

# OBSERVATORY.

GREEN TEMPLETON COLLEGE, UNIVERSITY OF OXFORD

2022



## STRATEGY

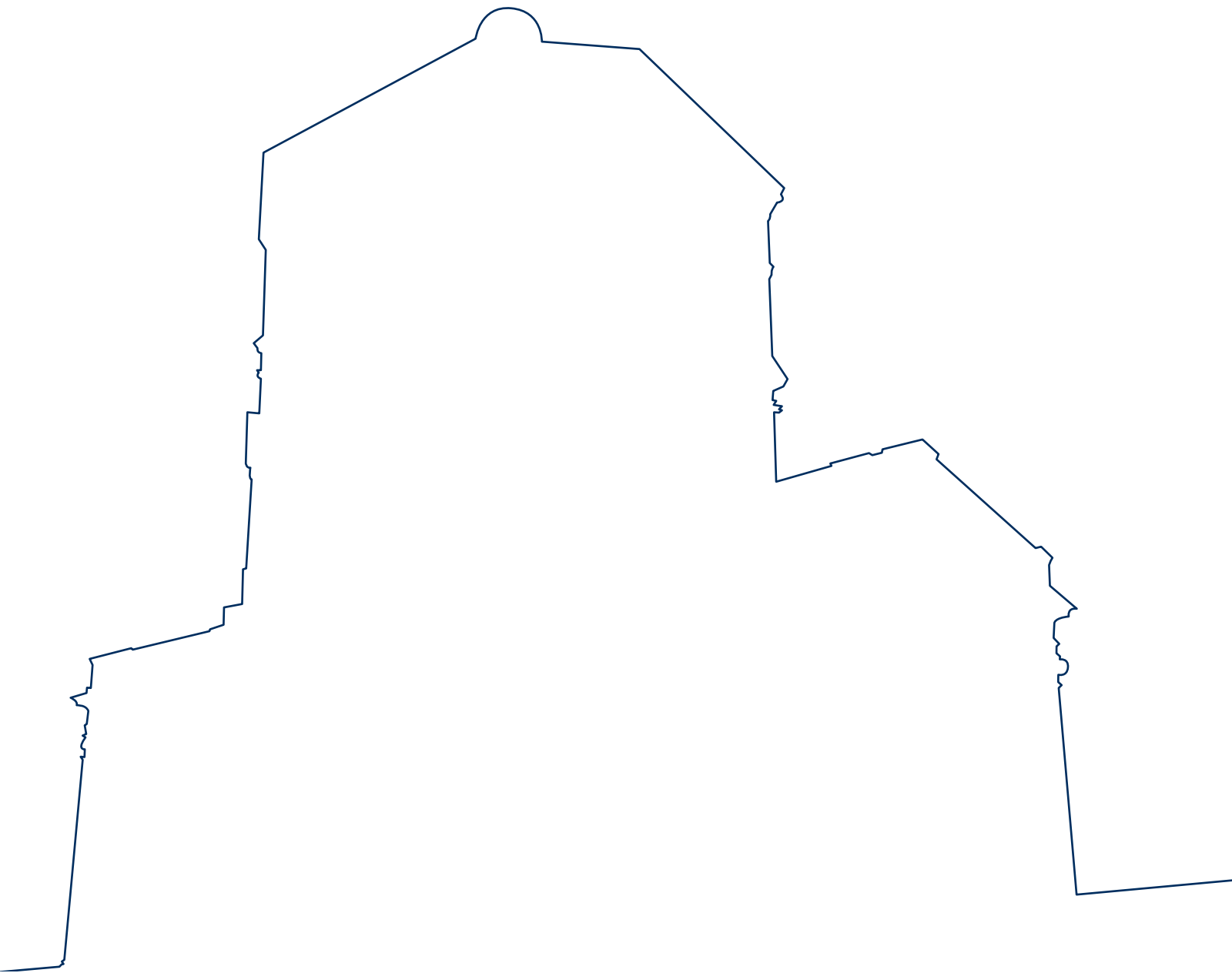
New vision to 2031

## ALUMNI

Focus on Executive MBA

## RESEARCH

Education, renewable energy, primary care



# FROM THE PRINCIPAL

It has been a delight for me to see Green Templeton operating at near normality over the past year. The relaxing of social distancing meant that gatherings (the topic for our photography competition and for the cover picture choice) were possible again, so in-person events and group activities resumed with extra enthusiasm. This included annual fixtures such as the Human Welfare Conference and four boats racing in Summer Eights. We have also seen college dinners full of students and college facilities – the library, the gym and the common room to name but three – busy and in full use.

