

OBSERVATORY.

GREEN TEMPLETON COLLEGE, UNIVERSITY OF OXFORD

2021

MEDICAL LIVES

Hear from alumni, fellows and students

FUTURE PLANS

Our five strategic priorities

ACCOMMODATION

Rewley Abbey Court upgrade



FROM THE PRINCIPAL

Students have continued to achieve extraordinary things and complete their studies in good time

It seems no time at all since I sat down and typed my first contribution to *Observatory*, for last year's issue. However, it has been a busy and challenging year. The COVID-19 pandemic has continued with successive waves of infection and there has been significant impact on college life – from remote working to online events and

from frequently updated government guidance to a food delivery service. But the students, fellows, alumni and staff of the college are a resilient lot.

Students have continued to achieve extraordinary things and complete their studies in good time, with a new cohort of over 300 graduates arriving in the autumn.

Fellows have brought together an exciting new strategy for the college as well as advancing their own work and alumni have been as engaged as ever, especially through a myriad of online activities. And staff have continued to do their utmost to maintain the college experience for everyone through their flexibility, ingenuity and determination.

Twelve months ago, we were consulting widely on the new strategy for the college. Now it is close to being finalised and we are progressing some key objectives for the longer-term future (pages 4–5). My sincere hope is that in a year's time I will be reporting significant progress against these objectives, moving the college forward as we emerge from the coronavirus pandemic.



This issue we've chosen to apply a particular focus to medicine (pages 24–33). In addition to being an area of long-held strength, clinical medical education is one element set to be at the heart of our academic strategy for the coming years.

Having joined the college in September 2020, and lived through a number of lockdowns and restrictions, it has been wonderful in the latter part of 2021 to see the college operating more normally. The year ended with optimism and enthusiasm for a productive and successful 2022.

I have been amazed at the breadth and depth of activities run by the college, events that offer such a varied and interesting programme for the college community. The following pages are a record of some of these activities. I hope you enjoy reading about them.

A handwritten signature in black ink that reads "Michael Dixon". The signature is written in a cursive style with a horizontal line underneath.

Sir Michael Dixon
Principal
Green Templeton College

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Cover photo: Green Templeton's Radcliffe Observatory, Doll Building and Observer's House at dusk

Photography including by Richard Cave, Timothy Clayden, David Crowhurst, Allison D'Ambrosia, Michael Dixon, Weimin He, Georgia Hole, Sam Howard, Elaine Huckson, Maya Lahav, Matt Link, Sarah Melville, Nick Parrott, Caitlin Pawulski, Asmita Poddar, Harriet Quint, Rebecca Ritchie-Timms, the Richard Doll Society, Sophie Schirmacher, Sarah Taylor, Lara Truman, Ian Wallman and Steve Williams.

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

Comments and suggestions in response to this issue of *Observatory* are welcome. Please contact the editor Nick Parrott at nick.parrott@gtc.ox.ac.uk.

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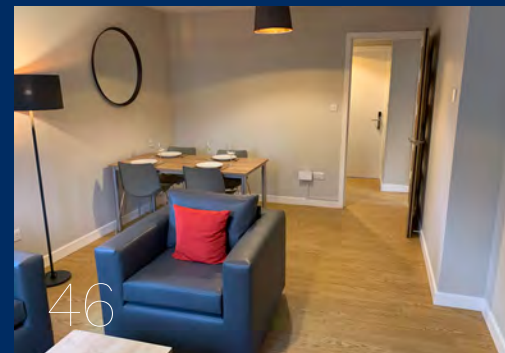
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Flats at the Rewley Abbey Court site near the Saïd Business School were gutted and refitted in the first major upgrade in recent years

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Photography competition

The theme of 'the new normal' attracted a record number of entries for this year's photography competition



GREEN TEMPLETON COLLEGE

STRATEGIC OBJECTIVES TO 2031

During 2021 the Principal and executive team consulted widely on a new strategy for the college. This included engaging actively at Governing Body and through its committees, surveying both our entire fellowship and student body, and soliciting input from alumni, staff and our wider network. The key objectives for the longer-term future outlined here have been agreed as part of this strategy.

OUR MISSION IS DERIVED FROM OUR ROYAL CHARTER:

'...to further study, learning, education and research within the university and to be a college wherein individuals may carry out advanced study or research particularly in management studies, medical and life sciences, social sciences and a range of other subject areas as approved by our Governing Body.'

OUR FIVE MAJOR STRATEGIC OBJECTIVES ARE:

ACADEMIC

TO RESEARCH AND DEVELOP
THE OPPORTUNITIES IN
ESTABLISHING UP TO THREE
CENTRES OF ACADEMIC
EXCELLENCE IN THE COLLEGE

Why?

- We are building on an extraordinary platform
- Our fellowship and student body are well placed to engage, with a close eye on tackling 'real-world issues', in support of the objectives of the wider university.

What are we doing?

- Developing a reputation for strength in areas aligned with our existing aim to understand and enhance human welfare
- Growing interdisciplinary knowledge exchange through coordinated sets of activities
- First workshop held to discuss development of Clinical Medical Education
- Some other ideas depend on overlap (for example around our existing strengths in Health and Social Care)
- We will advance only a small number of ideas simultaneously.

ESTATE

TO CREATE AND BEGIN TO
IMPLEMENT A 40-YEAR PLAN
TO MANAGE AND DEVELOP
THE COLLEGE'S PROPERTY
ASSETS

Why?

- We require built assets to provide the facilities and services in support of our academic ambitions and the initiatives of our students and other college members
- Improving student experience (for international students)
- Almost 90% of college assets are held as property
- Property assets generate over half of the College's income
- Costs of maintenance, repair and renewal are substantial.

What are we doing?

- Submitting for planning consent the Accommodation, Dining Hall, Gym, Informal Study Space and Lodge projects developed with architects Feilden Fowles
- Reviewing the use and business case of each building
- Surveying the condition of all our properties
- Looking at funding opportunities for property developments.

FINANCES

TO ADOPT A BUSINESS MODEL THAT ACHIEVES THE LONG-TERM FINANCIAL VIABILITY OF THE COLLEGE WHILE STARTING TO BUILD A NEW ENDOWMENT

Why?

- The operating model for most colleges requires income from a large endowment and commercial activity
- We have limited opportunities to generate profitable income.

What are we doing?

- Reviewing the college's operations from a financial perspective
- Looking at how to exploit the income-generating possibilities we have
- Setting a target of generating surpluses within three years
- Considering options to increase our invested assets.

NETWORK

TO CULTIVATE AND DEVELOP STRONG RELATIONSHIPS WITH ALL MEMBERS OF THE COLLEGE THAT MAKES BEST USE OF THEIR TIME, TALENT AND TREASURE

Why?

- Academic input to activities comes from the fellowship and student body
- Collective working brings a sense of community
- If we don't support our own work, why should others?

What are we doing?

- Continuing to build Development capacity in the college
- Growing our network of external contacts
- Increasing engagement with alumni
- Preparing to publish a Case for Support.

GOVERNANCE

TO REVIEW, REFORM AND IMPLEMENT THE BEST GOVERNANCE AND MANAGEMENT STRUCTURES AND PROCESSES TO DELIVER THIS STRATEGIC PLAN AND ENSURE THE LONG-TERM VIABILITY OF THE COLLEGE

Why?

- We need systems and processes that are fit for the future
- Everyone needs to understand their role
- Collective effort is needed to deliver the plan.

What are we doing?

- Reviewing the size and shape of the fellowship and Governing Body
- Looking at the roles required to deliver our strategy
- Governing Body committees to oversee strategic objectives.

Green Templeton's main Woodstock Road site (centre) in the Radcliffe Observatory Quarter with the Mathematical Institute (left), the site for the new Stephen A. Schwarzman Centre for the Humanities (above centre) and Blavatnik School of Government (above right). Photo taken looking south by Bursar Dr Timothy Clayden from a hot air balloon in August.





COLLEGE LIFE

Allotment Club

A new Allotment Club brought people together as lockdown restrictions began to ease while also promoting sustainability. The project, organised and developed by Ella Dunlop (Clinical Medicine, 2016), received support from the Annual Fund to help cultivate an allotment plot in Old Marston to grow vegetables, encourage wildlife and pollinators, and provide exercise and socially distanced communal activity. Students from many different disciplines have got dug in – from DPhil students in biochemistry, to computer scientists and medical anthropology. Not only is this testament to the range of courses on offer at Green Templeton but it also provides an opportunity for these different groups to interact, along with families of student-parents.



Childhood malnutrition

In response to a call from the college's Sheila Kitzinger Programme, Dr Shobi Nagraj (DPhil Women's and Reproductive Health, 2017) initiated a project on addressing childhood malnutrition during the COVID-19 pandemic. This brought together local grassroots organisations, academics, scientific and policy experts, local schools, health and social care professionals and civil society organisations in Oxfordshire, to discuss the systemic issues around childhood malnutrition.

Performance

Live in-person music made a resurgence in the summer and autumn, including Jordan Gorenberg (DPhil Anthropology, 2018) performing with colleagues at the Foundation Receptions. The community choir was re-established, starting first outside and then in the marquee before having a 'Sing Out' informal performance in December. GTC Performs! – a cabaret meets open-mic-style event in November – shared performances from classical piano to poetry recitals.





Black Students' Society

Graduate Common Room Black Students' Representative Josephine Agyeman-Duah (DPhil in Women's and Reproductive Health, 2018) established the college Black Students' Society in the 2020-21 academic year. Inspired by the experiences of Black students at GTC, the society is intended to be a recognised community and a forum for discussing and addressing issues affecting Black students and members of Green Templeton.

Membership is open to students who identify as Black and it welcomes Black students from other graduate colleges who wish to support diversity efforts at GTC and the promotion and wellbeing of Black students at Oxford. Activities included a 'By the Fireside' evening that featured George the Poet; BLM movie nights and welfare events that provided a safe space for Black students to support each other, including during lockdown.

The society plans to continue to work with other college members to ensure that the action items from the GTC BLM taskforce receive maximum attention from the Governing Body, and that medium- to long-term actions such as welcoming Black fellows and staff are prioritised.



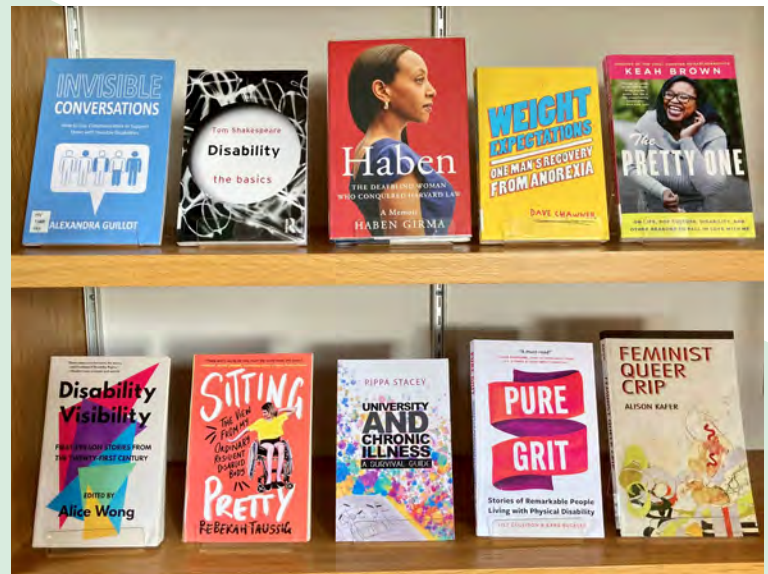
Boat Club

As Oxford emerged from lockdown in the spring, crews were able to get back out rowing in an adapted form. A new-look Summer Torpids took place with spectators asked not to gather at the river. Instead, there was a livestream where college members and friends could follow the progress of crews, including that of the Green Templeton Men's VIII.

