusion and examples of ally behaviour that can counter this and promote inclusion. This digital campaign will be accompanied by new permanent physical signage on the main college campus, which will help disseminate information on resources available for reporting, for support and for raising awareness. Implementation of proposals for ongoing and structural changes are in discussion with key operational decision-makers and the college executive team.



*Dr Neo Tapela, Chair, Green Templeton Black Lives Matter Taskforce. Tapela is an Associate Fellow and the Equality and Diversity Champion at Green Templeton College, and is a Senior Research Fellow at the Nuffield Department of Population Health, University of Oxford.*



*Dr Susan James Relly, Governing Body Representative, Green Templeton Black Lives Matter Taskforce. She is an Associate Professor in the Department of Education and Associate Head (Education) – Social Sciences Division, University of Oxford.*



*Josephine (Jossey) Agyeman-Duah was elected as the first Black Students Representative on the Graduate Common Room Committee in 2020. She is studying for a DPhil in Women’s and Reproductive Health.*

# COLLEGE LIFE



Top left: The spring tradition of resident ducks continued

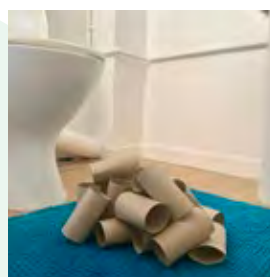
Top right: Entries for the annual photography competition came in many forms

Far left: Jamie Brooks of the Lodge

Above: The beginning of a training session with Oxford University Women's Lightweight Rowing Club as the sun rose before lockdown

Left: Through the window





Top left: 'Hoping to fly' – Lore Purroy Sanchez's winning image in this year's photography competition on the theme of 'selfie-isolation'

Top right: John Radcliffe statue looking out on the future site of The Stephen A Schwarzman Centre for the Humanities south of the Observatory

Middle left: College's engagement with the local community included welcoming over 1,200 visitors as part of the Oxford Open Doors weekend

Middle row: 'We don't have a fancy camera or any photography skills, but we are staying afloat...' Austen Fisher's photography competition entry

Above left: Musician-in-Residence Maki Sekiya performed a virtual piano recital in the Radcliffe Observatory

Above: Guests in the Stables before the Diversity Dinner

Right: Ceilidh after the annual Burns Night dinner in January

# CAPITALISING ON COLLECTIVE ACTION

2020 marked the 30th anniversary of *Governing the Commons*, the landmark study by the late Nobel laureate Elinor Ostrom, demonstrating the potential for self-governance to avoid the collapse of shared resources. The seminal work propelled a global research programme and interdisciplinary network of scholars spanning from anthropology to artificial intelligence. The world has added two billion people in the past 30 years and urban populations have nearly doubled, accelerating regional and global challenges that outstrip capacity for local collective action to solve alone.

This year's flagship Green Templeton Lectures addressed this theme of the Future of the Commons, which has arguably never been more relevant – with new frontiers in data, medicine and other global challenges – alongside the classic areas using the concept of land and water. The three-part lecture series was convened by Research Fellow Dr Dustin Garrick.

'More than a metaphor: the evolution of the commons in the past millennium', delivered by University of Utrecht's Professor Tine De Moor, was the first talk in the series. De Moor's talk covered the history and development of institutions of collective action over more than 1,000 years, and looked at what can be learnt from them.

Over the past millennium, various institutions for collective action have played major roles in society. The historical commons, mainly restricted to pasture and woodland, are just one of the 'archetypes' of organisations whereby resource management is carried out collectively by a (restricted) group of members. Such collective resource management occurs with a wide range of resources in virtually all sectors, leading to social dilemmas in institutions such as guilds, collective irrigation systems and fishing collectives. At present, Europe seems to be witnessing a new wave of citizen collectives that address problems of food, healthcare and energy provision in similar ways to the past. De Moor explored how these institutions relate to each other over time, what makes them different, and how these differences can help us to improve our understanding of how the institutions function. Can they be a viable alternative governance model in our search for sustainability?







Green Templeton's Anna Clemente, MPhil Politics: European Politics and Society, reported on this first lecture of the series:

*What exactly are the commons? They can be defined as 'governance regimes of natural or man-made resources shared among different members of a group according to collectively set agreements.' Since Hardin (1968), they have been studied as situations where individual interests are at odds with collective ones. Ostrom's work (1990) showed that institutions are the way out of the 'tragedy of the commons' and can ensure that collective arrangements endure over time.*

*The commons all have a similar governance model, as institutionalised forms of collective action that deal with a collectivity of members and resources. In particular, they are all characterised by an attempt to find balance between utility (that is, the primary reason one should join a collective), equity and efficiency. The balance between these three elements is what makes these institutions resilient.*

Tine De Moor was appointed Professor 'Institutions for Collective Action in Historical Perspective' at the Department of History and Art History of Utrecht University in 2012. The research of De Moor and her team focuses on the emergence, functioning and evolution of institutions for collective action, the importance that historical commons may have for today's societal issues, and the role that commons may have to play to fill social gaps caused by governments stepping back and the failure of free market mechanisms. She is the author of *The Dilemma of the Commoners: Understanding the Use of Common-Pool Resources in Long-Term Perspective*, and contributed to the policy forum article 'Tragedy Revisited' in *Science* (2018).

'Globalisation and the grabbed commons: new insights on the Water Wars myth', delivered by Vrije Universiteit Amsterdam's Dr Jampel Dell'Angelo, was the second talk in the series. Dell'Angelo examined the commons in the present day in the context of water wars (conflict between countries, states or groups over the rights to access water resources).

Scholars have argued against the thesis that water will lead to war, instead making the case that peace will prevail. However, theories have largely neglected the high social and environmental costs that will come with water peace. Behind the optimistic perspective that states will not go to war over water because of the positive social impacts of virtual water trade, there is a hidden story of increased local conflict, violence, dispossession, injustice and commons grabbing. In his lecture, Dell'Angelo challenged the collective imagination

and the scholarly consensus related to future water wars by raising new questions about the complex dynamics and interdependencies associated with increasing pressure on globally scarce water resources.

Green Templeton's Stew Motta, MSc Water Science, Policy & Management, reported from the event:

*Dell'Angelo argued that nation states clashing over water isn't likely and that global trends are towards more cooperation than conflict (Wolf, 2007). Many countries have been able to avoid water-related conflict through the art of what Tony Allan deemed 'virtual water', where water in one country can be used to grow products and these are then shipped to another location for consumption.*

*This system of virtual water trade is a compelling argument to why nation states, especially those in arid areas, haven't gone to war, by instead trading around their scarcity. Indeed, many water-scarce countries are virtual water exporters. While this arrangement has reduced the risk of water wars, Dell'Angelo argues that it has also hidden the social costs and conflicts that arise at sub-national levels. Water conflict happens, but between corporations, communities and local governments. This could also be viewed as an example of 'cost-shifting' onto weaker social groups.*

*As land and water grabs continue to target the commons, in many cases the most vulnerable and marginalised groups of people are bearing the brunt of the costs. Virtual water might balance trade between states, but it does not account for which groups in society are losing their collective land and water.*

*The more concerning land and water grabs are those that happen around the world without a sound. The power imbalances and coercion are so strong that traditional ways of commons management are disappearing without a trace. It is not conflict that we need to be wary of, it is silence.*

Jampel Dell'Angelo is Assistant Professor of Water Governance in the Department of Environmental Policy Analysis at the Institute for Environmental Studies (IVM), Vrije Universiteit Amsterdam. He is principal investigator and coordinator of the Marie Curie Skłodowska-Curie Innovative Training Network on the Next Water Governance project NEWAVE. As an environmental social scientist, he is interested in the political economy of natural resources. His research focuses on the multilevel dimensions of cooperation and conflict over freshwater resources.

Series convener Dustin Garrick presented the final lecture of the series with a view to the future with his talk 'On the knife's edge of tragedy and hope: markets and the commons in a divided world'.

Garrick explored how people work together to confront two connected trends: the growing pressure on natural resources from trade and development, and the experimentation with market-based responses to these pressures. Global experience reveals that



'As land and water grabs continue to target the commons, in many cases the most vulnerable and marginalised groups of people are bearing the brunt of the costs'

'uncommon' markets – shaped by cooperation and not just competition – are more common than we think. By uncovering the patterns of cooperation that underpin environmental markets, and understanding their drivers, there is evidence to sustain and share rivers, fisheries and other shared resources.

Green Templeton's Anna Clemente, MPhil in Politics: European Politics and Society, reported from the event that Garrick's lecture covered three phases of markets and the commons.