Work on the college strategy saw a focus on finalising our new vision and considering how our five interlocking strategic objectives can best support one another. The plan was approved by Governing Body in the autumn and

is now available in full online (with a high-level summary starting on page 4).

We have begun to look at potential academic centres that might sit well in the college, building on existing platforms across health and social

## In-person activities resumed with extra enthusiasm

care, as well as in new areas. We have been engaging with the central university team, especially around leadership in health, and the key focus in medical education was the appointment of the new Senior Doll Fellows (see page 41). We are also exploring effective philanthropy with a focus in this issue of *Observatory* on that topic (see page 16), which will be the theme of this year's Green Templeton Lectures.



We continue to think about the college's property portfolio within the context of the strategy and how we best use this to derive income for our charitable activities and provide the facilities needed for our students, staff, fellows and alumni. Our Woodstock Road site development plan is with the city planners and we look forward to seeing this work advance during 2023.

Financially, the college has survived the serious shock of COVID and now we are working to ameliorate the impact of high inflation on key costs, including utilities. We are increasing our fundraising capability, and our networking with alumni and with potential donors and sponsors continues apace.

Finally, our Governing Body has approved significant changes to governance that will bring in new members to that key group and allow existing ones to stand down for a period to pursue other priorities. I would like to thank those on Governing Body for their support in making these changes that will help Green Templeton to address the strategic challenges and deliver on future opportunities.

The coming year promises to be an important one for the college and I look forward to progressing a range of priorities by way of continuous improvement.

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

Sir Michael Dixon  
Principal  
January 2023

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Cover photo: 'Elation' by Jessica Ivie taken at the Green Templeton boathouse during Torpids bumps racing in March. The joy is not that the team had won all of their races but from finally getting to race together again.

Photography including by Ceri Butcher, John Cairns, camharlephoto, Timothy Clayden, Weimin He, Elaine Huckson, Jessica Ivie, Lisa-Marie Mail, Ana Maria Ortiz, Nick Parrott, Caitlin Pawulski, Harriet Quint, the Richard Doll Society, Sophie Schirmacher, Henrietta Smethurst, Sarah Taylor, Vlad Tchompalov via Unsplash, Lara Truman, University of Oxford and Ian Wallman.

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](mailto:nick.parrott@gtc.ox.ac.uk)

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**AT THE FOREFRONT OF  
GRADUATE EDUCATION**

# **STRATEGIC PLAN TO 2031**

In Michaelmas Term 2022 Governing Body approved a strategic plan for the college. Our new vision and strategic objectives are featured over the following pages.

For a full version visit [gtc.ox.ac.uk/strategy](https://gtc.ox.ac.uk/strategy)



## MISSION AND PURPOSE

As stated in our Royal Charter, our mission is 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 Governing Body.



## VISION

Green Templeton is proud to be a progressive, international and inclusive community within the University of Oxford at the forefront of graduate education.

We extend the traditional Oxford model by bringing together researchers, teachers and practitioners with parity of esteem. Our students, fellows, alumni and staff will have a welcoming and exceptional college experience with enrichment opportunities that enable all to deliver on their potential and thrive throughout life.

Our strategy will seek to enhance our reputation for academic excellence in a number of interdisciplinary areas emerging from the unique mix of subject expertise. This will be combined with our focus on understanding and enhancing human welfare and social, economic and environmental well-being.

We will ensure the long-term financial sustainability of the college and develop a costed net-zero carbon emissions plan as priorities. We will use our estate and finances to support our vision of community. Over time, this will include facilities and accommodation tailored to meet the needs of future graduate students, underpinned by principles that aim to foster belonging among college members.

We will strengthen our engagement and relationships across Oxford, while actively increasing the college's strategic and commercial partnerships. This will include growing and strengthening our global network of friends and supporters committed to nurturing the college's long-term future.