New Library Collections

The Library has introduced three new book collections over the last year as a holistic approach to student support: the Wellbeing, *Maarifa* and Disability Studies collections. The Library is keen to support students' emotional, ethical and social needs in addition to their academic requirements. The Wellbeing Collection was established with support from the Annual Fund. The collection is designed to help students understand and improve their health and wellbeing with books covering a variety of subjects such as managing stress, mindfulness and dealing with anxiety.

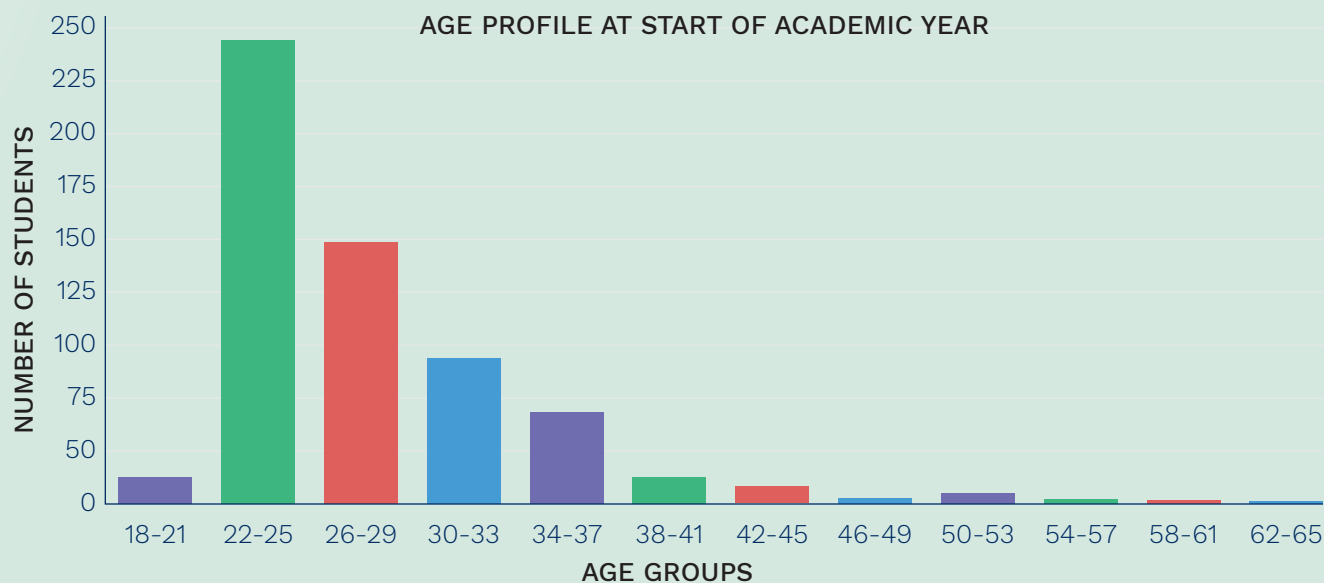
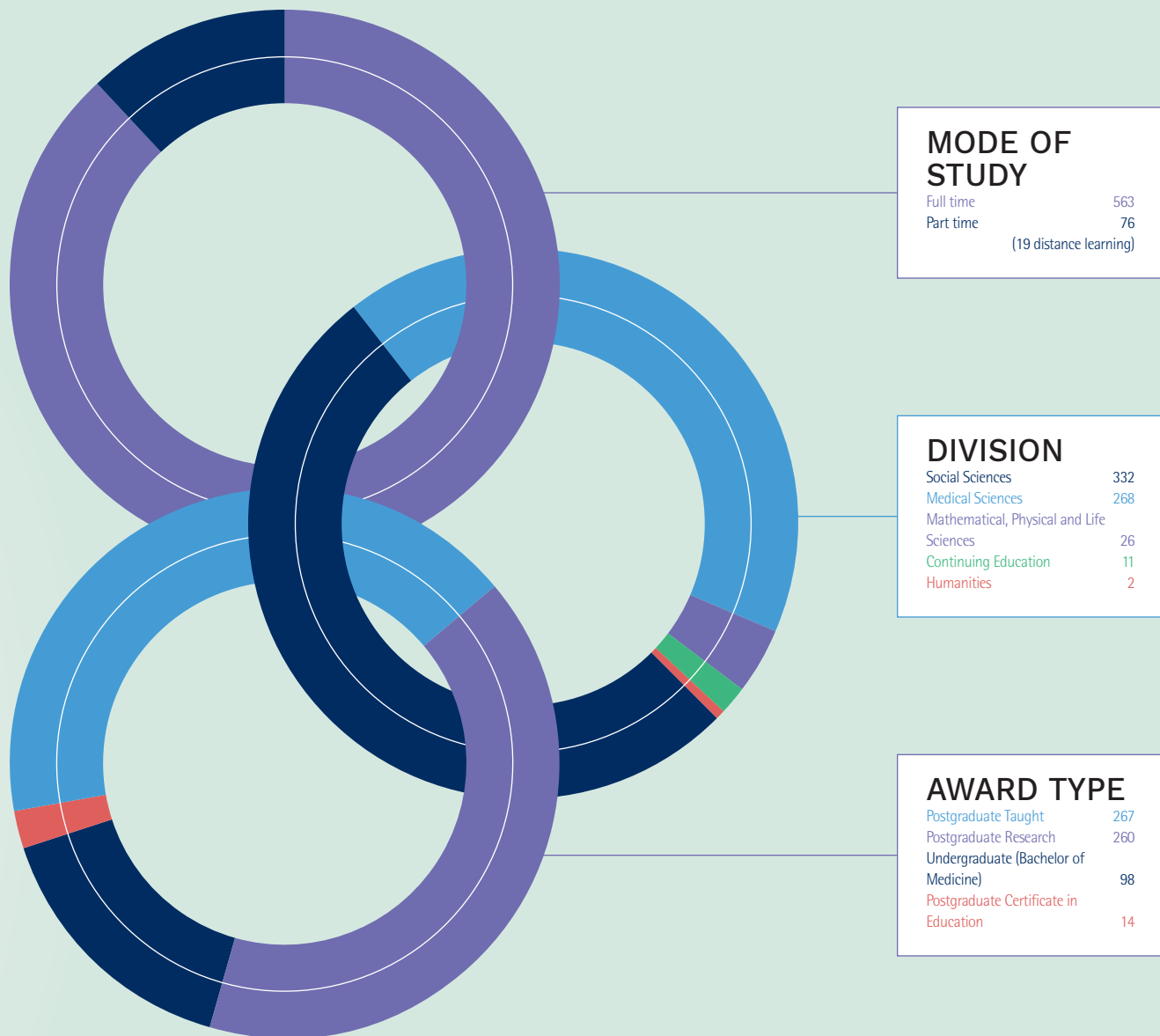
The *Maarifa* Collection celebrates Black history, culture, writers and experiences. *Maarifa* is Swahili for knowledge and the collection is a resource for self-learning on specific topics relating to race, including how to address racism. The Disability Studies Collection is an initiative led by Senior Tutor and college Disability Lead Dr Alison Stenton.



STUDENT BODY

Early in academic year 2021-22 Green Templeton's 639 students were from 75 territories. The average age was 29, 59% were female and 90% were in the Medical Sciences or Social Sciences Divisions.





ACADEMIC, PERSONAL AND PROFESSIONAL DEVELOPMENT

Green Templeton has a diverse community of students from more than 70 territories, enrolled on more than one hundred academic programmes, and with a wide range of academic and professional experience under their belts before joining Green Templeton. Part of the role of the college is to provide students with the chance to complement their academic activities with enrichment opportunities.

In pursuit of this, since its formation Green Templeton has provided a range of academic, personal and professional development (APPD) workshops and engagement activities to its students, in addition to its long-running one-to-one coaching programme. Over the past couple of years, the APPD programme has been reviewed to ensure it meets the needs of current and future students. This work was overseen by Senior Tutor Dr Alison Stenton, supported by Academic Committee, with the Student Engagement and Welfare Officer Allison D'Ambrosia working closely with the student body.

The new-look APPD programme provides a calendar of value-added sessions to catalyse personal development for our students. This programme works to engage and equip students to grow personally, excel in their academic journey, and to practise intentional citizenship – where students come together to build community. It thus enables students to advance their personal and professional development while connecting meaningfully with other students in college whom they might not have met, were it not for the opportunities available to them at Green Templeton.

‘Part of the role of the college is to provide students with the space and tools necessary for them to be able to discern their path leading from their experiences.’

THE APPD PROGRAMME IS CENTRED AROUND THREE PILLARS:

Personal growth: individual coaching and coaching personal growth workshops; interactive sessions and talks supporting wellbeing

Supporting the academic journey: exploring and understanding the hidden curriculum via regular reflective group workshops; navigating careers advice; research presentations; opportunities to meet college fellows; funds for student-led conferences and activities; workshops to develop academic communication skills and engaging with supervision; tutor-led stats support

Citizenship: alumni mentoring; opportunities to participate in local outreach and volunteering; Equality and Diversity development and social activities promoting belonging, social responsibility and commitment to community.



STUDENT ENGAGEMENT

Allison D'Ambrosia took up the new role of Student Engagement Officer in March 2020. After experience as president of a college Common Room, she found joy in student representation and community building.

This led Allison to the Students' Union where she was VP Graduates during the first year that graduate students outnumbered undergraduates! She focused on representing international students and student parents in particular, and worked on areas including the first Student Mental Health Policy and the university-wide Strategic Plan 2018-24.

Allison brought her expertise in graduate representation and lobbying to GTC where she has redeveloped the APPD Programme as well as helped reform the governance of the Graduate Common Room. Allison works with students to pass on her knowledge of the inner workings of the university to enrich their experience – all while enjoying a great coffee.



Not only do the APPD sessions help students individually, but they also build community between students on different courses and in different years. Another student said: 'I really liked being there with the group. Everyone shared experiences that I can relate to and it really eased my mind that other people are also struggling with similar issues.'

Students have found the workshops insightful, supportive and practical. One was impressed by how useful it was: 'It was one of the few events I'd been to that addressed the real problems I've faced at Oxford.'

We have worked to ensure that these sessions develop the whole student, not just their professional identity. We have run several Writing for Wellbeing sessions as well as creative sessions with our Artist-in-Residence Weimin He and Musician-in-Residence Maki Sekiya. Led by James Gunnell (Medicine, 2018) in 2020 the college teamed up with Cheney School in Headington to pair our students with local A-level students to provide additional supervision and guidance on a range of extended projects.

It is no secret that Green Templeton attracts the very best future leaders. The APPD programme works to ensure that those leaders have the opportunity to develop themselves in a diversity of ways, all with the dedicated support of fellow college members.

Although COVID-19 provided a different stage from which to run many of these sessions (via Zoom rather than in person), the topics that students engaged with were fascinating. We were able to listen to the students' feedback and develop new sessions to fit the current mood. One such session was 'Career development in 2020 and beyond', where students learned tips and tricks for virtual interviews and how to use this time to reflect on career aspirations.