*'In the first phase, enclosure of the commons prompted the creation of protectionist institutions as described by Tine De Moor in the first lecture of the series. In the second phase, regional and global trade often led to localised pressure on land, water and fisheries, prompting resistance and cooperation by small-scale producers and communities as covered by Jampel Dell'Angelo.*

*The contemporary phase has involved experimentation with policies that seek to combine market principles with community management. Garrick introduced cases of "uncommon" markets, shaped by imperfect cooperation (e.g. collective property rights, cooperative production relations, local safeguards on trading activity) rather than standard assumptions that markets are guided by the invisible hand of perfect competition.*

*He highlights the hidden patterns of collective action associated with the development of informal markets and localised cap-and-trade approaches to manage fugitive commons that evade capture and commodification, such as fisheries and freshwater.'*

The presentation drew on thinking for Garrick's forthcoming book, *Uncommon Markets: Collective Action and the Path to Prosperity*, which is funded by the Philomathia Award and will be published by Oxford University Press in 2022. The book project and seminar series has prompted a number of initiatives, including the creation of the Markets and the Commons Working Group within the International Association for the Study of the Commons (IASC). Members of the working group are preparing an upcoming special issue in *Environmental Research Letters* on related themes.

The lecture series also engaged colleagues across the university, serving as a springboard for university-wide initiatives focused on the pivotal role of collective action and human cooperation to address global challenges, ranging from water crises to infectious diseases. Forthcoming events include a lecture by Garrick examining COVID-19, collective action and the future of the commons, which will be hosted at Green Templeton in spring 2021.

Dustin Garrick is Associate Professor of Environmental Management at the Smith School of Enterprise and the Environment at the University of Oxford. He has been a Fulbright Fellow, AAAS Leshner Fellow and worked with the World Bank, OECD and The Nature Conservancy as well as local partners across Australia, Africa and the Americas. He is the former Philomathia Chair of Water Policy at McMaster University, where he remains an adjunct professor in the Department of Political Science. His previous book examined water governance in Australia and the western United States, two regions at the leading edge of the global water crisis.

*The Green Templeton Lecture Series is an annual series of lectures in which speakers explore a given contemporary theme through historical, political, educational and philosophical perspectives.*

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# COVID-19 AND SOCIAL CARE

Governing Body Fellow Professor Mary Daly reflects on a crisis across the UK

It is now obvious that the country has a problem with care homes and COVID-19. The figures to date are staggering. Between 2 March and 12 June 2020, 66,112 residents of care homes died in England and Wales, of which 19,394 (29%) are officially due to COVID-19. It may turn out that deaths of care home residents account for 30–40% of all COVID-19 related deaths in the country. I have been researching why.

My work suggests that we should think of causes by differentiating between proximate and more long-term factors. One of the first proximate factors is the policies adopted by government. Boris Johnson and his government made many mistakes. They jettisoned a preventive strategy very early on and did little to protect or resource care homes at the start of the pandemic. It was mid-April before they produced a plan for the adult social care sector, for example, and a support package for care homes was not introduced until mid-May (week 10, counting from early March when the first general COVID-19 plan was announced). Why so late? Part of the reason is that the government decided that the NHS should be front and centre of its response. The main slogan – repeated ubiquitously on all public information from early March to 10 May (*Stay Home – Protect the NHS – Save Lives*) gave the NHS top billing (and, moreover, represented it as being in need of protection). Targeting the NHS for the main response makes sense in a number of respects – after all COVID-19 is a health phenomenon first and foremost. But the intensity and singlemindedness of the NHS focus – and its associated downgrading of care homes – merit deeper probing.

My research suggests that at least a part of the explanation is political. Over the last 20 years or so, the NHS has become highly politicised. The most obvious case of this was during the Brexit

referendum campaign – who will forget the fateful promise of potential additional funding for the NHS through the £350 million putatively saved each week from not having to make the EU contribution? But the politicisation of the NHS is also associated with public awakening to the fact that the system might be at risk (especially from Conservative policy of austerity and privatisation) and awareness that free access to healthcare is a right in this country. In considerable contrast, social care and care homes are underpoliticised and access to social care is not a right. Even though successive Conservative-led governments failed over their ten years in office to come up with a credible plan to resolve the many problems in the sector, there has been little or no backlash. Almost nobody mobilises for the care sector and the population have little understanding or commitment to social care as a public concern.

My research also investigates the impact of other factors. More deep-seated causal factors include the separation between the NHS and the social care sector, the complex organisation of the care home sector, the place of care home provision within long-term care policy and the effectiveness of the provision, governance and policy systems. It is difficult to appreciate just how complex our adult social care system is and how diverse are the modes of provision through care homes. For policy and governance purposes, care homes sit within the field of adult social care which is historically, financially and legislatively separated – and downgraded – from the NHS. This systemic divide made an integrated response to the virus almost impossible, with many examples of the channels or supply routes for virus testing and personal protective equipment failing for care homes because they could not get access through the far-better resourced (but still inadequate) first-priority NHS channels.



Moreover, care home provision in the UK is largely privatised and marketised, with the vast majority of homes in the for-profit sector. Hence they are relatively 'distant' from public control and regulation and if they are to survive have to be competitive in a market sense. The fact that there are over 11,000 care homes for older people in England alone, most of them run by sole operators and 85% of them for-profit, further complicates the landscape in which a rapid and coordinated policy response was needed.

Moreover, the sector has been subject to the fallout of austerity policies that have slashed local authority funding over the last ten years.



While the councils made attempts to protect funding for adult social care, the cuts have been passed on through reduced fees paid by the local authorities for resident places as well as a reduction in the number of people receiving any public help with their social care needs. Care homes have suffered from reduced income, and the workforce has been affected accordingly, with widespread problems of recruitment,

retention and poor working conditions.

The pandemic, then, hit a complex, poorly coordinated sector, divided from the NHS and weakened by under-resourcing and market-based and other pressures.

## Future Responses

If the lessons from the pandemic are to be taken seriously, there are certain things we might expect to happen in the near future. For example, we might expect to see a public enquiry into the treatment of care homes. We might also expect to see some specific funds made available to address the trauma and grief of those affected, including staff, residents and families. It will be important to keep a watching brief for these developments.

There is still much to understand. We need to probe whether the underlying cause of the care home-COVID-19 debacle is due to an undervaluing of social care itself. Could it be that this sector and those involved matter less than other sectors? How did societal attitudes to ageing and age discrimination feed into the treatment of care homes in the pandemic? Other searching questions that those of us who study policy should pose are: why is the policy chain

to care homes so long and regulation relatively poor? And why does the UK lack a policy on long-term care (which is a recognisable and vibrant policy field in most European countries)?

In the longer term, the failings seen in the response to the pandemic in care homes can only be addressed by bigger-picture changes in how we fund and organise care and what we envisage as an appropriate response to older people. The Care Initiative, which I founded at college in 2013 and which meets regularly, is a perfect setting in which to discuss how we can make provision for care for frail, older people that respects their wishes, well-being and rights and convince the public and politicians that this matters.

*Mary Daly is Professor of Sociology and Social Policy at the Department of Social Policy and Intervention, University of Oxford.*

# RESEARCH FROM FELLOWS



## ‘A FUNDAMENTAL LOGIC OF THE GIG ECONOMY HAS BEGUN TO UNRAVEL’

*Professor Mark Graham*

**T**he gig economy gives the illusion of hope; that you can be your own boss, manage your own time and earn as little or as much as you can. Yet working in the gig economy is risky at the best of times. If you fall off your bike, crash your car or fall sick, you're on your own. The COVID-19 crisis has exposed a model that puts the physical risks of doing business onto workers and allows platform companies to absolve themselves of significant responsibility.

A fundamental logic of the gig economy has begun to unravel. Until now, platforms in every corner of the planet have presented themselves as digital intermediaries that facilitate transactions between those wanting to sell and buy services. 'Don't look to us, we're just the middleman' has been the attitude. Using this logic, platforms such as Uber and Deliveroo have been able to classify gig workers as self-employed and exempt themselves from legal obligations to provide employment

protections such as minimum wages and sick pay.

For example, at the beginning of the crisis, Bolt, a ride-hailing platform, announced that 'Bolt drivers are independent service providers who use our platform. Therefore, we cannot offer provisions for drivers who have to take time off sick'. However, at this moment of crisis, these companies came under mounting public scrutiny as the consequences of the precarity could be seen on a mass scale. One week later, Bolt's response evolved and it started to offer financial assistance.