Green Templeton will maintain open and porous boundaries between research and practice, thereby increasing our influence externally and our ability to have a positive impact on real-world challenges.

# STRATEGIC OBJECTIVES

Green Templeton will pursue five major, interlocking objectives in order to deliver this vision



## Strategic objective 1

### ACADEMIC

To research and develop the opportunities in establishing up to three centres of academic excellence in the college

#### Why?

We want to maintain and develop our distinctive academic community that emerges from our mix of disciplines and history, our focus on understanding and enhancing human welfare, and our position at the nexus between research and practice. To maximise our opportunities to develop our reputation and vibrancy, and to deliver positive impact on real-world challenges, we need to focus our energy, resources and assets on building critical mass and a reputation for excellence.



## Strategic objective 2

### ESTATE

To create and implement a 40-year plan to manage and develop the college's property assets

#### Why?

To provide a welcoming, well-maintained and inclusive college that enables our students and wider community to succeed individually and together. The college's vision requires carbon-efficient facilities. With the estate accounting for 90% of college assets, it is imperative that it also supports our long-term financial security.



## Strategic objective 3

### NETWORKS

To foster strong relationships and engagement that provide for increased financial and practical support

#### Why?

The college needs to gain significant and transformative investment to secure its long-term future, deliver an exceptional college experience and fulfil its potential for real-world impacts.





#### Strategic objective 4

## FINANCE

To adopt a business model that achieves the long-term financial viability of the college while starting to build a new endowment

#### Why?

Establishing a small, regular annual surplus on our operating budget will underpin the opportunities to realise our medium- and long-term aspirations. Only endowment-style income will make possible a transformative change to secure the college's place in the university of the twenty-second century and beyond.



#### Strategic objective 5

## GOVERNANCE

To have governance and management structures and processes to deliver this strategic plan

#### Why?

Good, strong governance in terms of both procedures and practices is essential to ensuring that Green Templeton is best placed to address future challenges and deliver on opportunities. In a changing landscape for charity governance we should also be seen to be following emerging best practice.



## SCOPE

This strategic plan for Green Templeton establishes a series of priorities to be pursued and delivered for the benefit of our community of students, fellows, alumni and staff. The principles of equality, diversity and sustainability are embedded in its vision and delivery.

The strategy establishes a number of frameworks to review the work of the college and sets some long-term targets for key activities. In support, there will be a detailed delivery plan that will empower staff and help them understand their respective roles in achieving the objectives.

The delivery plan will be owned by the Senior Management Group of the college. Progress against the strategic plan will be overseen by the Governing Body at each of its annual sequence of meetings and its committees will contribute by providing oversight of specific deliverables. Progress will be recorded formally in the statutory annual report and accounts.

**Read the full strategic plan**  
[gtc.ox.ac.uk/strategy](https://gtc.ox.ac.uk/strategy)

# COLLEGE LIFE

## Future health

The Richard Doll Society Conference in October, supported by the Annual Fund, had future health as its theme. Within a global landscape of ageing populations and a rising burden from non-communicable disease, discussions focused on investment and innovation in the health sector. The all-day conference brought together doctors, researchers, alumni and medical students.



## Sustainability

Green Templeton is proud to have achieved a Green Impact Gold Award for the second time. Food and Beverage Manager Harriet Quint and Hannah Chase (Graduate Entry Medicine, 2018) also secured individual awards in the Staff and Student categories respectively at the Vice-Chancellor's Sustainability Awards in July. In sustainability news, the college has commissioned a comprehensive Heat Decarbonisation Plan for its estates, thanks to a successful application for £60,000 from the government-backed Salix fund.



## Open doors

Green Templeton was pleased once again to welcome visitors to college in September as part of Oxford Open Doors. Following the sad news of the death of Her Majesty The Queen, this year's event proceeded as an opportunity to honour her unique contribution to our great city's heritage. Members of the public were able to find out about the 18th-century Radcliffe Observatory and the present-day Radcliffe Meteorological Station, and to see Artist-in-Residence Weimin He's exhibition 'Alternation – works on paper' in the Stables.