Our resident career coach Heather Kirkup has been providing tailored sessions to Green Templeton students for over 12 years. Her group coaching workshops have not only met the needs of students in their personal development, but also provided a space for students to get to know themselves, find solidarity in their student journey, and build lasting and impactful relationships.

Heather has a wealth of knowledge and expertise in helping clients uncover their career talents. She believes that 'the programme gives students a space to think deeply about their transition to professional life beyond their time at GTC'. And students agree! We have a strong contingent of returning students to different sessions each term. One said that the APPD programme has helped their understanding, and: 'Self-management is an ongoing process and it involves interaction between different aspects of life.'



'I really liked being there with the group. Everyone shared experiences that I can relate to and it really eased my mind that other people are also struggling with similar issues.'

COLLEGE LIFE



Top left: Librarian Richard Turner introducing some new students to resources and facilities as part of their induction

Top right: COVID-secure pottery workshop organised by the Graduate Common Room

Centre left: Movie nights were a feature for student household bubbles during lockdown; the catering team delivered event kits including popcorn and homemade Green Templeton cookies

Centre right: Marten Krijgsman was appointed as temporary Welfare Coordinator to provide students with access to information and support during the pandemic restrictions. The role was created through generous funding provided by Associate Fellow Chris Visdomini, CEO of Change Group Americas

Bottom left: Lotte Betts-Dean and Sean Shibe performed 'Songs of the stars' in the Radcliffe Observatory Tower Room as part of the Oxford Lieder festival

Bottom right: Green Templeton flew a #DIFFERENTEQUAL flag for Black History Month. The campaign, launched in December 2020, signals the college's commitment to inclusivity and promoting awareness of racism



Top left: A household celebration during the pits of lockdown. Getting together with housemates and finding excuses to celebrate anything and everything became the 'new normal'

Top right: As part of Green Templeton's commitment to working collectively for a sustainable future, living centrepieces were chosen for the tables at our Welcome Reception this year. Edible pea shoots were later planted in the college gardens and the produce used in the kitchens



Centre left: Green Templeton's Black History Month celebrations culminated with a Sankofa ('back to our good roots') evening

Bottom left: Gary Strivens, Harriet Quint, Ben King and Anton Blake-Cox from the catering team ready to greet new students

Centre right: Lockdown activities included a gingerbread-decorating competition

Bottom right: Acheampong Atta-Boateng gave a student perspective on the past year at a Foundation Reception. Ache is GCR President for 2021-22





NAVIGATING THE COVID CHALLENGE



With the pandemic impacting every aspect of our lives for over a year, it was a natural choice for the focus of the Green Templeton Lectures 2021.

Alongside health worries have been increasingly evident economic woes. Public health interventions have had a major impact not only on our work and social lives but also on the wider economy. COVID-19 has changed every aspect of our lives and, despite the incredible work on vaccines, it's clear the effects will be with us for some time.

Drawing on its research base encompassing medicine, public policy and management, Green Templeton used the 2021 series of three lectures in the spring and early summer to reflect on the overall experience of COVID, raising key questions for governments as they come up with inevitable 'build back better' plans for recovery.

As the Convenor of the lectures, Emeritus Fellow Dr Marshall Young, commented when he introduced them, 'the medical scientists in Oxford have rightly drawn accolades for their work on vaccines. But these lectures show that this science must be combined with knowledge and expertise from both other areas of medicine, and from management and public policy if pandemics like COVID are to be effectively contained.'

Framing the COVID challenge

The first lecture began with Governing Body Fellow Professor Rafael Ramírez and Senior Research Fellow Professor Trudie Lang framing the COVID challenge in the context of their own research and expertise.

As Director of the Oxford Scenarios Programme at the Saïd Business School, Ramírez applied the theory of scenario planning to pandemics, highlighting the need for governments to fully understand the environment in which their 'build back better' plans must operate – in particular, the need to distinguish the factors that governments interface with directly from the driving forces behind these factors.

'People often confuse contingency planning with scenario planning,' he said. 'We think of scenarios as informing the contingencies for which you need to plan. Strategy is then what we choose to do and the usefulness of the whole thing is whether the strategy is actually enacted.'

The key question, he said, is: what is the context of your strategy? Scenarios are unique to a person or company. They consider the user as a learner rather than decision-maker and recognise the process as an iterative one requiring amendments and adjustments over time as circumstances change. They look at alternative futures that may or may not happen. Scenarios consider multiple potential contexts and can influence the transactional environment in which actors make decisions or strategies to engage opportunities and problems. By considering multiple different future scenarios, your strategy becomes more robust.

Ramírez used the United States as an example of how scenario planning could have been beneficial in the response to COVID. He said the Obama administration used experience from a series of health issues including swine flu, Zika and Ebola to create a playbook of scenarios to address future pandemics. The Trump administration threw out this playbook – but failed to replace it with a playbook of their own – which may have contributed to the impact of COVID

on health and the economy and the preparedness of the administration to respond.

Lang, meanwhile, spoke about the challenges of COVID from a global health perspective, focusing on the wider context of health research and how that plays out in a larger ecosystem. Emerging pathogens are more likely to occur in areas where there is little capacity to do research or where there is unequal vaccine distribution. These inequalities can mean the identification and evaluation of pathogens, and hence the development of treatments, is seriously delayed, and the resulting spread of the pathogen much more rapid and extensive.

The problem is compounded when answers are needed quickly. Other diseases have been studied in detail. There have been epidemiology studies, different treatments considered, clinical trials, and studies on how human behaviour and decision-making influence the spread of disease. 'All these components often happen separately, sometimes over decades, centuries,' said Lang. 'But in a pandemic we need all those answers in that one same moment.'

Pandemics stand to make the worst impact in the most deprived areas of the globe; Lang pointed out that 90% of the world's health research benefits just 10% of the global population. There is currently a lack of cheap affordable testing that can be done in situ in communities rather than patients or samples having to travel. A disparity in testing across the globe means comparing data can be difficult: where fewer people are tested, it's hard to unpick what the data is telling us. Lang also called for further research into early therapeutics and understanding whether we can prevent transmission through public health interventions.

She suggested the time has come for more connectivity and collaboration when it comes to understanding and treating diseases. 'In Oxford, we've done an incredible job but maybe the whole world could do better and faster if we fostered collaboration internationally and globally much better than we do,' she said.



Key lessons from COVID for recovery strategies

The second lecture was given by Dr Giulio Boccaletti, Honorary Research Associate at the Smith School for Enterprise and the Environment at Oxford. Boccaletti looked at whether the lessons from the COVID response offered any guidance on how to respond to other emergencies, specifically the climate crisis. He argued: 'It's fair to say that COVID shows that we are capable of remarkable responses to a crisis.' He explored three key lessons from COVID that indicate that, as emergency requires accountability, this in turn means sustainable recovery will require effective sovereignty, state accountability and a national commitment to landscape transformation.

Secondly, history matters. Boccaletti drew on the example of John Snow, the forefather of modern epidemiology, who presented the theory that the 1848–49 cholera outbreak in London was fuelled by people drinking water from a contaminated well and was not airborne, as previously believed. The outcome was the realisation that water was an important contributor to public health and authorities began to look towards the landscape to find sources of water they could impound

to provide clean water for urban areas. This development of the landscape to benefit public health also contributed to an improvement in life expectancy. So if public health concerns and economic imperatives have driven landscape change in the past, it's possible they could do so again in a climate context.

The final lesson was that institutions matter. The response to COVID relied on a complex set of institutions coming together: hundreds of years of epidemiology practice; the extensive organisations of public health systems that reach down to local levels and enjoy high levels of trust; and a civic pact centred on public health. Boccaletti argued that we don't yet have the tools to track the planet's health as we do public health, but he was hopeful that change would come as 'we are in the midst of a golden age of earth observations enabled by new satellite and drone technology'. He also argued that the network of organisations that manage landscape use is fragmented and decentralised and the current models of environmental governance are not as mature as the public health infrastructure. Both need to be addressed in order to apply the lessons from COVID to the climate crisis.

'Building back better' – but on what foundations?

In the third lecture, Nobel laureate and US economist Professor Joseph E Stiglitz looked at measuring progress towards a better post-COVID economy and world, exploring the challenges of developing the effective policy needed if any of the strategies for 'building back better' after COVID are to be credible and realised.

Using the United States as a focal point, Stiglitz echoed Lang in noting that COVID has not been an 'equal opportunity virus' and has exposed many weaknesses in our economy. It has disproportionately affected those with poor health and lower incomes, exposed inequalities in healthcare access and highlighted the lack of resilience in the private sector which struggled to produce PPE, tests and ventilators. Furthermore, a lack of trust between citizens and a lack of competency within institutions contributed to the devastating effects of COVID.

Stiglitz argued that GDP is not an adequate summary statistic of how well the United States is doing in its fight to recover from COVID; if you measure the wrong thing, you'll do the wrong thing. He noted: 'We don't want to go back to where we were in January 2020, back to our world marked by high levels of inequality, lack of resilience and dealing inadequately with climate change. So we need to have better metrics to assess the success that we have in building back better.'

That said, he noted there won't be one single metric that can encapsulate anything as

complex as our society or the multiple objectives we may have in recovering. That, he stated, is a failing of GDP. It tries to summarise a complex situation in just one number. Instead, you need a series of metrics that capture success in health, environment, sustainability, insecurity: all the dimensions important to individual and societal well-being. Allowing democratic dialogue on what metrics should be included could help form a broader consensus on where society should go post-COVID.

Stiglitz also addressed concerns over the agenda of 'building back better' in the United States. The Biden administration has passed a \$1.9 trillion package to aid economy recovery and forecasts GDP growth of up to 8%. Some critics fear this will lead to an overheated economy but Stiglitz thought critics were focusing on the wrong measures. Yes, inflation is important and it affects other fundamental metrics but inequality and insecurity are also of great importance, and an overheated economy can be beneficial to those measures: it can lead to wage compression where wages at the bottom increase relative to those at the top and help reduce inequality. And the government also has tools to respond to inflation such as tax rises which can help restructure economy and address these problems.

Stiglitz concluded by stressing that better metrics can help you think about policy in a more comprehensive way that reflects the multiple dimensions of society and the economy we should be striving towards post-COVID.

The Green Templeton Lectures are an annual series in which speakers are invited to explore a given contemporary theme. They are designed to appeal to the broad college community, and to engage with interested parties from outside college. This year's lectures were convened by Emeritus Fellow and former Vice Principal Dr Marshall Young and held in partnership with Franklin Templeton Investment Institute. Principal Sir Michael Dixon concluded the lecture series by offering his 'warmest thanks to the team at Franklin Templeton for their support of this series as part of a developing academic partnership.'

'It's fair to say that COVID shows that we are capable of remarkable responses to a crisis.'



‘THE WORLD OF PROPERTY IS BEING SHOCKED BY CLIMATE, HEALTH AND TECH’

Real estate owners and users are not short of business challenges right now. Climate change, energy use and carbon; growing wealth disparity and diverging demographics, coupled with migration, leading to densification and urbanisation; housing shortages and concerns about social impact; the global financial crisis, caused by real estate and still not out of the system; global health issues, including the need to improve our approach to senior living; and, on top of all of these, data digitalisation and the fourth industrial revolution.