More broadly, the severity of the crisis has made it obvious that inaction is not a viable option for the platforms in the long run without alienating their consumers or workers. Platforms have rolled out a series of provisions to protect gig workers, by quickly implementing measures that would have been unthinkable previously. Sick pay schemes and personal protective equipment are now ostensibly available for millions of workers around the world.

However, gig workers and their advocates have already pointed to serious issues with the rollout of these policies, revealing them to be, at best, slow on the uptake and, at worst, more concerned with PR strategies and protecting consumers rather than workers.

Most platforms undoubtedly do not want to begin to take responsibility for the health and well-being of their workers – as is evidenced by their vocal support for recent government schemes, such as those in the US and UK, providing financial support for the self-employed.

Gig workers need protection, and it is platforms that need to step into that role. This is a genie that platforms like Uber will struggle to put back into the bottle. How would they cover the sick pay of a worker diagnosed

with COVID-19 today and not a worker who breaks a bone next year in a car crash?

This pandemic will eventually subside and when it does, we cannot go back to a world in which platforms once again wash their hands of all responsibility to their workers and to society at large.

*Professor Mark Graham is a Senior Research Fellow of Green Templeton College based at the Oxford Internet Institute. He is Director of Fairwork and this contribution draws on a longer piece co-authored with colleagues Funda Ustek-Spilda, Kelle Howson and Srujana Katta, Alessio Bertolini, Adam Badger, Fabian Ferrari and Mounika Neerukonda for the Royal Geographical Society and a report on 'COVID-19 and the gig economy'.*



## ‘MY TIME AT THE REUTERS INSTITUTE TAUGHT ME THAT HAPPINESS IS FOUND IN DEALING WITH REAL PROBLEMS’

*Adesola Akindele-Afolabi*

It was in not one, not two, but seven different lectures that took place within the walls of the Green Templeton College that Adesola became convinced of the ironical nature of her job.

For the most part of her first five years as a financial journalist in the world's poverty capital, Nigeria, she was blind to a bigger responsibility. Her articles had focused on the wrong audience: finance regulators, CEOs of financial institutions and listed companies. These are the elite of Nigeria's business society: men in suits.

But at these lectures organised by the Reuters Institute for the Study of Journalism, she realised it was something awful. As a little girl, she tasted poverty in its raw form. Her dad – who was the first-born of his family and the breadwinner – lost his job. She dropped out of secondary school and eventually gained admission into a government-owned tuition-free school but still had to pay for books, school uniforms and provisions. It was a struggle.

So, with her own experience of navigating the waves of poverty and the evident degrading economic situation of Nigeria, she started to ask herself: ‘What am I doing to change this narrative? What is my true responsibility as a financial journalist and an economist?’

Her audience at that time was made up of the 2% of Nigeria's nearly 200 million people who had savings of \$1,400 or more in their bank accounts. The people who needed financial information are the more than 50% of Nigerian adults living in rural areas. These are places where access to formal financial institutions and information are scarce or non-existent.

In 2016, Adesola met Busayo, who earns a little more than a dollar a day from cleaning offices. Busayo is challenged with feeding her four children, sending them to school, paying for transport to work and paying the rent. She cannot afford a smartphone or newspapers with financial articles. But she listens to the news through her mobile

phone or a lamp that doubles as a radio.

Adesola learnt that Busayo yearns for knowledge about how to make the future more financially secure for her children. She would benefit from learning about topics such as microfinance, loan accessibility, pensions and inclusive banking.

Adesola knows that these vital lessons will have to be delivered with engaging storytelling skills, like those she learned at the Reuters Institute and in indigenous languages – namely, Pidgin English, Hausa and Yoruba. Personal finance reporting is not enough to solve the deep-rooted poverty issues in Nigeria. But it could start discussions that would inform better policy representation.

The shift from writing for the elite to communicating to the

rural poor in several indigenous languages may not be easy. But last autumn she discovered that it is something she must do.

It may require learning new skills – like creating an audio programme that could reach radio listeners like Busayo – but she likes learning new things. This is something else she realised during her time in Oxford. ‘Learning is a part of what we do best as journalists. Above all, my time at the Reuters Institute at Oxford University has taught me that happiness is found in dealing with real problems.’

*Adesola Akindele-Afolabi was a Reuters Institute Journalist Fellow at Green Templeton College. She is Deputy Editor at Nigerian business news organisation Stears Business.*



# COACHING SUCCESS

Helping people to be the best they can be by offering an external impartial perspective.

This is how Associate Fellow Ian Saunders, who established the Coaching Programme together with then-Senior Tutor Dr Chris Sauer a decade ago, characterised coaching.

The Coaching Programme has offered successive groups of students a process of guided conversations to help them be able to do what they want to do; whether improving their skills and capabilities, making the best of themselves, exploring issues and challenges, or considering new action plans and approaches. The coaches help student coachees achieve these aims by encouraging reflection, enabling insights and exploring possibilities on an individual basis. This powerful process is highly sought after by top executives and was pioneered at Green Templeton as a college-based opportunity open to all students.

In the Oxford context, coaches often help students with navigating the complexities of the collegiate university, including working with supervisors. Importantly, coaches don't seek to give advice, but rather help coachees to help themselves. Often by posing questions, they illuminate how an individual has more choices than they think. The coaches provide tools to support change, or point to resources available, but most important is helping individuals think about something more clearly in a conversation than on their own.

Introductory briefings take place annually early in the academic year so that coaches and coachees can be matched



'Coaching has been a unique and invaluable opportunity that the college affords to students as part of our personal and professional development programme.'

'In recent years we have added group coaching workshops to our offer, and I look forward to continue working with Kirsten and our coaches to grow and develop our programme in the years ahead.'

*Dr Alison Stenton, Senior Tutor*

before the end of November to enable three or four sessions during the year.

A coaching session will typically last for one hour and may follow this structure:

- Building rapport: building the foundations for the session
- Agreeing on the coaching topic for the session: a specific goal or outcome; 'what do you want to think about today?'; a burning issue
- The coaching 'work': the topic is addressed, explored, confronted, challenged and actions or new ideas agreed



'It can be challenging to decide how we want to change, but my coach has helped me develop new practical ways of setting positive goals and move forward with personal development.'

*Ben Amies-Cull is a GP and is studying part-time for a DPhil in Population Health*

- Closure: confirming actions that the coachee will take; agreeing some follow-up; or simply agreeing the date for the next session.

Almost all the coaches are self-employed coaching professionals and they come from wide variety of backgrounds. All Green Templeton students are eligible for the programme and hundreds have benefited to date.

Green Templeton is grateful to the dozens of coaches, including lead coach Associate Fellow Kirsten Jellard. She said, 'It is a pleasure to lead a group

of professional coaches who give their time and energy pro bono to support Green Templeton students. Our coaches draw on a wealth of experience from diverse professional backgrounds and many have worked with us over a number of years.'

In 2020, we are particularly thankful to our coaches, who have continued coaching despite the pandemic – and despite the cancellation of our annual dinner to thank them.

End-of-life decisions, maternity care in prisons, concepts of consent, communicating with adolescents and female genital mutilation are just some of the diverse subjects highlighted by the Sheila Kitzinger Programme.

The programme marked its fifth anniversary in 2020 and continues to honour the life and build on the work of the late social anthropologist and women's advocate Sheila Kitzinger by providing a platform to debate, discuss and reflect on a wide range of issues.

Sheila's comparative research blended intense immersion in different communities, participant fieldwork and strong clinical knowledge to advocate evidence-based decisions on medical, legal and social change. She was particularly known for her work to empower women and promote freedom and choice in pregnancy, childbirth and breastfeeding.

Since its inception in 2015, the programme has continued to support this legacy by facilitating discussion and research into topics including global midwifery education. Partner organisations have included Birthrights, which is dedicated to improving women's experience of pregnancy and childbirth by promoting respect for human rights, and Birth Companions, whose seminar as part of the Sheila Kitzinger Programme focused on improving support for perinatal women in all areas of the criminal justice system. Working in collaboration with the MASIC Foundation, a special meeting of medical professionals, support groups and mothers considered the theme of improving care for mothers with obstetric anal sphincter injuries.

Sheila's practical and policy work extended further than pregnancy and childbirth, and the programme has reflected these interests with further workshops about how to communicate with children and adolescents about their own life-threatening condition or that of a parent, and end-of-life decision-making for patients in prolonged disorders of consciousness.

The Sheila Kitzinger Programme has welcomed a range of expert speakers including Victoria Butler Cole QC, who gave an insightful and fascinating lecture about the role of the courts in medical decision-making. She spoke at a workshop in June 2019, organised with Medical Mediation Foundation, which explored how to involve patients in decisions about their medical treatment including the use of novel, experimental or untested therapies.