## Now taking bookings

Commercial events returned in earnest in 2022 as a vital source of income to help support our charitable mission. Activities included a summer school, wedding reception, broadcast filming, dinners and increased use of the spaces in the Radcliffe Observatory. Green Templeton offers a range of flexible spaces including a lecture theatre and modern meeting rooms and can accommodate conferences for up to 80 delegates. If you would like more information on hiring space at Green Templeton for your event email: [events@gtc.ox.ac.uk](mailto:events@gtc.ox.ac.uk)



## GTC Ball

The GTC Ball returned in July, and was a sell-out, with more than 600 students, alumni and other college members enjoying a night of music, entertainment, food, drink and fun around the theme 'Otherworld'. A good number of those attending remained for the survivors' photo as the sun came up.



## Scholars' reception

Green Templeton was pleased to bring together current scholarship holders and key supporters in the Radcliffe Observatory in November. Scholarships and bursaries often make the difference in supporting students who would otherwise not have the opportunity to study in Oxford.



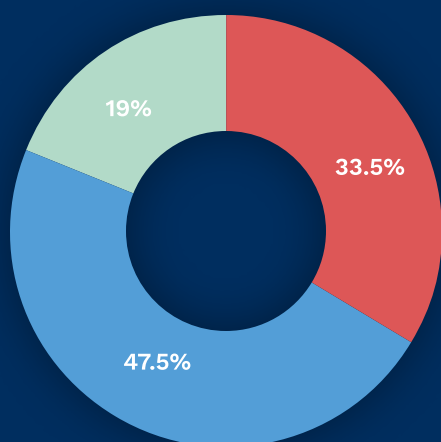
# OUR ALUMNI

A selection of graphics to paint a picture of our past students. This draws on the data currently available to the college and includes all those who studied full-time, part-time and on short courses at Green, Templeton and Green Templeton colleges.

## TOTAL ALUMNI

(of college and antecedents since inception)