Various new technologies are becoming more and more familiar. These include web-delivered and phone-ready apps; autonomous vehicles, drones and flying cars; artificial intelligence, machine learning, deep learning (big data); robotics; virtual reality, augmented reality and computer-aided design; blockchain, distributed ledger technology and quantum computing; sensors and controls; and GPS and GIS.

For property professionals, is this a challenge or an opportunity? Well, it's an opportunity, of course. If we boil down these issues to the basics, the world of property is being shocked by three mega factors: climate, health and tech. The global climate crisis needs immediate action, carbon emissions need to be reduced, and the built environment is reckoned to produce 40% of emissions. The COVID crisis made us all aware of the need for healthy buildings – not just places where we are safe from infection, but buildings with good air quality, showers, cycle racks and places to recharge, and (given the apparent reluctance of many to return to the office full time) places that encourage productivity and effective collaboration. Finally, the fourth industrial (tech) revolution seriously damaged the retail property sector, has thrown a lot of risk at the office market due to the apparent effectiveness of home working technology, and has focused investors' attention solely on beds (residential), sheds

(distribution warehouses), eds (schools and universities) and meds (health centres, medical offices, life sciences buildings).

It is intriguing to examine the core disciplines of Green Templeton College in this light. Professional UK property investors are on the lookout for beds and sheds, and increasingly for harder-to-find meds and eds. And the golden triangle for meds and eds is the London–Oxford–Cambridge triangle. Over the summer, for example, a FTSE 100 property company asked if I could help them find some life science/medical property deals in Oxford. My reaction – which I didn't share with them – was that they are bit late to the party. It does make me wonder about the opportunities in this space for a college property strategy.

Effectively, tech has created an oversupply of retail and office space where there was previously a perceived shortage. This has weakened the position of many landlords, who are being required to accept less attractive income streams – shorter leases, turnover rents and the need to provide

services (like co-working spaces and cafes) creating operational leverage – at more risk.

This is where technology is a help, at least for the more thoughtful property owners. Digitalisation has created platforms, apps that act as information bridges between property managers and property occupiers (think hotels). The successful property managers of the future will use technology to provide healthy, or smart, buildings; to measure environmental performance (energy use, carbon emissions); and to understand the need and preference of their customers. This is not a development to be afraid of – after all, it's how Airbnb became a unicorn.

Andrew Baum is a Senior Research Fellow at Green Templeton. He is an Emeritus Professor at the Saïd Business School, where he was Director of the Future of Real Estate Initiative until October 2021.



Some of the best moments in teaching come when a student or a participant on a programme has a 'lightbulb moment'. It's visible: eyes light up, they nod and immediately write something down, capturing the insight or a consequent action.

One such moment occurred for me a decade ago in one of the lecture theatres at the Saïd Business School, where I was running a programme for board members of a global business. A colleague was working with them on their future strategy, looking at market opportunities and possible responses. Suddenly, he turned to the group and said: 'By the way, do you have a strategy for you? If you don't, you should.'

It was an 'Ah-ha!' moment for me: I realised that strategy processes and techniques used by

organisations could be repurposed to help individuals. Just as organisations develop strategies to help them to make best use of their resources in rapidly changing markets, so do individuals in their working lives. I have spent the subsequent decade working on these ideas with men and women from all over the world.

And these ideas can be particularly useful for women. That's because many women carry multiple roles and responsibilities at work and outside, paid and unpaid. Of course, this is true for men, too, but for women the range can be particularly wide. Such a variety of roles sometimes makes it hard to find work that suits them given their particular context and the demands on their time. Women find that they need to become more expert at finding

the right kind of work more frequently as their lives and roles change – and that's why I wrote a book about it.

The post-pandemic working world might bring new opportunities in future for everyone, but there have also been some particular challenges for women over the last 18 months. For example, a recent Deloitte survey of over 400 women reports that 70% of those who felt they had been adversely affected by the pandemic also believe that this will subsequently affect their career progression. And, as the survey also notes, just over half of them believe that their male colleagues have not been affected to the same extent by the pandemic.

But it's not yet clear whether the changes we have already seen will persist. In five years' time, will organisations still allow each team to decide which days of the week they come into the office – or will the disadvantages of these arrangements mean that we snap back to pre-pandemic working patterns? Are there more changes to come? Organisations sometimes assert that their context is too turbulent to be able to plan properly – and indeed, some companies have been focusing more on building

resilience and flexibility internally than articulating short-term plans.

In these situations, strategy is vital, particularly for individuals. It may be hard to develop a career plan when the job market is so fluid, but it is helpful to have a sense of direction, where you are aiming to get to. It's not easy to choose which opportunities to pursue and which to ignore, but a sense of your own purpose can help to prioritise. An understanding of your natural strengths, the resources you already have or could develop, is necessary if you are contemplating a job change. These insights can come from applying corporate strategy models to your own working life.

Participants on our programmes report that they find it hugely revealing to apply these ideas to their own current context and future plans. They can generate practical next steps from this approach and they talk about 'lightbulb moments' which could be life-changing.

Kathryn Bishop CBE is an Associate Fellow of Green Templeton and the Saïd Business School. She is the author of [Make Your Own Map: Career Success Strategy for Women](#) (Kogan Page, 2021).

'WOMEN ADVERSELY AFFECTED BY THE PANDEMIC ALSO BELIEVE THAT THIS WILL SUBSEQUENTLY AFFECT THEIR CAREER PROGRESSION'

HEALTHY AGEING

This year's Human Welfare Conference was held entirely virtually for the first time in its 13-year history. Expert speakers and audience members from around the world gathered on conferencing platform Airmeet in May to discuss this year's theme, *Living Longer: Healthy Ageing and the Opportunities of Longevity*.

Conference organisers Constanze Cavalier (MSc Biochemistry, 2018) and Jordan Gorenberg (DPhil Anthropology, 2018) said: 'We were inspired to choose a theme that foregrounded the needs and issues of a growing aged population during a time when some older people could feel forgotten and abandoned. The COVID-19 pandemic revealed stereotypes that homogenise the older adult population – at least in Western countries. Through our theme, we hoped to disrupt these assumptions and interrogate the meaning of ageing.'

Speakers included the University of Oxford's Professor Lynne Cox, Department of Biochemistry; Professor Sarah Harper, Oxford Institute of Population Ageing; and Dr Iza Kavedžija, Senior Lecturer (Anthropology) from the University of Exeter.

Governing Body Fellow Professor Mary Daly moderated a panel discussion featuring participants Emeritus Fellow Professor Sir Muir Gray; Dr Hiroko Costantini, Oxford Institute of Population Ageing; Dr Tamás Jozsa, Institute of Biomedical Engineering; and Dr Ramon Luengo-Fernandez, Health Economics Research Centre in the Nuffield Department of Population Health.

There was also a physiotherapy session led by clinical yoga teacher Catherine Huck and a lunchtime concert from musician-in-residence Maki Sekiya, followed by a discussion on ageing, music and well-being.

'Based on the feedback we have received from participants, college staff and speakers, we are pleased to declare that the event was a huge success. We are honoured to have had the opportunity to continue the tradition of this conference and contribute to Green Templeton College's robust academic community.'

Artist-in-Residence Weimin He was commissioned by the organising committee to create an artwork that reflected the theme of the conference



'Our sessions questioned: Why and how do we age? What are the changing global demographics of an ageing population and their implications? What does healthy ageing mean in other cultures? What are the challenges of and opportunities for healthy ageing worldwide?' said Constanze and Jordan.

'Over the course of the day, there were incredibly rich discussions on the possibility of classifying ageing as a disease without enforcing stereotypes, differential longevity in various countries, ways of creating interdependence for older people in Japan, and knowledge as the "elixir of life".'

The organising committee brought together Green Templeton students from multiple disciplines: biochemistry, engineering, finance, bioethics, medical anthropology, sociology, demography, clinical neurosciences and primary health care.

'Although our team never met face to face, we all grew personally and professionally, learning from and supporting one another throughout the conference-organising process,' said Constanze and Jordan.



IN THE COMMUNITY

interested in care since living and working with people with learning disabilities a few years earlier, then studying social policy as an undergraduate as well as working in care, getting to know people running user-led organisations, and working for a commissioner of services who had played a key role in the disabled people's movement.

Before joining Oxford Hub in 2020, I was working at Nesta, an innovation foundation working with inspiring organisations like GoodGym (sign up in Oxford, or keep on your radar for when you move to a new city). This followed five years in the commissioning of adult social care locally with Oxfordshire County Council. I'm grateful to connections I made through the Care Initiative, which led to my first agency role here.

Sophie Kendall (MSc Comparative Social Policy, 2013)

I'm passionate about how we can develop community-rooted care and support approaches that help everyone to live their best life on their own terms – as we all want to do – without seeing care as a 'destination' or a 'service'. If this is your thing too, get in touch: sophie@oxfordhub.org and on Twitter [@SophieFredK](https://twitter.com/SophieFredK)

I work with Oxford Hub trying to bring people and organisations together to make Oxford a better place for everyone. You can get involved with one-off practical things like delivering prescriptions, walking someone's dog regularly, getting support to develop an idea of your own, or tutoring a young person and plenty more. As well as facilitating connections between people and community participation, we're working with public services and others locally to try to influence systemic change. We think there's a way in which support can be more community-rooted and we are inspired by the work of, for example, Social Care Future in setting out this vision.

While at Green Templeton College studying Comparative Social Policy I met Governing Body Fellow Professor Mary Daly and David Perry from the charity Research in Specialist and Elderly Care (RESEC). It was a great opportunity to learn more about 'care' from broader perspectives, including learning about family policies in different countries (from Mary) and meeting regulators and care home managers (through David). Together we established the college's Care Initiative. I had been

Care Initiative 2021

Sophie worked with Governing Body Fellow Professor Mary Daly to launch the Care Initiative with its first event in 2014. It is going from strength to strength.



In 2021 Mary hosted a Care Initiative event on end-of-life care and bereavement – aspects of care that had been under-reported during the pandemic. She brought together Bristol Medical School's Dr Lucy Selman (pictured) and founder of the

National Gold Standards Framework (GSF) Centre in End of Life Care Professor Keri Thomas. The discussion included topics such as cultural differences towards death and dying, and the continued need to consider care homes as places where many people end their lives.

Interview:

Laurence Leaver

Senior Doll Fellow





Laurence Leaver (centre) in the Lecture Theatre in conversation with then-Principal Professor Denise Lievesley and Dr Christoffer van Tulleken before introducing a talk to celebrate the 40th anniversary in 2019 of the founding of Green College

Green Templeton has been renowned for its strength in medicine since the founding of predecessor Green College in 1979. To introduce this issue's focus on medicine, *Observatory* sat down with Senior Doll Fellow Laurence Leaver and asked him to reflect on his life and career to date, training doctors of the future, and his long association with college.

Could you start by telling us a little about yourself and how you initially became involved with college?

First, thanks for asking me for an interview. I was the first in my family to apply to university, and really I wanted a year off to have fun; so I only applied to one college in Cambridge, not expecting to get in. I'm still waiting for my gap year. After three years I defected to Oxford – one of 45 Cambridge medics to join the 40 or so remaining Oxford medics in my year and several from other universities. I arrived at then-Green College, with my friend Derek Roskell, who is now Clinical Director of Pathology and Laboratories at Oxford University Hospitals. He also had the much more difficult job of best man at my wedding.