# SHEILA KITZINGER PROGRAMME



Uwe Kitzinger CBE negotiated the Templeton Benefaction in 1982/83 and was the founding President of Templeton College until 1991. He was elected a Scholar of New College in 1946, President of the Oxford Union in 1950, a Fellow of Nuffield College in 1956, and an Honorary Fellow of Green Templeton in 2008. He spent 14 years at European institutions: in Strasbourg (Council of Europe), Brussels (Political Adviser to the first British Vice-President of the European Commission), and Fontainebleau (Dean of INSEAD). His term as President of Templeton College

was followed by ten years at Harvard. Uwe lives in Standlake near Oxford and is available to Green Templeton members who are interested in European affairs.

Uwe was married to the anthropologist and childbirth reformer Sheila Kitzinger from 1952 until her death in 2015. A few days before Sheila died, Uwe offered the college support for a series of events to facilitate international research designed to lead to practical evidence-based medical, legal and social change.

# OBSERVATORY TRANSFORMED



From left: Martyn Gilbey, Senior Director and UK Country Head, Franklin Templeton Investment Management Limited; Professor Denise Lievesley, then-Principal, Green Templeton; Jennifer M. Johnson, President and CEO, Franklin Resources, Inc.; Dr Marshall Young, Emeritus Fellow, Green Templeton; Stephen Grundlingh, Managing Director, Channel Head – Institutional, Franklin Templeton

Below: Breakfast served in the Common Room



**T**he Radcliffe Observatory was transformed for three days into a hub for discussions on 'Extracting value through innovation'. This was the theme of Franklin Templeton's biennial academic partnership programme in November 2019.

It was the first time the event had been held in the UK, with Green Templeton its chosen academic partner for 2019. As is evident from their names, both Green Templeton and Franklin Templeton have common heritage in their connection to Sir John Templeton.

Discussions included technology in healthcare with Senior Research Fellow Professor Trish Greenhalgh, water security with Research Fellow Dr Dustin Garrick, future trends in private equity with Professor Tim

Jenkinson, and media disruption and leadership with Professor Lucy Kueng. The agenda also included a session on leadership and the power of narrative with theatre director and executive trainer Richard Olivier in the Observatory Tower.

The programme, which involved ten leading academics from across the University of Oxford, was directed by Emeritus Fellow Dr Marshall Young. It was attended by 20 senior executive decision-makers representing institutions from around the world.

Despite their busy schedule the participants also managed to fit in a complementary cultural programme that included private guided tours of the Ashmolean Museum and the Bodleian Libraries, a choral concert and dinner at Christ Church, and a piano recital by Maki Sekiya, Green Templeton's Musician-in-Residence.

Weimin He, the college's Artist-in-Residence, sat in on some of the sessions and produced some amazing sketches, and the group finished with a 'student experience' – a dinner on the final evening in the King's Arms pub.

The participants gave some very positive feedback, saying that the programme had been stimulating, useful and enjoyable. It has been agreed that Franklin Templeton will be a sponsor for the 2020-21 Green Templeton Lectures, on a theme of 'Navigating the COVID challenge'. The first lecture in the series, on 27 January 2021, will address 'Framing the COVID challenge' with a shared presentation involving Director of the Oxford Scenarios Programme and Governing Body Fellow Professor Rafael Ramirez, and Director of The Global Health Network and Senior Research Fellow Professor Trudie Lang.





Top: Attendees in conversation in the Common Room

Middle right: Dining Room set for the first day of discussions

Middle left: Dining Room set for dinner

Right: Artist-in-Residence Weimin He's take on the session on 'Leadership and the power of narrative' in the Tower Room

# ACADEMIC LIFE

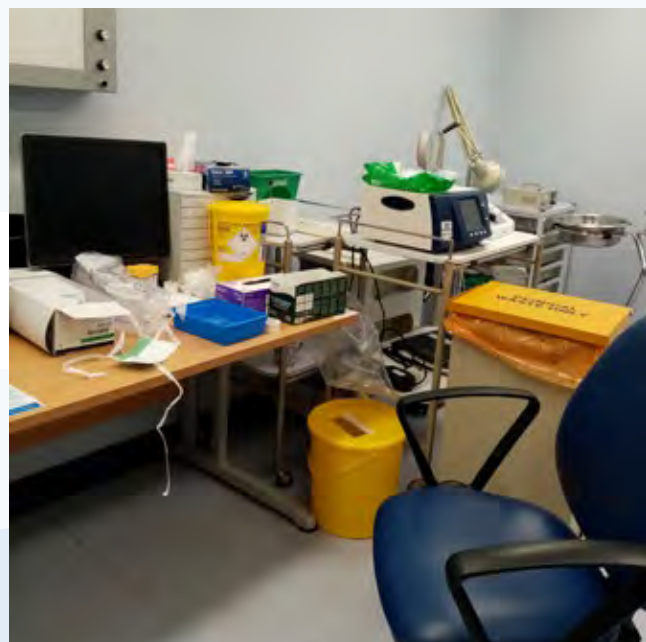
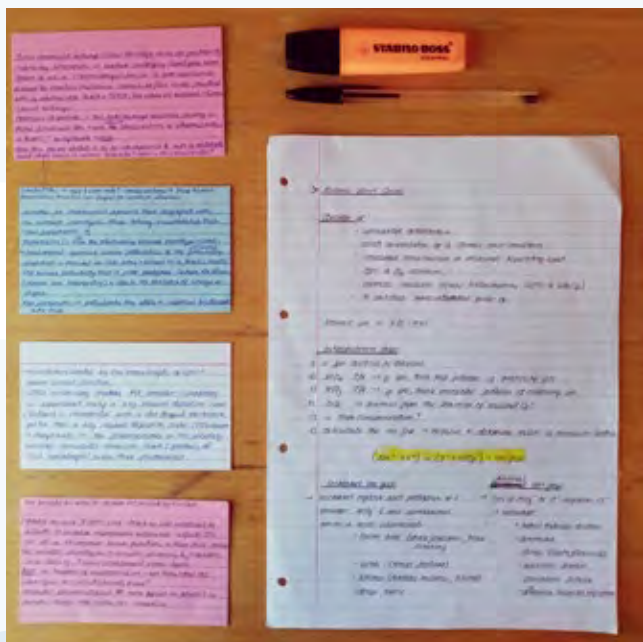


Top: Carlota Sola Marsinach (DPhil Anthropology, 2018) during her fieldwork in Japan where she was studying the lived experience of sadness and depression with support from the college's Competitive Conference and Fieldwork Funding (CCFF) scheme

Left: Associate Fellow Dr Nicholas Hicks leads Green Templeton's Management in Medicine Programme that has been accredited by the Faculty of Medical Leadership and Management

Above: Tonny Muthee (DPhil Primary Health Care) meeting with local government and community leaders in Kilifi County, Kenya as part of fieldwork with support from the college's CCFF scheme





Top left: Visiting students from Kawasaki Gakuen, five educational institutions and two university hospitals in Japan with a nearly 20-year association with the college

Top right: Emeritus Fellow Professor Terence Ryan and then-Principal Professor Denise Lieveley at the unveiling of a new portrait of Sir William Osler commissioned and funded by Professor Charles S. Bryan

Middle row: 'Where I thought I'd sit' and 'Where I now sit' (at the staff asymptomatic COVID-19 testing clinic) by medical student Charlotte Lee

Bottom: Former US Centers for Disease Control and Prevention (CDC) Director Julie Gerberding speaking on Zoom as part of a joint initiative with the David Eccles School of Business at the University of Utah