I was much more privileged than today's students. I got a full grant, a bursary from the college and there were always free lunches at departmental meetings in the hospital. Also, I got paid to 'invigilate' in the library (where I would have been studying anyway), then in the east wing of the Observatory. In those days lecturers used 35mm slides in carousels which jammed regularly – I managed to get paid to be the projectionist (to unjam the slides) at many high-profile lectures that I would have attended anyway, and that often led to attending free dinners with visiting speakers. I also worked in the college bar and I shared college life with lots of students of applied social work,

medical sciences and forestry as well as clinical medics and others.

I was secretary of the student MCR committee before a failed bid for President the following year, where I was pipped to the post despite a recount! I have sat on Governing Body since 1989 on and off! In 1990, when visiting a friend on the Isle of Wight I was in an accident while driving a motorcycle and sidecar which crashed with an oncoming car. It was a serious injury and I was unable to walk for basically a year of my time at Green, but I had great medical care (including four operations) from various doctors, particularly in Oxford. I had an external fixator for six months. I covered the sharp spikes with champagne corks and made my own additional contraption that helped avoid a 'foot drop', which John Kenwright, a Professor of Orthopaedics, commended

I should probably have taken a year off, but I didn't and instead lived all three years in the Doll Building on the main site. This meant propelling my wheelchair across the gravel to get to my attachments, including ENT (Ear, Nose and Throat) at the old Radcliffe Infirmary just south of college. College was great to me in this period, including Domestic Bursar Gerald Chambers who gave me a key to the kitchen gate to help access. The year was a great education in being a patient, which although valuable would be difficult to make compulsory for all medics!

As a student I also went to the Ugly Bug Ball on crutches, with Fiona Cullington who was very kind to me when I was disabled – the ball was a regular annual collaboration between Green College and Osler House at that time, attended by most of the college, including many senior members, and the vast majority of the clinical school.

You now work as a GP just around the corner from Green Templeton, at Jericho Health Centre. How did your early career lead you on a path to general practice?

Yes! I've come a long way in the world – about 400 metres. Immediately after graduation I lived and worked at the Churchill Hospital in Headington, where I met my future wife, Ro. It was very Mills & Boon as she was a nurse on the first ward where I was a doctor. Our eyes met over the catheter trolley for our first mutual contact with latex. Ro moved to Aylesbury for midwifery training and I applied for the first job available at Stoke Mandeville to be near her. This was in spinal injuries.

It was in that role that I first really felt I got to know patients and their families, which increased my desire to pursue a career in general practice. I was also exposed to the enormous benefits of rehabilitation and some amazing people who had successful, purposeful, active lives with major disabilities. This experience significantly shifted my mindset about tetraplegia.

I then trained as a GP in Luton and Leighton Buzzard. We were keen to come back to Oxford and I joined Jericho Health Centre in 1996, back in the days when GPs did their own 'on call', and even delivered babies, but still had time for lunch, most days.



Laurence and his wife, Ro, in the Observatory Tower after their wedding reception in college in 1993

Seated on the sofa between first president of the Richard Doll Society Maria Traa and then-Doll Fellow Martin Turner after the Teaching Associates dinner in 2010

You've been Senior Doll Fellow at college for the past two decades. Could you tell us about that role and how your election came about?

I always tried to maintain a relationship with the college – I was a Common Room Member as a House Officer, and then again as a GP, and I got married in the college in 1993. In 1999 I applied to be a Doll Fellow and was rejected in favour of Chris Pugh (a good call in my view). Chris did make me a Teaching Associate, of whom there were only a few, who were mostly already Common Room Members like me. A couple of years later I applied again and was rejected again, but in 2004 I was asked to apply – I nearly refused, after two rejections, but then-Warden Sir John Hanson charmed me into it by reminding me it was for the benefit of the students. At interview, now-Emeritus Fellow John Sear asked me how I would find time for the role. I said I didn't know but was appointed anyway. I still don't know!

Initially I was the only Doll Fellow with a small band of keen Teaching Associates, including Dougy Noble who soon became a Doll Fellow too. We've now grown to five Doll Fellows and 30 Teaching Associates. When I first started we often had less than 10 first-choice applicants for medicine, but since 2007 we have had more applicants than the 32 places almost every year.





How does the Medical Teaching programme operate and what are your overarching objectives?

When I started in this role I asked students what they wanted from college, and have tried to give them what they want ever since. I see college-based learning as about growing a community so that each cohort of students can help and support one another. This is by learning together, but also by doing other things together. Having a larger cohort helps. Having lots of senior members in medically related fields also helps with elements including teaching, projects and electives.

I have always sought to develop a culture where the college is here to help students, not to judge them, and a key part of that is that no questions are deemed 'stupid'. It is also important that the students have continuity of tutors whom they get to know and can freely ask for help at any time.

The college now has a strong network of Teaching Associates, not just in medicine and surgery at the Oxford University Hospitals but also in district general hospitals, which provides relationships and reassurance when students are on rotation. It is a useful resource when students are thrown into different environments. There is, of course, a risk of the medical community becoming a clique, but with college's wider strengths in healthcare, medical sciences and other areas, I find this isn't a problem at Green Templeton.



How do you see the role of the college in developing doctors of the future alongside the university Medical School?

I don't see any monopoly on who defines the best clinician – but it is clear to me that exams alone are a relatively limited test. Clinical exams are by their nature vocational tests and so are about passing, not relative merit. To me, the long-term focus is less about an additional couple of marks at the point of qualification, and more about fostering a striving for lifelong learning. We must try to give students the confidence that they can do something else if they wish – such as a research project or learn sign language or play sport or have fun to stay sane. Developing empathy, compassion and other personal qualities are more important in being a good doctor than an extra couple of marks above the pass threshold. While the Medical School would agree, this is not usually the prevailing culture. Colleges can help with this.

I'm confident our college-based teaching is first-rate, but I'm strongly of the view that it is the collaborative and enabling environment that is at the heart of what Green Templeton offers. The added value of college teaching provision is definitely good for the Medical School as a whole. GTC attracting students from other colleges drives up investment in provision across those colleges and the university, and that is good for the future of medicine and ultimately for patients too.

Left: Laurence on crutches at the Ugly Bug Ball with Fiona Cullington in 1990

Right: With Napoleon (Bony Parts!), a plastic skeleton used for anatomy teaching. Napoleon now 'lives' in the college library

MEDICAL LIVES

Each year Green Templeton hosts almost 100 clinical students and about 200 students in medical science, healthcare and related disciplines as students. We asked a few recent and current students for their perspectives on life in Oxford, their roles and ambitions for the future.



NEIL
HANCHARD
DPhil Paediatrics, 2000

Since January 2021 I've been a clinician investigator in the National Human Genome Research Institute at the National Institutes of Health in the United States. I head a lab in which we are trying to use human genetics and genomics to understand complex diseases of childhood – especially diseases of diverse and African ancestry. This includes studies on severe childhood malnutrition, transfusion reactions in sickle-cell disease and very early onset hypertension.

I started on my career path at the University of the West Indies medical school in Jamaica. I then won a Rhodes Scholarship, which brought me to Green College (as it was then), and did

my DPhil in the Wellcome Trust Centre for Human Genetics where I found my love for genetics. I did my clinical genetics training at Baylor College of Medicine, Houston, Texas, and then was an Associate Professor there before taking on my current role.

When I joined Green College it was my first opportunity to live away from home. I met some of my best friends there, and am collaborating with some of them now. Being at a graduate college with so many people doing various aspects of medical-related research gave me a breadth of understanding about medicine and science. I'm very thankful for my time in Oxford, which was life-changing.



VEENA
AGGARWAL
Clinical Medicine, 2013

I am undertaking a full-time fellowship in a policy role as the Chief Sustainability Officer's Clinical Fellow at NHS England. I was finishing the first year of my GP specialist training when the opportunity arose to work at Greener NHS, which allows me to pursue my interest and concern for the impact of the climate crisis on human health.

If the first rule of medicine is to do no harm, then it is essential to reduce the carbon emissions of the NHS, not least as it is estimated to contribute about 5% of the UK's total carbon emissions. This will take fundamental change on both the non-clinical side, such as emissions from buildings or

electric ambulances, and the clinical aspects of care, such as the medicines we prescribe.

After qualifying, I did my foundation years at Gloucestershire Hospitals NHS Foundation Trust. I spent some time working in neurology in London before a period as medical registrar in a small hospital in New Zealand.

My time at Green Templeton has influenced my career path in many ways. Dr Laurence Leaver and the team's teaching during my clinical studies at the college exposed me to the leadership roles of a number of GPs, and showed me what a varied and interesting career can take place beyond the surgery.



RHYS DORE
Clinical Medicine, 2015

I am a paediatric doctor in East London and an academic clinical fellow at UCL with a special interest in computational genomics and transcriptomics. In addition, I am undertaking a sponsored master's degree at UCL in paediatrics. I also have the role of trustee for the McPin Foundation: a charity focusing on optimising patient and public involvement in mental health research.

Oddly, I was never particularly interested in research during my preclinical years, and it was my time at Green Templeton that let me discover these opportunities. I became involved in a neonatal feeding project and was able to use the available conference budget

to attend an international neonatology conference three times and to present my work internationally. These were undoubtedly my first steps into the world of academia – and this interest was significantly augmented by the excellent teaching and role models within the college.

I was secretary of the Richard Doll Society and student representative on the medical teaching subcommittee. These organisational and representative skills are aspects that I have been able to continue in my career. I have very fond memories of Green Templeton and the great diversity of friends made during my time there.



JAVIAN
MALCOLM
DPhil Oncology, 2015

I work for the pharmaceutical company Merck, where I provide strategic guidance and scientific expertise to senior teams involved in making treatments accessible to patients. In particular, I support the research, clinical development and manufacturing processes.

Working on my DPhil as a physicist in a biology lab with a clinician supervisor, I learned the importance of broad experiences early on. This was the motivation for exploring opportunities outside the lab like the 'Ideas to Impact' programme at the Saïd Business School. These experiences outside of my research helped build the business acumen needed for a consulting role in the pharmaceutical industry.

From lunch chats with business students to seminars with primary care doctors, the Green Templeton community expanded my view on the possibility of business intersecting with health. This prepared me well for the cross-functional aspects of my job.

I was also part of the Welfare team as a Junior Dean, which shaped my view on the importance of access to support – whether for physical or mental health. When all is said and done, Green Templeton has played an important role in shaping what I do today.



YUSUF BEN-TARIFITE
Clinical Medicine, 2018

I was at first hesitant at the prospect of studying Clinical Medicine at Green Templeton. I wondered if the larger medic cohort would mean that I would simply be lost in a sea of medics but that couldn't be further from reality. Instead, I found a buzzing community of students and staff who truly care about you as an individual. The college teaching coordinated by Dr Laurence Leaver has been first class with a mixture of staff-led and student-led teaching, and complements our central medical teaching.

Already from my first term, it's clear that the Richard Doll Society, the student-run

medical society, is buzzing with events and opportunities. I recently enjoyed the Richard Doll Conference and the subsequent Many Medics Dinner where I was able to meet some amazing UK and international students studying subjects including immunology, business, artificial intelligence and public policy. The dinner encapsulated what attracted me to GTC: an international community passionate about tackling the world's healthcare issues.