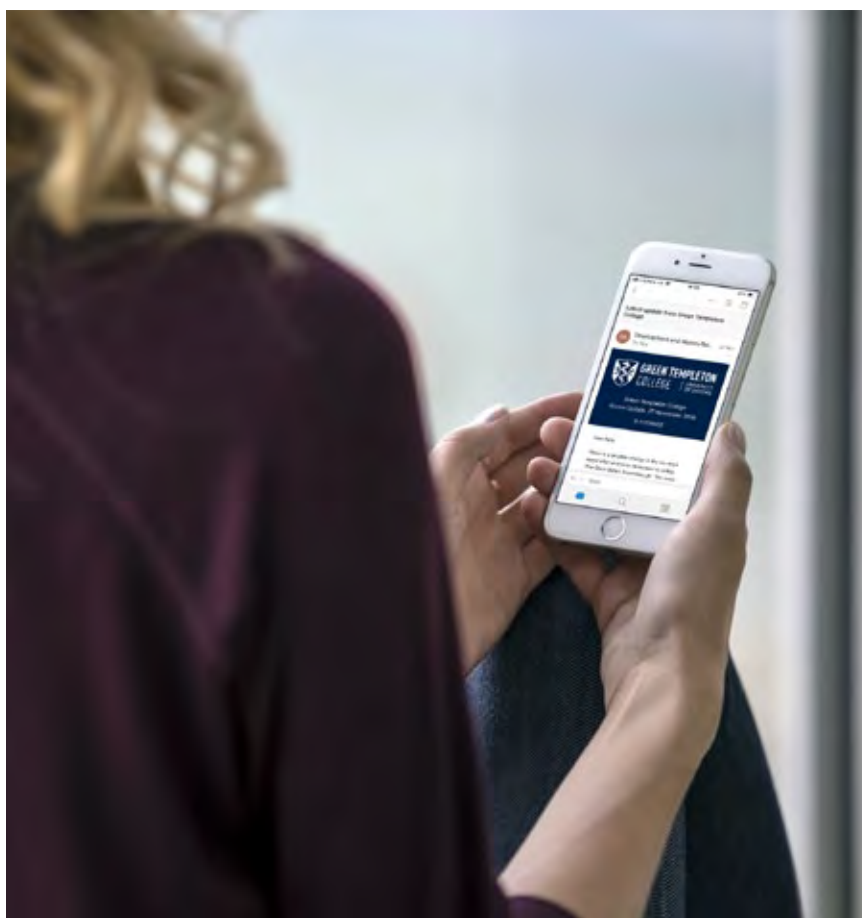
# ALUMNI

The global outbreak of COVID-19 presented the Development and Alumni Relations team with a challenge: how to keep our community connected, informed and supported during these difficult times. Early in the pandemic we started to send out a weekly update with news on the amazing work that our fellows, students and alumni are doing in the fight against COVID-19. We were delighted that this communication was so well received: at some points, almost 50% of those receiving it were regularly reading it. The feedback was very positive with people saying how much they enjoyed reading it, that they were pleased that the college had taken a positive step to connect and keep in touch with them, and, best of all, they felt more connected to college than they had done in years.

Alumni were asked to tell us how they were involved with COVID-19 and we launched a page on the college website called **Alumni CoVoices**, which hosts profiles of our alumni working on and/or researching COVID-19. The profiles submitted over the summer demonstrated the range of the work and research undertaken in support of the fight against the pandemic.

In addition to the weekly communication we launched the **Alumni Hub** on the college website. This was a temporary one-stop-shop for links to further work the university was undertaking on COVID-19, some activities to provide light relief, such as the jigsaw of the Radcliffe Observatory, recipes, links to websites and organisations that could provide support as well as to cultural organisations that were showing their exhibitions virtually, including the Ashmolean Museum.

The response to these initiatives was overwhelming. At a time of global crisis, the college has played its part in keeping alumni connected and informed. The sense of pride that alumni have with their connection to Green Templeton College also became very clear. What this has shown is that the virtual world removes the constraints of time and place and has enabled us to make the college, its life and work, more available and accessible.



We sent out a survey in July and August to ask alumni what they thought about our communications, and to tell us about other things they would like the college to do. The results and feedback have already fed into our communications and events, and will continue to help shape our alumni and development activity.

#### Thanks to the hundreds of responses to the survey, we can report that:

- 64% of respondents said they had found the weekly COVID update useful
- 76% of respondents said they would like a regular communication to continue
- 41% of respondents said future virtual events should be academic in focus
- Facebook and LinkedIn are the most commonly used social media channels
- Social events are not popular with the majority of alumni.

#### In response to the survey we have already:

- Launched a fortnightly update that covers information and news from across the college. More than 35% of alumni who receive the update are regularly reading it
- Launched a termly Alumni Lecture series. The lectures focus on the work and research of our fellows and alumni.

#### In the future we will:

- Look to connect further with alumni through our Facebook Groups and LinkedIn page
- Seek further feedback on a single college-hosted alumni social event during the university's annual Alumni Weekend, held every September.



**Tracey Denton-Calabrese** (DPhil, Education, 2017) is a postdoctoral researcher at Oxford's Department of Education, working on the go\_girl: code+create programme. This community outreach project tackles the problem of digital exclusion among young women who experience high levels of disadvantage and are not in education, employment or training.

**Paul Farrow** (DPhil, Clinical Pharmacology, 2005) is Group Communications Director at Oxford PharmaGenesis, a HealthScience communications consultancy that provides services to the healthcare industry, professional societies and patient groups. Paul is a Certified Medical Publication Professional and has served on the Educational Programme Committee for the International Society for Medical Publication Professionals. He is also a founding member of Open Pharma.

**Dinos Kerigan-Kyrou** (Oxford Strategic Leadership Programme, 2006, then-Templeton College) is an instructor on the NATO Defence Education Enhancement Programme, based at the Partnership for Peace Consortium (PfPC). He's responsible for cybersecurity training on the Joint Command & Staff Course at the Irish Defence Forces, and was a co-author of the NATO / PfPC cybersecurity training curriculum. Dinos is a volunteer for the Clinical Human Factors Group (CHFG) healthcare charity, and published the recent CHFG cybersecurity guide for frontline NHS staff.

**Dr Susie Lapwood** (BM BCh, 1980, then-Green College) has a background as a UK general practitioner and GP appraiser. From 1998 she worked clinically at Helen House and Douglas House hospices in Oxford. Her research informed the curriculum for paediatric palliative care and its acceptance as a subspecialty, and she has contributed to national practice guidance and formularies. This year she is volunteering with the Oxford Centre for Evidence-Based Medicine in its COVID-19 Evidence Service, producing rapid reviews to inform palliative and end-of-life care.

**Professor Derek O'Keeffe** (Visiting Scholar, 2009) is a Physicianeer. He holds dual first-class honours degrees and doctorates in medicine and engineering. He completed his postgraduate training in the United States at Harvard University and Mayo Clinic. He is a consultant physician and Professor of Medical Device Technology at the National University of Ireland, Galway. He was recently awarded the St Luke's Medal for his work in digital health by the Royal College of Physicians of Ireland.

**Dr Steven Renwick** (MBA, 2010) is the Chief Product Officer at Regis24, a German credit consumer bureau based in Berlin, where he develops products to help eCommerce companies better

predict credit risk. Steven worked in the pharmaceutical sector following his PhD in Genetics at UCL, but after his MBA made the switch to the technology sector.

**Jonathan Spry** (MBA, 2015) is a co-founder and CEO of Envelop Risk, a specialty cyber and emerging risk insurance analytics and underwriting firm, headquartered in Bristol, with offices in London, New York and Bermuda. The company uses data-driven underwriting techniques and advanced risk analytics with artificial intelligence to measure, manage and transfer complex and emerging risks, in partnership with the global specialty insurance industry. Jonathan has more than 20 years' experience in insurance and investment banking.

**Peter Unsworth** (Advanced Management Programme, 1988 and Oxford Strategic Leadership programme, 2005) is Chairman of Keith Spicer Limited. He was Head of Corporate Finance for British Coal on its privatisation, then CFO/CEO of Tetley Tea and Tata Global Beverages after the Tetley sale to the Tata Group. After leaving Tata in 2011 he has had a number of executive and non-executive director and chairman roles in UK fast-moving consumer goods companies, mainly private equity backed. He is a trustee of Transplant Links Community, a live donation kidney transplant charity.

## RECONNECTING WITH LOST ALUMNI

The Development and Alumni Relations team have launched a project to find 'lost' alumni of Green College, Templeton College and Green Templeton College – that is, alumni with whom we have lost touch. We would like to trace and re-connect with them, as we are sure that they would be interested to hear how the college is developing, and about the work and projects that fellows, students and alumni have been involved with during the COVID-19 pandemic. If you are in touch with fellow alumni, please ask them if they hear from college. If they are not on our mailing list but would like to be, please ask them to contact Sophie Schirmacher at [alumni@gtc.ox.ac.uk](mailto:alumni@gtc.ox.ac.uk)

# OUR COMMUNITY



40th anniversary of the founding of Green College

Top left: Alumna Sabrina Sheikh with her cousin Zahra Sheikh

Top right: Sir Richard Doll and Sir Richard Peto projected as part of a Son et Lumière

Middle left: Green College crest

Middle right: Governing Body Fellow Dr Laurence Leaver introduced a talk by Dr Christoffer van Tulleken

Bottom left: Emeritus Fellow Sir Muir Gray was the after-dinner speaker

Bottom right: Guests before dinner







Top: Umpiring Varsity lacrosse

Middle left: Associate Fellow and alumna Caroline Greenhalgh welcoming guests to a London Reception

Middle right: Development Consultant Ranjit Majumdar; Head of Development and Alumni Relations Ceri Butcher; Managing Director, Head of Financial Sponsors International at Intesa Sanpaolo Luca Pietrantonio; Oxford-Intesa Sanpaolo MBA Graduate Scholarship holder Manu Gupta; Oxford-Sir David Weatherall Scholar Spencer Tong; Said Business School Head of Corporate Partnerships Tom Childs

Bottom left: 2020 leavers event speaker Professor Joseph Stiglitz

Bottom right: Welcome slide for one of many virtual events during lockdown



# GIVING DAY 2020



In early February the college held its first ever Giving Day, 36 hours of activities to raise funds for Student Support, the Annual Fund and the Area of Greatest Need. The whole Green Templeton community came together and made it a resounding success.

Top left: Chefs Chris Lyford and Pawel Drozd judging the staff Bake Off

Top right: College ready for Giving Day

Top-middle right: Specially decorated cupcakes for the occasion

Middle row, left: Then-Principal Professor Denise Liesley (right) visiting the Vice-Chancellor Professor Louise Richardson on a sponsored challenge to tour Oxford

Middle row, middle: Thank you board decorated by student families

Middle row, right: Bursar Dr Tim Clayden with Oxford PharmaGenesis Communications Director Paul Farrow at its Cardiff office as part of his 'Phileas Fogg' challenge

Bottom left: Development Team Sophie Schirmacher, Samantha Novak-Mitchell, Ceri Butcher and Suzanne Yeatman



# 36 HOURS IN NUMBERS

£ FUNDS RAISED IN 36 HOURS: **£57,636**

👤 NUMBER OF INDIVIDUAL DONATIONS: **193**

📊 AVERAGE DONATION: **£298.63**

🌐 COUNTRIES DONATIONS CAME FROM: **22**

🛡️ GIVING DAY AMBASSADORS: **58**

‘My lectures on the aim of education and deep learning in English have proved to be a huge success since I came back from Oxford last year. This is a good opportunity for me to thank and support Green Templeton College.’

Qingwen Huo, Visiting Fellow (2018-19) and Giving Day donor.



## GREEN TEMPLETON GIVING DAY

1-2 June 2021

Green Templeton will host its second Giving Day from Tuesday 1 June to Wednesday 2 June 2021.



KILOMETRES ROWED: **268**



OXFORD COLLEGES VISITED BY PRINCIPAL: **38**



KILOMETRES TRAVELLED BY BURSAR: **1,500**



CAKES BAKED: **162**



HOURS DEVELOPMENT TEAM AWAKE: **42**



# GIFTS MAKING A DIFFERENCE

Gifts to Green Templeton College have a real impact on the college. They provide students with support and opportunities, enable the maintenance and development of the college estate, and provide funds to help with urgent needs or unforeseen emergencies.

If you would like to make a gift to Green Templeton College, our current priority areas are:



## STUDENT SUPPORT

A gift to Student Support allows the college to allocate funds to students experiencing difficulties or financial hardship. The fund also enables students to attend conferences and to undertake fieldwork in support of their research and studies.



## SCHOLARSHIPS

A gift to Scholarships means that more students will be able to access postgraduate study at Oxford and be part of the vibrant Green Templeton community by reducing or removing the burden of tuition fees and living costs.



## COLLEGE LIFE

A gift to College Life will enhance the college environment. It will help preserve and maintain the architectural heritage of the college, support the maintenance of the college estate, and ensure that our living and learning facilities are energy-efficient, accessible and technologically up-to-date.



## ANNUAL FUND

A gift to the Annual Fund gives students the opportunity to reap maximum benefit from their time in college. The Annual Fund supports a variety of extracurricular activities including the small academic grants initiative, personal and professional development programme, the Graduate Common Room and a wide portfolio of activities that benefit the life and community of the college.



## AREA OF GREATEST NEED

A gift in this category helps build up an unrestricted fund that can be used for emergencies and urgent needs across the college.



‘JENNIE TURNER WAS SO WARM AND GENEROUS IN SHOWING US AN OXFORD EXPERIENCE THAT WE CHERISH TO THIS DAY’

Ravi Retnakaran was a Robert Turner Research Associate from 2005 to 2006. He is currently Professor of Medicine at the University of Toronto and Endocrinologist, Leadership Sinai Centre for Diabetes, Mount Sinai Hospital, Toronto.

Associate Fellow Dr Jennie Turner was a long-standing supporter of the visiting research associate in memory of Professor Robert Turner. It was with great sadness that the college learned of Jennie's death in November 2020.

## WAYS TO GIVE

### MAKE A SINGLE GIFT

A single gift can be made quickly online. Every gift, of any size, helps assure the future of the college.

### MAKE A REGULAR GIFT

A monthly, quarterly or annual gift provides a regular source of funding to our priority areas.

### MAKE A PLANNED GIFT

Leaving a gift to Green Templeton in your will gives you the opportunity to make a lasting impact and help to provide vital funding for the college.

To find out more about how to make a gift to Green Templeton College, please visit the college website [www.gtc.ox.ac.uk/giving](http://www.gtc.ox.ac.uk/giving)

If you would like to discuss making a gift to Green Templeton College, please contact Ceri Butcher, Head of Development and Alumni Relations, [ceri.butcher@gtc.ox.ac.uk](mailto:ceri.butcher@gtc.ox.ac.uk)

Every gift makes a difference. Thank you!

‘I have had the incredible good fortune to have been an undergraduate in Oxford and then to be appointed to Green College as a fellow having obtained a senior post in the university. The "Oxford experience" is unique and there was a great sense of "family" in college at that time.

‘The Observatory is one of the finest buildings in Oxford and it was always a pleasure to show academic visitors the Tower Room. Hosting small academic meetings and dinners in college was a great privilege and those occasions are still remembered around the world. Thus, it is vital that we are able to maintain not just our buildings, essential as that is, but to continue that sense of fellowship and collegiality in perpetuity.

‘I hope members will consider that these aims are worthy of financial support.’

Legacy donor (anonymous)

# APPOINTMENTS

*This reflects changes between  
September 2019 and October 2020*

**Professor Andrew Baum** has become a Senior Research Fellow. He is Professor of Practice at the Saïd Business School, University of Oxford, where he leads the Future of Real Estate Initiative.

**Professor Zhengming Chen** was appointed Senior Research Fellow. He is Professor of Epidemiology and Director of China Programmes at the Nuffield Department of Population Health.

**Professor Leon Feinstein** became Senior Research Fellow on his appointment as Professor of Education and Children's Social Care at the Department of Education. He was previously Director of Evidence for the Children's Commissioner for England.

**Professor Gillian Reeves** was appointed Senior Research Fellow. She is Professor of Statistical Epidemiology at the Cancer Epidemiology Unit at the Nuffield Department of Population Health.

**Dr Rossella Ciccia** has joined as a Research Fellow. She is Associate Professor of Social Policy in the Department of Social Policy and Intervention.

**Stephanie Dakin** has joined as a Research Fellow. She is Associate Professor of Musculoskeletal Sciences, a Versus Arthritis Career Development Fellow and Chair of Directors of the Taught MSc in Musculoskeletal Sciences at the Nuffield Department of Orthopaedics, Rheumatology and Musculoskeletal Sciences. She is also a veterinary surgeon and spent her early career as an equine vet.

**Dr Katrin Mueller-Johnson** has joined as a Research Fellow. She is Associate Professor of Criminology.

**Catherine Arnold** became an Honorary Fellow upon taking up the role of Master of St Edmund's College, our sister college in Cambridge. She succeeded Matthew Bullock.

**Professor Meghana Pandit** has joined as an Associate Fellow. She is Chief Medical Officer, Oxford University Hospitals NHS Foundation Trust, where she has responsibility for Clinical Safety and Outcomes, Medical Education, and Research and Development.

**Mario Špundak** has joined as an Associate Fellow. Mario is Head of IT Applications Development and Projects at Saïd Business School.

**Kezia Gaitskell, Helene Matte and Tariq Qureshi** have been appointed as Associate Fellows. They are part of the clinical teaching team led by Governing Body and Senior Doll Fellow Dr Laurence Leaver.

**Dr Raghieb Ali** was appointed as a Visiting Fellow. He is Director of the Public Health Research Center and Associate Research Professor at New York University, Abu Dhabi.