MATTHEW BURRAGE
DPhil Medical Sciences, 2018

Matt is a physician-scientist and British Heart Foundation Clinical Research Fellow in the Division of Cardiovascular Medicine at the University of Oxford. He completed his specialist training in cardiology in 2017 and has been a clinical research fellow at the Oxford Centre for Clinical Magnetic Resonance Research since 2018. His DPhil is focusing on the assessment of heart failure using advanced cardiovascular magnetic resonance imaging techniques.

Matt was awarded the highly competitive 2021 Young Investigator Award in Clinical Cardiology from the European Society of Cardiology, and, thanks to support from GTC, the prestigious Melvin Judkins Early Career

Clinical Investigator Award from the American Heart Association. He was runner-up at the 2021 British Cardiovascular Society Young Investigator Awards.

After completing his DPhil, Matt is undertaking further specialist training in Advanced Heart Failure and Cardiac Transplantation with clinical and academic fellowships at Royal Papworth Hospital in Cambridge (the UK's leading heart and lung transplant centre) as well as the University of Zurich. He then plans to return home to Australia to combine a career in advanced heart failure with multimodality cardiac imaging while maintaining strong research links with Oxford and the UK.



JACQUELINE WALUMBE
DPhil Primary Health Care, part time, 2018

I am an advance practice physiotherapist working in pain management at University College London Hospitals in inpatient care as part of the multidisciplinary 'complex pain team'. We bring together a range of different hospital specialities to seek to understand the right mix of medication and alternative treatments for our patients.

I started my part-time DPhil having done two part-time masters' degrees alongside my clinical role. As a prescribing physio trained in Manchester and working in a senior clinical role, I've become interested in research as I've had lots of questions about what we're offering every day. My research seeks to connect policy,

practice and lived experience. I'm now coming to the end of my DPhil and I hope that my work will contribute to the healthcare environment.

It has become very clear to me that the wider determinants of health include the factors causing and effective treatments for chronic pain. Poverty, employment and mental health are crucial to the lives of individuals suffering from pain, as are their lives, communities and relationships. The collegiate environment at Green Templeton has broadened my horizons and connections across health and care, enabling interaction with thinking from business, multiple health angles and various perspectives across the globe.



Richard Doll Society

The student-run college medical society, the Richard Doll Society (RDS), held its annual conference in October.

This year's theme of 'Diversity and inclusivity in healthcare' was selected to reflect the paramount importance of healthcare professionals to understand the varied inequalities experienced by different communities, including but not limited to Black, Asian and minority ethnic, homeless, disabled and LGBTQ+ patients. The RDS hopes that by improving the awareness and understanding of these inequalities, attendees will be better equipped to serve the individual needs of these patient groups in their clinical practice, translating into better patient experiences and possibly better outcomes.

The conference involved a range of facilitators from across the UK, with specialist expertise in different areas of diversity. In the morning, speakers delivered talks on topics including 'Inclusive approaches to healthcare research' (Dr Ghazala Mir), 'Homeless healthcare' (Dr Nigel Hewett OBE) and 'Ableism in the NHS' (Dr Hannah Barham-Brown). In the afternoon, the conference came together for a panel discussion focusing on LGBTQ+ healthcare inequalities. The panel included both patients and clinicians, facilitating insightful discussion between the panel and the audience.

The conference was run as a hybrid event to maximise inclusion, with online tickets being freely available to all, and in-person tickets free for all college affiliates, which enabled more than 180 people to participate. For the first time, the RDS also opened the conference to sixth form students, and was attended by students from across the UK, from Birmingham to Penrith, with varied backgrounds but a shared passion for diversity in healthcare. We hope to see some of these inspiring students at Green Templeton College in the future.

The conference was accredited by the Royal College of Physicians for 5 CPD points, with certificates provided to attendees after the event. The conference received widespread positive feedback, with some particularly heart-warming feedback from the school students for the opportunity to attend.

The RDS team are thankful to the generosity of the Annual Fund donors whose contributions made the event possible.



Students gain accreditation

In the autumn the first cohort of students achieved Faculty of Medical Leadership and Management (FMLM) accreditation through the Management in Medicine Programme since it gained that status in 2020.

The 11 successful students attended seminars and workshops across a series of behaviours (self, team, corporate, systems) and wrote short reflective pieces, including on the impact of the programme and future plans. Most attendees are expected to be able to cover the content over two years and so there are expanding cohorts of students expected to gain accreditation in 2022.

Helene-Mari van der Westhuizen (DPhil Public Health and Infectious Diseases, 2018), a medical doctor who hopes to work as a medical manager in future, said: 'By being exposed to this course I got a glimpse of the wealth of experience that many of our lecturers had – insights that come with years of working in the field!'

The Management in Medicine Programme develops management and leadership skills for health and care systems in early-career professionals.

SHADOWING PROGRAMME

The Management in Medicine Shadowing Programme provides medical students, doctors in training, postgraduate students and others interested in healthcare management with an opportunity to shadow a senior manager in healthcare or social services for two half-days. The purpose of the shadowing is to give those working or interested in healthcare an insight into the activities of managers, how they go about those activities, and the issues on which they work. Here, three past shadows and one senior manager offer their reflections on the programme.



NICK YAPP

(Clinical Medicine, 2016)

On one of my first shadowing days with Professor Meghana Pandit, at very short notice she was asked to give a speech to open a nursing conference. It was interesting to see how she took this in her stride and delivered a speech that appeared well rehearsed and planned. It was clear to me from this that having a natural ability for public speaking is a great asset for being a leader in the medical field.

Oftentimes as a medical student, one hardly even understands the daily workings of a ward, so having the opportunity to see the operations within the top tier of hospital management gave me a valuable understanding into the workings of a hospital.

Looking back on my shadowing experience, it taught me how management in medicine requires a broad range of skills – some that are innate, but many that can be learned and developed. I learnt that a key trait in hospital management is being skilled at synthesising a range of information and drawing quick and sensible conclusions. Above all, though, being a warm and approachable person who can form personal relationships with people from all backgrounds is a necessity for being a successful leader within medicine.

Nick Yapp is a junior doctor working in Acute General Medicine at the John Radcliffe Hospital. He is an academic trainee and is looking forward to spending four months conducting neuroimmunological research into the role of antibodies in rare, autoimmune neurological disorders. In his spare time (when he has any!) he is a clinical cases tutor for Graduate Entry Medicine students at Green Templeton.



ZINEB BENTOUNSI

(MSc International Health and Tropical Medicine, 2018)

My day at the John Radcliffe Hospital started with an overview of both the schedule of the day and the general structure of the NHS from the senior manager I was shadowing.

I attended meetings with him on finances and HR as well as with the Chief Medical Officer and Maternity Directorate Manager. I therefore had the opportunity to witness the role of various managers and members of the administrative staff at the hospital and to see the importance of the decisions they need to make for patient care. One topic of discussion that day was the allocation of operating theatre space. I saw the team making calls and discussing the best way to proceed, taking into account spaces in several hospitals of their deanery.

As clinicians, we take decisions involving one patient at a time or maybe a couple of patients at the same time, but managers have to oversee the situation across several departments and sometimes several hospitals. My shadowing experience showed me that we need more communication between managers and clinicians.

Zineb is a junior doctor at University Hospital Southampton.



CHRISTOPHER MATHEW

(MBA, 2016 and MSc International Health and Tropical Medicine, 2017)

Having worked as a medical doctor in a resource-constrained setting in South Africa, I doubted whether the shadowing experience would be fully translatable. Nevertheless, I was eager to understand the challenges faced by managers and administrators in the NHS.

I had two clear personal goals: to understand what level of impact managers could have in a hospital and whether it would be a career I should consider pursuing. I had entered the MBA programme with the intention of moving to healthcare administration, but had no first-hand experience. The shadowing programme offered an opportunity to address that.

I was fortunate to be paired with Professor Stephen Kennedy, Divisional Director for Children's and Women's Services in the Oxford University Hospitals Trust and also a Governing Body Fellow. It was a perfect match. Most of my significant clinical experience had been in obstetrics and gynaecology, and he had a significant role in decision-making within the Trust. Stephen began with an introduction to the NHS structure and we then went on to a hospital management meeting, which included the CEO, various divisional directors and heads within the trust.

Through the shadowing programme, I gained an understanding of the role of a manager in the NHS, and an appreciation that the challenges experienced and lessons learned are universal.

Christopher Mathew has since returned to South Africa and is the Health Informatics Officer in the IT department of a private healthcare group. He has been the clinical lead for a project to set up the first fully digitised hospitals in South Africa.



MEGHANA PANDIT

Chief Medical Officer, Oxford University Hospitals NHS Foundation Trust and Associate Fellow

I've been a Chief Medical Officer since 2012, first at University Hospitals Coventry and Warwickshire and for the last three years at Oxford University Hospitals. My interest is in getting medical students and junior doctors to understand the wider healthcare system with a view to prepare them to be an active participant in change within the NHS and to create an ethos of high professional standards, leadership and civility while continuing to thrive as doctors. The sooner doctors in the UK are educated in NHS management, the better for our patients.

The Management in Medicine Programme at Green Templeton allows an important introduction to healthcare management. Shadowing me and my team offers a broad perspective on clinical governance (including safety, effectiveness and improvement), strategy and change management. Doctors give 120% to the patient in front of them and the broader perspective that this programme offers, enables a greater contribution.

As a consultant, I sought training; I undertook a course at the King's Fund and completed an MBA. It was a personal journey of learning: as a gynaecologist I did everything for my patients, but now I can provide joined-up healthcare, excellent at the point of delivery, to a wider population.

The last two years of managing and leading through COVID-19 have been exhilarating, at times stressful and absolutely humbling. My advice to medical students and junior doctors is that our profession needs 100% commitment, compassion and courage honed by excellent communication.

ACADEMIC LIFE



Left: Emeritus Fellow Professor Robert Walker (right) with Dr Sun Xuetao, Vice Governor of Gansu Province, China. Professor Walker gave a keynote address on poverty reduction at an international conference

Bottom left: Josephine Agyeman-Duah (DPhil Women's and Reproductive Health, 2018) won the Vice Chancellor's Innovation Award to support improving care for children born preterm by making neurodevelopmental assessments available when access to essential health services is limited. Josephine (left) is pictured with the First Lady of Ghana during a courtesy call in Accra

Bottom right: The first relaunched Domus Dinner discussion in the Observatory Common Room considered 'Social media in the COVID pandemic: Curse or cure?' Hosted by Governing Body Fellow Professor Michael Smets, it featured the Reuters Institute for the Study of Journalism's Dr Richard Fletcher, Senior Research Fellow Professor Trish Greenhalgh and DPhil student Cori Campbell





Engaging through virtual events

Top left: Senior Research Fellow Dr Toral Gathani gave a presentation on COVID-19 and breast cancer as part of a Research Talks Symposium

Top right: Jyoti Chopra (EMBA, 2015) spoke about integrating diversity and inclusion into corporate strategies at an Alumni Lecture. The Alumni Lecture Series has attracted speakers across a broad range of fields since its inception in autumn 2020

Centre row, left: Novelist Philip Pullman gave the Ann McPherson Memorial Lecture 2021 on the importance of storytelling in patient care

Centre row, right: Economist Professor Joseph E Stiglitz discussed 'building back better', and the foundations on which this might occur, as one of the 2021 Green Templeton Lectures

Bottom left: Professor Dame Anne Marie Rafferty (DPhil Modern History, 1985 at then-Green College) spoke on 'Nerds and Nightingales' as President of the Royal College of Nursing. The event was part of the Health and Care Studies Seminar Series and timed to coincide with Giving Day

Bottom right: Former US Secretary of Health and Human Services Mike Leavitt spoke at a global value-based healthcare symposium organised as part of a joint initiative with the David Eccles School of Business at the University of Utah

ADVANCEMENT



Green Templeton was delighted to welcome new members of the alumni community with a return to in-person degree ceremonies during the summer and autumn.