**Min Gao (known as Vivian)** joined as Robert Turner Research Associate, a position awarded to a postgraduate physician or postgraduate scientist coming to Oxford from outside the UK and researching in the field of diabetes or related disciplines. It is named in memory of Professor Robert Turner, a founding fellow of Green College.

Thank you to Governing Body Fellow **Keith Hawton** for his service as Dean, and to Governing Body Fellow **Stephen Tucker** who succeeded him in this role.

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-Tsochas**, Investment and Finance Committee **John Webster**, HR Committee **Dr Jonathan Reynolds**, Risk and Scrutiny Committee **Professor Tim Morris**, Remuneration Committee **Elizabeth Padmore**, Student Welfare Committee **Professor Richard McManus**, and Medical Teaching Subcommittee **Dr Laurence Leaver**.

A number of new Associate Fellows were elected as members of the Principal's Circle, a group of fellows elected on recommendation of the Principal and committed to fostering support for the long-term future of the college.

**Michael Cook** founded SouthernSun Asset Management in 1989 and serves as its Chief Executive Officer and Chief Investment Officer.

**Caroline Greenhalgh** is Head of Development for The Childhood Trust and on the board of The Fund for Global Human Rights. She is a Green Templeton alumna.

**Don Mealing** is an entrepreneur who has led and founded businesses across multiple sectors. His prior experience includes 14 years as a member of the Board of Regents at Harris Manchester College.

**Hendrik Puschmann** is a lawyer and partner at Farrer & Co. He has been a member of the Green Templeton Risk and Scrutiny Committee since 2019.

**Chris Winchester** is Chief Executive Officer of Oxford PharmaGenesis, an award-winning health science communications consultancy that has more than 20 years of experience and has offices in Oxford, London, Cardiff, Cambridge, Basel, Philadelphia and Melbourne.

They join **Stefano Lucchini** and **Dr Christian Visdomini** as members of the Principal's Circle. Lucchini is Chief Institutional Affairs and External Communications Officer for Intesa Sanpaolo Bank and Visdomini is CEO of Change Group Americas.



# FELLOWSHIP NEWS



Senior Research Fellow **Sonia Contera** received the title **Professor of Biological Physics** in the 2020 University of Oxford Recognition of Distinction awards. She is pictured with her 2019 book, *Nano Comes to Life: How Nanotechnology is Transforming Medicine and the Future of Biology*.

Governing Body Fellow **Michael Smets** was conferred with the title **Professor of Management** at Saïd Business School in the 2019 Recognition of Distinction. He is also an alumnus (MSc 2003, DPhil 2009).

## IN BRIEF

Outgoing Principal **Professor Denise Lievesley** was elected an Honorary Fellow in recognition of her significant contribution to the college. Her partner **Professor Roland Rosner** was elected as a Radcliffe Common Room Member in recognition of his active engagement in many aspects of college life.

Governing Body Fellow **Professor Keith Hawton** was awarded a CBE in the Queen's Birthday Honours List 2020 for services to Suicide Prevention.

Governing Body Fellow **Dr Susan James Relly** was appointed as Associate Head (Education) of the Social Sciences Division, University of Oxford.

Governing Body Fellow **Professor Neil Mortensen** took over as President of the Royal College of Surgeons of England.

Associate Fellow **Professor Sir Bernard Silverman** was appointed to the Economic and Social Research Council (ESRC).

Senior Visiting Research Fellow **Professor Mark Woodward** was elected a fellow of the Australian Academy of Health and Medical Sciences.

Senior Tutor **Dr Alison Stenton** represented Green Templeton at our sister Green College, University of British Columbia in the first week of March. She took part in Green College's Advisory Board and attended its Founders' Dinner.

Green Templeton was saddened to hear of the loss of a number of college members this year. They include Honorary Fellow **Alexander Patrick**, Emeritus Fellow **Dr Gerald Truscott Warner**, Associate Fellow **Dr Jennie Turner**, Night Porter **Sid Smith** and long-standing Cleaner **Sharon Kitney**.

It was with sadness that college heard of the death of **Josephine (Pina) Templeton**, daughter-in-law of Sir John Templeton, Founder of Templeton College.



## GOVERNING BODY CHANGES

The college thanks four retiring Governing Body Fellows: **Dame Valerie Beral**, **Ian Laing**, **Sir Richard Peto** and **Sir Tom Shebbeare**.

Leading epidemiologists Dame Valerie Beral and Sir Richard Peto were recognised for 30 and 40 years' service respectively at a dinner in January. Dame Valerie and Sir Richard are now Emeritus Fellows.

Ian Laing, a long-standing member of the college community, resumed his role as an Honorary Fellow. The college is indebted to Ian for his wise insight and advice, particularly with developments

of the college estate and putting the college on a sounder financial footing. Green Templeton is grateful to Sir Tom for his commitment to raising our profile and fundraising capacity.

Both Ian Laing and Sir Tom served as Barclay Fellows – contributing valuable external expertise as full trustees of the college – and unusually without having any formal relationship with the University of Oxford.

The college was pleased to welcome **Dr Charles Roehr** and **Dr Andrew Sharrott** as Research Fellow Representatives on Governing Body.

Clockwise from top left: Valerie Beral, Richard Peto, Charles Roehr, Andrew Sharrott



# LOOKING BACK ON FIVE YEARS AT THE HELM

Denise Liesley

The editor of *Observatory* has kindly invited me to write about my five years as Principal of Green Templeton College. It gives me an opportunity to reminisce about this period of my life and to select impressions illustrating the spirit, energy and breadth of our community.

My first contact with Green Templeton was attending the Emerging Markets Symposium in 2012. When I was later approached to apply for the post of Principal, a significant attraction was that Green College was founded by Sir Richard Doll, one of the world's most influential epidemiologists. I knew him as a fellow member of the Royal Statistical Society and the Statistical Dining Club and had admired him throughout my career.

Before becoming Principal, I participated in the celebration of the Oxford Centre for Management Studies at 50 and my period of tenure has included the 40th anniversary of the founding of Green College and the 10th birthday of Green Templeton.

In addition to overseeing the day-to-day operation of the college, my role has entailed leading the development of its strategy and priorities. My particular focus has been on defining our identity, culture and values and I think that we now know better what Green Templeton College stands for. Among these values are inclusivity, diversity and caring for the environment.

Early in my principalship, I held a series of conversations in the Lodgings culminating in an awayday of the Governing Body to set the strategy that has underpinned our work over the last few years. The target of 600 students was confirmed, unless the university were to express interest in a partnership to enable the college to grow still further. Our mix of







Top: Denise in conversation at the 2019 London Alumni Reception

Middle: Denise with 2019 Nautilus Award winners at the summer garden party

Bottom: Denise with her partner and Radcliffe Common Room Member Professor Roland Rosner modelling Green Templeton Puffa jackets



various activities he pioneered. These included chairing the family-friendly and fellows' spouses' dinners and organising the community choir, the termly GTC Performs! events and the Musician-in-Residence. The sublime playing of Maki Sekiya certainly features among the highlights of my principalship.

The last six months have been very strange, with serious disruptions to the lives of our students and academic colleagues. In the face of these difficulties the students have supported one another in managing health concerns and adapting to new ways of studying. I have also been aware of the significant pressures on the college staff who have not only risen to this challenge but have exceeded all expectations. This is a great team, all pulling together to improve the experience of students and fellows. I am very proud of them all and will miss working with such a congenial and committed group of colleagues.

My colleagues – the staff of Green Templeton – have given me a thoughtful leaving gift of a bench for our garden in Kent, and it is there that I can reflect on the incredible five years. Of course, the greatest pleasure has been to be part of the community of scholars studying and researching important issues at the interface of policy and practice. I think we all became more keenly aware of this during the COVID-19 crisis when the contributions of some of our fellows, students and alumni have featured prominently in building our understanding of the virus and how to manage it.

*Professor Denise Lievesley is an Honorary Fellow of Green Templeton College. She was Principal of Green Templeton from 2015 until September 2020.*







# 40 YEARS IN THE GARDENS

MICHAEL PIRIE

I suppose you could take the start of my gardening career at the college as dating from 12 March 1980, with the first sentence of my job application: 'If you have not already filled the vacancy, I wonder if you would consider this application for the post of a working gardener.' It wasn't a very strong application, not least because I didn't (and don't) have any qualifications in horticulture, but at the time it was sufficient to begin what has been a consistently satisfying employment.

Gardening is a creative pursuit that engages body and mind, and ideally is carried out with a maximum of autonomy and a minimum of reference to authority. I'm not sure if the powers that be would officially sanction my approach but that is pretty much what I have been doing for the past 40 years!

The main objective of the garden, as I see it, is to be aesthetically pleasing. There are many lesser objectives, such as assisting in the functionality of the college, but beauty is the primary one.

During the celebrations for the college's 40th anniversary in September 2019, I was invited to give a talk on the development of the gardens, which I treated as a conducted tour starting in the Lankester Quad, such as I have done for real on many occasions. What follows is along the same lines.

Jack Lankester, Oxford University surveyor at the time of the college's foundation and its first architect, had to turn what was originally the stable yard or back entrance of the Observatory into something worthy of a front quadrangle. An idea of his transformation is shown by a comparison of the first two photographs on the next page, the first from the 1920s, when the stables were used as a garage, the second from c.1979 when the college had just opened.

His concept was to design the entrance as though one was entering the courtyard of an 18th-century country house with an estate clock over the archway – a very appropriate and elegant period touch. As you can see from the 1979 photo on the next page, used

in an early set of postcards, the original planting was sparse and had no character.

The large expanse of limestone setts proved unstable and liable to disintegrate, so in 1998 I was asked to come up with some designs for an improved layout. Plan C (there was also a Plan A and Plan B), which allowed for new criss-crossing paths paved in York stone with stable-block engineering brick edgings, was the approved design.

At the same time, I took the opportunity to replant the borders completely and give the buildings the clothed character that they currently possess. Jack Lankester's archway was used as a convenient framing device in this photograph from 2004.

The stable yard originally had solid wooden gates separating it from the main garden (and from the Woodstock Road), indicating its purely utilitarian nature.

The transition from one space to the next through wrought iron gates seems so natural and desirable as to make the alteration go quite unnoticed.





Photographs of the Lankester Quad, taken in the 1920s, c.1979 and 2004

The wisteria is a seasonal joy. It is supported across the opening by a shallow wrought iron arch, which was installed in about 2000 to mimic the entrance archway.

One of the necessities in the main garden has been to create the areas of greatest interest alongside the most frequented paths – to the Observatory and Doll Building, and nowadays to the gym and Observatory Street.

The flower bed immediately through the gates from the Lankester Quad acts as a low foreground feature to the view of the Observatory. The planting has changed from time to time. There follow some distinctive efforts, starting with an astronomical garden created to coincide with the most recent transit of Venus across the face of the Sun in 2012.

A line of green parsley across a circular clump of yellow flowers represented the transit.

In 2018 we re-created Green Templeton College's heraldic crest in plants. The shield had been designed by the College of Arms in 2008, following the merger of Green College and Templeton College.

A snake in blue twined around a line of dark grass represented the medical symbol of Aesculapius (from Green College's crest). It sat between nautilus shells in yellow (and a bit of orange) from Templeton College's crest, representing continuous growth.

Finally, in 2019, Assistant Gardener Carolyn Serra and I created a garden of ancient Greece, which incorporates some relics of Coade stone from the Observatory, with plants from the eastern Mediterranean.

The main garden has a mature feel about

it now, from having been planted with a large number of trees and shrubs over the past 40 years. I used to boast that I had planted more than 40 trees in the gardens, but as it has been necessary to remove some of them, through death, inconvenience or lack of aesthetic quality, I prefer to say that a nice ratio of trees to open space has been achieved. The main lawn is reserved for events, under normal circumstances, and to allow the historic weather station to operate effectively.

The completion of renovations to the Observatory in 2014 led to two birches, which had been planted in the 1980s for Sir Richard and Joan Doll, being replaced by a narrower weeping variety (*Betula pendula 'Tristis'*) to open up a view of the building. They were planted by Denise Lievesley and Roland Rosner in March 2016.

Before leaving the main garden I should mention the medicinal garden, which was created with the expert pharmacological assistance of now Emeritus Fellow Dr Jeffrey Aronson in 1984. It has been subject to modification according to recent discoveries, and to persistent difficulties in growing some of the subjects. The seat canopy I designed on a scrap of paper and constructed from garden trellis and tree stakes.

The south lawn of the Observatory feels slightly cut off from the college grounds, from being outside its enclosures, but it provides the setting for the main façade of the building and more recently has become significant as the focal point of the Radcliffe Observatory Quarter. To the cedar of Lebanon planted in 1982 has recently been added a partner tree in 2016. They in turn have been

joined by the sculpture by Martin Jennings FRSS of Dr John Radcliffe in 2018, looking very pleased with his benefaction and himself.

It is important that the new Stephen A. Schwarzman Centre for the Humanities should be brought into an harmonious designed relationship with the front of the Observatory.

We come round to the McAlpine Quad, which was named after the construction company that built the Walton Building and New Block. This part of college has changed the most in the last 40 years. It used to have a desultory appearance, but the opportunity to transform it into a respectable quadrangle came with the completion of alterations to form the library in 2014.

As with the Lankester Quad some 20 years earlier, I submitted a series of plans for consideration, on nothing larger than A4 sheets of paper.

Considering that I used to refer to the quad somewhat tactlessly as a secondary area to former Principal Sir David Watson – the Principal's office is in Observer's House – I hope he would be pleased with the result as it is now.

I cannot finish without mentioning those senior members of college who, as Garden Committee chairmen and Garden Fellows, have strongly supported my work throughout, and acted as intermediaries to the Governing Body: Brian Bower, Michael Kettlewell, Andrew Markus, Stephen Harris, Ingrid Lunt and Marella de Bruijn.

*Michael Pirie marked 40 years as gardener at Green College and Green Templeton College in April 2020.*

# MEET THE HEAD CHEF

A quick-fire Q&A with Chris Lyford, who reached the 20-year milestone in the college kitchen.

## Why did you decide to become a chef?

It just happened by accident. I had stayed on for a year in my school's sixth form and I still had no idea what I wanted to do. The UK was coming out of recession in the mid-80s and there were three million unemployed so jobs were hard to come by. My dad noticed an apprenticeship advertised in the *Oxford Mail* at St Hilda's College and suggested it might be worth a try as he wanted me to learn a trade. So I applied and much to my surprise I got the job and I took to it straight away.

## What made you choose Green Templeton?

I had been working at Corpus Christi College for eight years and felt that there wasn't any room for promotion so began to look around. Green College (as it was then) was looking for a second chef. I liked the place as soon as I came here and I was made to feel very welcome and found everyone to be warm and friendly.



## How have Green Templeton and its food changed over your 20 years here?

Well, it's obviously much busier especially since it became Green Templeton and I like to think the food has changed with the times. In my early years here there were only three of us in the kitchen and the dining room was upstairs so the food was served family service style and would go up on platters via two lifts. These days we mostly plate everything and I try hard to ensure we produce food that looks and tastes good. I have a great team and I am very proud of all of them and the effort they put into maintaining our high standards.

## What is your favourite type of cuisine and favourite dish?

This is the hardest question! I like many types of food so it's difficult to pick a favourite cuisine. I try to eat vegetarian food on a regular basis to help me improve our vegetarian dishes as I don't want our vegetarian guests to feel they are an afterthought. I think it depends where you are and who you are with. I have a group of friends I only see once or twice a year and without fail we always meet for a full English breakfast in a little café and it's the best!

## How have you and the kitchen team adapted to 2020 and lockdown?

Obviously it's been a strange year and we have all been on furlough for a long time. I came back for a couple of weeks in August to start getting things organised and the rest of the team are now working part time. It's a very



different operation at the moment and we are operating a Click and Collect lunch service and are about to start doing home deliveries for students isolating. Not exactly the style of food we usually do but it feels good to be feeding people again. Hopefully things will get back to some sort of normality soon.

## How do you decide or test new recipes?

This is a part of my job that I really enjoy. Ideas can come from anywhere really and the whole team play a part in menu development so ideas are always being discussed among ourselves. I read quite a lot of books and magazines and the internet makes it very easy to explore ideas. New recipes are tested in the kitchen and adjusted until we are all happy before going on the menu. Pawel (my sous chef), Dave (my third chef), Kev (my pastry chef) and I have about 120 years of experience between us. Apart from being scary, it gives me great confidence that if we all agree on something tasting good, it's a winner!

## When are you happiest at work?

I think I'm happiest during a busy dinner service when everything is going on and we are all working together to get the food on to pass for service. Until you have experienced it, it's hard to explain the adrenaline rush you get.

Left: Click and Collect Halloween lunch served in bagasse packaging, a natural by-product of sugarcane refinement, in line with our sustainability objectives

# ‘The future belongs to science.’

Sir William Osler, Former Regius Professor of Medicine and resident of Green Templeton's 13 Norham Gardens



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