Green Templeton College is fortunate to benefit from the support of alumni, donors and friends – and this support has never been more welcome than during the challenges of the past two years. We would like to take this opportunity to acknowledge this support and to express our heartfelt thanks. What recent times have also demonstrated is the strength of community within the college, and it is this strength and support that allows the college to consider ambitious plans for its development in the coming years.

The college will launch a revitalised engagement programme for alumni during 2022. This comes from feedback received from alumni directly, and as part of the annual surveys we send out. We hope that this new programme will provide a range of opportunities for alumni to engage, that benefits both them and the college.

Our successful Giving Day in 2021 demonstrated that making a regular donation to the college is a form of support that many are comfortable with and are pleased to have the opportunity to do. Gifts,

however small, when made regularly have a collective impact that can bring about significant change and development. Gifts to the college have been directed to key areas within college: Student Support, through scholarships, bursaries and hardship funding; the Annual Fund, supporting projects and initiatives that benefit the college community; and College Life, providing funds for the upkeep and development of the beautiful college estate.

Finally, in 2022 the college will publish its Case for Support, an ambitious plan to develop the college estate in the coming years, extend access to graduate education, and to build on our current success with initiatives that will further raise the profile of Green Templeton, with the intention of attracting interest and support that will be transformative.

Exciting times ahead!

Ceri Butcher
Head of Development and Alumni Relations

"I am long-standing member of the GTC community and I find my association with the college enormously rewarding. I value the stimulating intellectual environment with its vast range of scholarly pursuits which the college provides. That combined with a thriving social environment provides great opportunities to interact with a most interesting, diverse and inspirational community. It's an invaluable part of the Oxford experience and for me provides a real sense of belonging and purpose.

"I am therefore delighted to be a member of the Regular Giving programme. Regular donations made throughout the year can make a huge impact collectively and are very affordable for most of us. Single large donations are of course important, but pooling smaller donations can also be transformative over time and have an equally profound influence on shaping the college.

"In addition to that it is rewarding, in its own right, to make a regular financial contribution as you feel invested in helping to deliver the mission of the college and being part of the vital team that does this. Can you imagine the difference it would make if every single college member gave even the smallest of donations on a regular basis? Immense."

Regular donor (anonymous)

MAKING A GIFT TO GREEN TEMPLETON

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 in times of 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 mean more students will be able to access postgraduate study at the University of Oxford and be part of the vibrant Green Templeton College 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 upkeep of the college estate and ensure 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 and supports a variety of extracurricular activities including the small academic grants initiative, personal and professional development programme and the Graduate Common Room.



AREA OF GREATEST NEED

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

WAYS TO GIVE

1

A SINGLE GIFT

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

2

A REGULAR GIFT

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

3

A PLANNED GIFT

A gift to Green Templeton in your will gives you the opportunity to make a lasting impact.

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 or contact Ceri Butcher, Head of Development and Alumni Relations, at +44 (0)1865 274797 or ceri.butcher@gtc.ox.ac.uk

EVERY GIFT MAKES A DIFFERENCE. THANK YOU!

GIVING DAY 2021

Green Templeton held its second Giving Day on 1-2 June 2021. Activity and engagement were largely online in a COVID-affected year. We are grateful to all donors for their support to our students and to preserve college life. Significantly, the 36 hours kick-started our Regular Giving initiative. Regular Giving provides an important source of unrestricted income in support of our charitable objectives to further study, learning, education and research.

36 HOURS IN NUMBERS



**£56,870
RAISED**



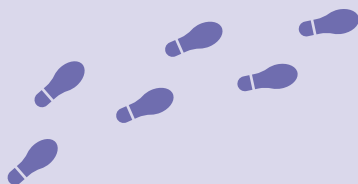
149 DONORS



**27 LOTS
AUCTIONED**



**DONATIONS
FROM 19
DIFFERENT
COUNTRIES**



**4,184,918
STEPS IN OUR
STEP-A-THON**



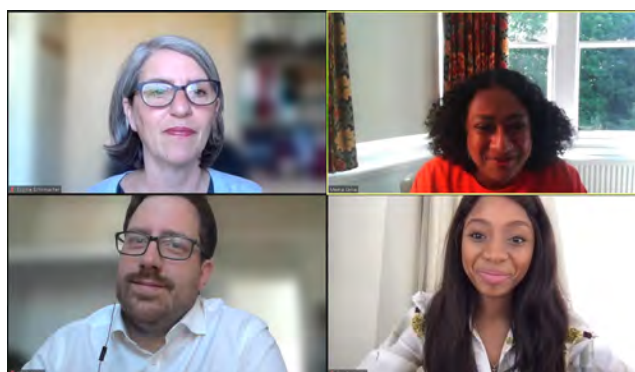
**391km ROWED
IN OUR ROW-A-
THON**

Principal Sir Michael Dixon closed the 36 hours by remarking:
‘When I launched the Giving Day yesterday, I said it was all about bringing the college community together. The past 36 hours have shown how the GTC community is a family and I’m very proud of that.’

Top left: The sun came out for Giving Day and it was beautiful weather in Oxford while much of the activity was taking place online



Top right: Head of Library and Information Services Kirsty Taylor got her step count up while enjoying the South West Coast Path with her daughter over the May Bank Holiday weekend



2nd row, left: Alumni Relations and Regular Giving Officer Sophie Schirmacher (top left) introduced a session in which Meera Selva (top right), Deputy Director of the Reuters Institute for the Study of Journalism, was joined by Reuters Institute Fellows Jakub Krupa (bottom left) and Zoe Ramushu (bottom right) to analyse the day's newspapers from around the world

2nd row, right: Giving Day cupcakes on offer in the marquee



3rd row, left: Bessie O'Dell (DPhil Psychiatry, 2019) on the rowing machine

3rd row, right: Some of the children of our college members painted thank-you notes for donors



Bottom: Principal Sir Michael Dixon announced the funds raised as he closed the 36-hour event as the final rower finished in a split-screen broadcast

FOCUS ON THE PRINCIPAL'S CIRCLE

The Principal's Circle was established in 2019 under Professor Denise Lievesley to bring together a group of individuals with perspectives from beyond the University of Oxford committed to supporting the long-term financial future of the college. Now with eight members, the group came together for the first time in 2021 to see how it can help Principal Sir Michael Dixon deliver what's needed to achieve the college's ambitions. We asked two of the group for their perspectives on college life, how they see their roles and their goals for the future, and we introduce the most recent member of the Principal's Circle.



Michael Cook is an Associate Fellow and member of the Principal's Circle

I first arrived in Oxford in 2006 following my wife Jennifer's battle with cancer. In the period of her recovery we were determined that we should not spend any more sweltering summers in our home town of Memphis, Tennessee, settling in Oxford on the recommendation of our dear friend and Green Templeton College Emeritus Fellow Professor John Lennox.

As we continued to spend increasingly more time in north Oxford, John introduced us to the Green Templeton community. Beginning to join him at college occasions, we found a warm and welcoming community of bright individuals – a nexus of experts and subject areas at the heart of key global challenges.

Beyond managing the investment business I founded in 1989, I am involved in helping several organisations identify and realise untapped potential. For example, in 2014 our family endowed the analytics and trading lab at the University of Memphis, and I was recently named Chair of its US\$600 million capital campaign steering committee.

Studying the relationship between human thriving and the adaptability of higher education has been a passion of mine, and more recently how they stand to emerge from the pandemic. I was delighted to be invited to join the Principal's Circle group by Professor Denise Lievesley and was excited about Sir Michael Dixon's appointment as Principal. I see an opportunity to bring pieces of my network and my world together to benefit all the parties.

Green Templeton's unique features allow it to build a long-term community – internally, as well as externally with local communities in Oxford and beyond. There's also the opportunity to craft a future that values but is not hamstrung by entrenched history. This includes, for example, the Radcliffe Observatory site, and the possibility to develop modern amenities around it on a sustainable, ecological basis.

One advantage of the Principal's Circle is that it provides a medley of voices. Voices that don't necessarily have an individual or corporate agenda but bring diverse views regarding the future financial position of the college.

The Principal's role is to set the vision and lead the charge. I, as a member of the Principal's Circle, am fully committed to serving him and the college community in this effort.



Caroline Greenhalgh (MSc in Evidence Based Social Intervention and Policy Evaluation, 2015) is an Associate Fellow and member of the Principal's Circle

I feel a great affinity for and loyalty to Green Templeton. The college provided me with an experience that was much greater than the sum of its parts, and in addition to my studies I enjoyed rowing, clay shooting and croquet. Although older than the average postgraduate student, I made many friends. One of the great values of a postgraduate college is that it brings together an eclectic mix of individuals committed to making the world a better place, and fosters an environment of shared values.

My motivation for undertaking an MSc derived from my experiences in the third sector, and in development, fundraising and governance. Charities face huge challenges as the economic climate puts their income under pressure. They need to be able to measure and articulate their impact, but this can be challenging, especially for organisations seeking to effect transformative change in the lives of their beneficiaries.

Changes focused on enhanced wellbeing or work readiness, for example, can be difficult to measure, particularly if they are not discernible for many years. My course gave me the toolkit to evaluate interventions and policies and also trained me in rigorous research methods. I am now in my final year of a PhD at the University of Birmingham, researching barriers and facilitators to the use of evidence in the third sector. I am also the Director of Development of a child poverty charity.

One of the advantages of belonging to a college community is the ability to exchange ideas and draw on wide-ranging expertise. Philanthropy is multidisciplinary, hence expertise drawn from a range of disciplines is essential. My cohort have shared valuable insights with me, which has helped to inform my research.

I was delighted to be invited to join the Principal's Circle. The Circle is committed to making the college sustainable in the long term; we also act as a sounding board for the Principal. Being outside the immediate university community means that we are less constrained by some of the challenges of a university setting and can provide a different perspective and bring some disruptive thinking. Our role is to provide constructive challenge and support.

In helping to secure Green Templeton's future, the Principal's Circle can bring an external viewpoint underpinned by a commitment to the college's shared ideals. I feel enormously privileged to serve on this body and to enjoy a role within the Green Templeton family.



Henrietta Jowitt was elected to the Principal's Circle in November. She is an alumna of Templeton College and a senior business leader with more than 20 years' experience in driving growth and transformation. Until recently, she was Deputy Director General of the Confederation of British Industry. Henrietta is currently focusing on her two non-executive director roles and providing strategic advice to a not-for-profit mental health charity. She intends to take up a CEO role with an interesting growth or change agenda where ESG will be a core component part of the overall strategy and plans.

ADVANCEMENT



Left: The college logo was projected on the Radcliffe Observatory for this year's Foundation Receptions

Above: Cleaners Vinnie Nahar and Sharron Hausdorf benefited from reconditioned bikes thanks to Annual Fund donors

Bottom left: Dr Sai Pathmanathan (DPhil Biochemistry, 2000) celebrated the release of her children's science book *Utterly Jarvellous: 50 Primary Science Activities You Can Do in a Jar*

Bottom right: Emmanuel Lagarrigue, Managing Partner of Beyond Net Zero, spoke on 'Ecosystem orchestration to achieve beyond "Net Zero"' at the Richard Normann Lecture in November 2021. The event was co-hosted with Normann Partners and timed to coincide with COP26 in Glasgow





Top left: High Sheriff of Oxfordshire Imam Monawar Hussain was among the civic guests at this year's Foundation Receptions

Top right: This year's Foundation Receptions featured a keynote address from Sir Michael Dixon on the new vision, mission and strategy for the college



Centre left: Vice Principal Dr Rebecca Surender welcomed Sir Michael Dixon to his first Foundation Receptions as Principal

Centre right: Green Templeton brought together current scholarship holders and key supporters for a reception in the Tower Room

Bottom left: Scholar Shawna-Kaye Tucker (DPhil Education, 2019), whose work focuses on literacy development in creole contexts, spoke passionately about what her scholarship meant to her at the Scholars' Reception

Bottom right: Brenda Dor-Groot playing jazz harp at a Degree Day

APPOINTMENTS

*This reflects changes between
November 2020 and November 2021*

Professor Sue Ziebland was elected Welfare Dean and Governing Body Fellow. She is Professor of Medical Sociology and Co-Director of the Medical Sociology and Health Experiences Research Group, Nuffield Department of Primary Care Health Sciences, University of Oxford.

Dr Florian Grisel was appointed as a Research Fellow. Florian is an Associate Professor at the Oxford Centre for Socio-Legal Studies (CSLS).

Professor Shahid Jameel joined as a Research Fellow. Shahid is Sultan Qaboos bin Said Fellow and Principal Investigator, Project on Public Health, Science and Technology at Oxford Centre for Islamic Studies and Director, Trivedi School of Biosciences, Ashoka University, Haryana, India.

Dr Michelle Meadows was appointed as a Research Fellow. Michelle is Associate Professor in Educational Assessment and Course Director for the MSc in Educational Assessment at the Department of Education.

James Bradley-Watson joined as an Associate Fellow. James is an Internal Medicine Trainee in Cardiology and Palliative Care at Oxford Deanery and has been a medical teaching associate for five years.

Dr Mehreen Dattoo became an Associate Fellow. Mehreen is an Academic Clinical Fellow in Infectious Diseases and Microbiology, Nuffield Department of Medicine.

Henrietta Jowitt was elected an Associate Fellow and member of the Principal's Circle. Henrietta is a senior business leader and until recently was Deputy Director General of the Confederation of British Industry.

Dr Jacob McKnight became an Associate Fellow. Jacob is a Senior Researcher, Nuffield Department of Medicine.

Meera Selva became an Associate Fellow. Meera is Deputy Director of the Reuters Institute for the Study of Journalism and the Director of its Journalist Fellowship Programmes.

Dr Neo Tapela became an Associate Fellow. Neo is Chief Scientific Officer and VP (Outcomes Research) at the International Consortium for Health Outcomes Measurement.

Dr Cervantée Wild joined as a Girdlers' New Zealand Health Research Council Fellow. Cervantée is based at the Nuffield Department of Primary Care Health Sciences.

Dr Josh Brewin became a Doll Fellow. Josh is an Academic Clinical Fellow, Nuffield Department of Primary Care Health Sciences.

Chris Liddell joined as a Visiting Research Fellow. Chris is Visiting Transformational Leadership Fellow, Blavatnik School of Government. Chris has been Chief Financial Officer of several companies, including Microsoft, International Paper and General Motors (where he was Vice Chairman), and Deputy Chief of Staff at the White House.

Professor Peter Whitehouse joined as a Visiting Fellow. Peter is Professor of Neurology, Psychiatry, Cognitive Science, Neurosciences and Organizational Behavior at Case Western Reserve University, Cleveland, Ohio.

Professor Alfred Hermida became a Visiting Research Associate. Alfred is Visiting Fellow at the Reuters Institute for the Study of Journalism and is Professor in the University of British Columbia School of Journalism, Writing, and Media.

Senior Research Fellow **Professor Christopher Lavy** was elected to the Council of the Royal College of Surgeons of England (RCS).

Senior Research Fellow **Professor Catherine Pope** was appointed as an NIHR Senior Investigator.

Associate Fellow **Professor Derrick-Philippe Gosselin** was incorporated into Belgian nobility with the title of Baron by HM King Philippe and elected Fellow of the Royal Academy for Overseas Sciences.

Associate Fellow **Professor Robert (Bob) Arnott** was awarded Honorary Membership of the Association of Coloproctology of Great Britain & Ireland (ACPGBI).

Research Fellow **Jane Hirst** was awarded the title of **Associate Professor** at the University of Oxford.

Reuters Institute Journalist Fellows

Emily Chan Miu Ling is a multimedia reporter based in Hong Kong.

Monica Cole is a bilingual multimedia journalist with a master's from Columbia Journalism School.

Claudia Cruz Velásquez is a freelance digital editor.

Rhys Evans is Head of Corporate Affairs and Public Policy, BBC Wales.

Klaus Knittelfelder is Political Editor, *Kronen Zeitung*.

Mehraj Lone is Senior Editor, *Newslaundry*.

Alex Murray is a broadcast journalist at the BBC.

Gideon Sarpong is Director of Policy and News, iWatch Africa.

Kirsi-Marja Takala is Product Manager with Bauer Media.

Ton van der Ham is director, reporter and presenter at Zembla.

FELLOWSHIP NEWS



NEW DEAN OF WELFARE

Professor Sue Ziebland was elected as a Governing Body Fellow and new Dean of Welfare. In this role she is also Chair of the Student Welfare Committee.

Sue is Professor of Medical Sociology and Co-Director of the Medical Sociology & Health Experiences Research Group at the Nuffield Department of Primary Care Health Sciences. She is one of the UK's leading medical sociologists with a well-established career in primary care and health research. She is an NIHR (National Institute for Health Research) Senior Investigator Emerita and has been the Programme Director for NIHR Research for Patient Benefit since 2017.



A stunning art and science exhibition created by Visiting Senior Research Fellow Professor Andrew Parker was on display at Kew Gardens in London from May to September. The exhibition called 'Naturally Brilliant Colour' featured a cutting-edge piece of technology called Pure Structural Colour, a new type of colour billed as the 'boldest, brightest colour on Earth'.

IN BRIEF

Congratulations to Governing Body Equality and Diversity Fellow **Susan James Relly** who was appointed as the first **Professor of Vocational Education** in the 2021 University of Oxford Recognition of Distinction awards.

Professor Harry Daniels became Chair of the Risk and Scrutiny Committee and **Professor Mark Harrison** became Chair of the Human Resources Committee.

Thank you to retiring Governing Body Fellows **Professor David Cranston**, **Professor Keith Hawton**, **Professor Tim Morris** and **Professor Neil Mortensen**. All four will continue their association with college as Emeritus Fellows. Thanks also to **Professor Richard McManus** (previous Dean of Welfare), **Professor Tim Morris** and **Dr Jonathan Reynolds** for their service as committee chairs.

Senior Research Fellow **Professor Martin Landray** was knighted for services to science and public health. Associate Fellow **Kathryn Bishop** was awarded a CBE for services to diversity and public administration. Associate Fellow **Chris Townsend** was awarded a CBE for the role he played as CEO of the Shielding Programme in England during the first phase of COVID-19.

Governing Body Fellow **Professor Xiaolan Fu** was named a Fellow of the Academy of Social Sciences.

Governing Body Fellow **Professor David Hunter** and Senior Research Fellow **Professor Martin Landray** were elected Fellows of the Academy of Medical Sciences.

Research Fellow **Professor Stephanie Dakin** received an Excellent Teacher Award from the Medical Sciences Division.

Emeritus Fellow **Dr Kenneth Fleming** chaired a Lancet Commission that published a major report on transforming access to diagnostics.

Emeritus Fellow **Professor John Lennox** filmed a documentary about science and religion with Hollywood actor and director Kevin Sorbo.

Two Research Fellows have left their previous University of Oxford roles and have become Associate Fellows: **Dr Nick Fahy** is now research group director for health and wellbeing at RAND Europe, and **Dr Dustin Garrick** is an associate professor of global water policy at the University of Waterloo, Canada.

Green Templeton was saddened to hear of the loss of a number of college members this year. They include: Honorary Fellow **Dr Clark Brundin**, Emeritus Fellow Professor **Jeffery (Jeff) Burley**, Emeritus Fellow **Dr David Millard** and former Green College Head Chef **John Cooper**.

STUDENT ACCOMMODATION UPGRADE

Green Templeton undertook its first major upgrade of student accommodation in recent years over the summer vacation in 2021.

Twelve flats at the college's Rewley Abbey Court site near the Saïd Business School were completely gutted and refitted between July and October. The stairwells were fully enclosed and uPVC double glazing installed. The project incorporated

major building works as well as fully furnishing and equipping flats. Importantly, it also made significant upgrades to the sustainability credentials, as well as to technology and security.

This was one stairwell of four; the strategy is to upgrade all the flats at Rewley Abbey Court over a number of years. This will not only provide the accommodation that our students of the future will expect,

but will also make it easier to keep the flats fully occupied with less ongoing maintenance. Green Templeton is grateful to the College Contributions Fund for its support of this project.

The refurbished accommodation was officially opened in November at a reception in the new stairwell, attended by members of the Building Committee and the contractors as well as new residents.



BEFORE





AFTER

Kitchens now come fully equipped ready for our international community of students to live comfortably from day one and boilers have been upgraded

The new interior stairwells offer a warm and welcoming arrival home, and a place to chat with neighbours. They feature woodcut prints from Artist-in-Residence Weimin

A central feature of the renovation was the installation of external doors and windows to the stairwells. This will have a big impact on the environmental and financial cost of heating, as well as providing increased security

The living rooms offer seating and dining space for everyday living and entertaining in small groups

A study-bedroom with upgraded integrated wardrobe





There was a record number of entries for this year's Photography Competition, aiming to find the most striking image representing the 'new normal' following the global impact of COVID-19. The judges – Principal Sir Michael Dixon, Research Fellow Dr Charles Roehr, Artist-in-Residence Weimin He, alumna Bhagya Sivaraman (MSc Evidence-Based Social Intervention and Policy, 2015) and student Acheampong Atta-Boateng (DPhil Geography and the Environment, 2018) – unanimously chose Sam Howard's entry as the winner. The judges chose five further photos to receive an Honourable Mention, praising the high standard of entries this year.



Top: The catering team preparing for the click-and-collect lunches - Sam Howard

Centre left: Embracing the 'new normal' and keeping safe! - Asmita Poddar

Centre right, top: The new washing line - Dr Tim Clayden

Centre right, bottom: Extreme weather is slowly becoming the 'new normal' that poses a greater threat to our livelihoods than COVID-19 - David Crowhurst

Bottom left: Lockdown locks - Sophie Schirmacher

Bottom right: Weekly bike rides while things closed down - Maya Lahav

Photography Competition

**‘Count your blessings and you will
have an attitude of gratitude’**

Sir John Templeton, Founder of Templeton College

**‘Death in old age is inevitable, but
death before old age is not’**

Professor Sir Richard Doll, first Warden of Green College



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