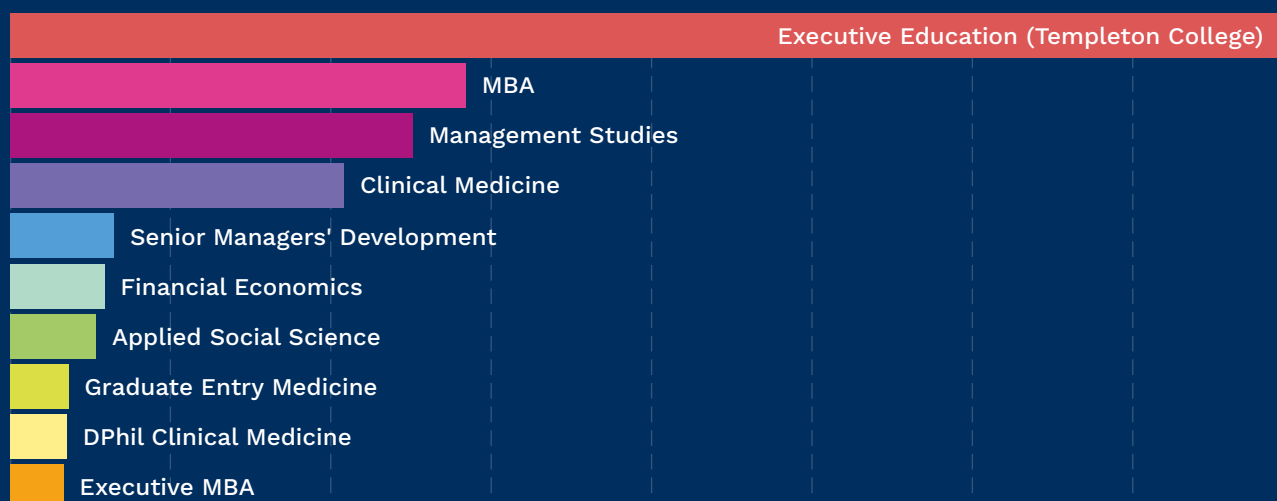
# 18,386



## ALUMNI BY COLLEGE

- Green Templeton College
- Templeton College
- Green College

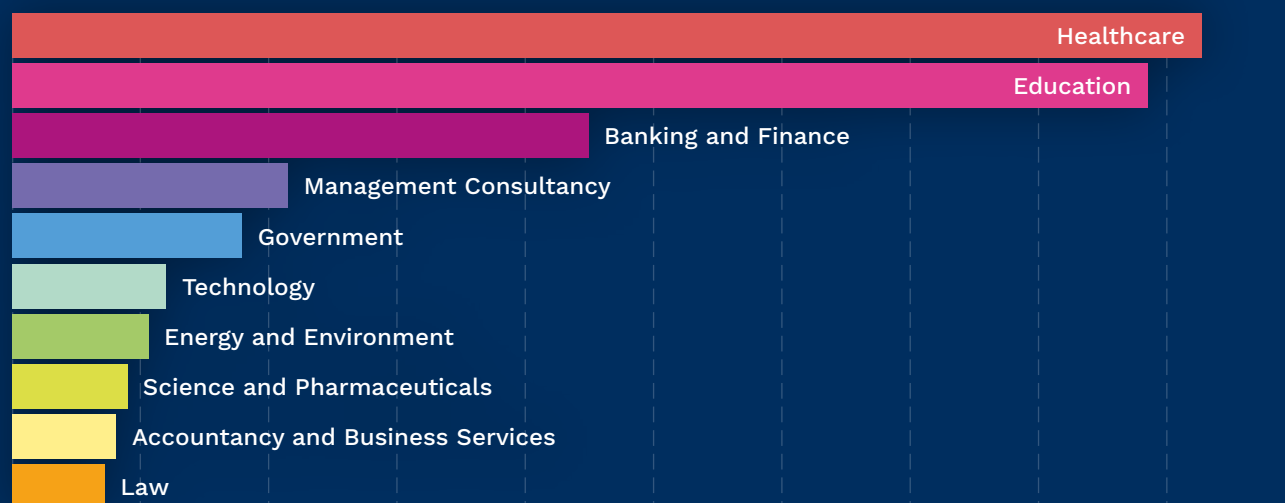
## TOP 10 SUBJECTS STUDIED



# TOP 10 COUNTRIES ALUMNI LIVE IN AFTER GRADUATION (OUTSIDE THE UNITED KINGDOM)



## TOP 10 ALUMNI INDUSTRIES





These annual awards honour students who have gone beyond the call of duty and responsibility to contribute to the college in three categories: Academic, College Citizenship and Sport. Congratulations to our three winners and all those highly commended.



**Academic award winner**  
Emily Morris  
(Clinical Medicine, 2020)

Emily's commitment to the academic endeavours of GTC began in 2021 with her role as the Richard Doll Society engagement and outreach officer. In 2022 Emily continued to go 'over and above' in her role as the RDS President. She took upon herself to organise the new medic mentoring scheme, and a valuable series of activities which have significantly enhanced the academic support and community created by the RDS. If there is a gap identified (for instance, in cardiovascular murmur teaching), Emily has been keen to expand the activities herself or via the RDS to meet the needs of clinical students.



**College Citizenship award winner**  
Daniele Cotton  
(DPhil Musculoskeletal Sciences, 2021)

Daniele created new contact cards for all college members, with emergency and student welfare contact details, to make it easier for students to access support. He also created a welfare items request service to help students access feminine hygiene products, contraception and pregnancy tests freely and discreetly. In addition, he started a welfare video series for college students, containing short videos by expert lecturers on how to advance student well-being through a variety of topics, such as sleep, nutrition, mindfulness and expressive writing. Daniele has also set up a volunteering opportunity for students at Helen & Douglas House children's hospice.



**Sport award winner**  
Sasha Webb  
(Clinical Medicine, 2021)

Sasha co-captained the Women's Blues for Ice Hockey. As well as leading the team at the annual Varsity Match, held at the Oxford Alternative Ice Hockey Club, she has provided a safe environment for beginners to try the sport.

Sasha championed the inclusion of a blind player on the Women's Blues Ice Hockey Team at the Varsity Match, consulting widely to ensure a period was played with a blind hockey puck. In addition to rowing for the Green Templeton Boat Club Women's 1st boat, Sasha coxed the Green Templeton College Men's 1st boat, and led them to winning blades in Torpids 2022.



# Highly Commended

## Academic

**Francis Ayomoh** (DPhil Primary Health Care, 2021), as president of Oxford Global Health and Care Society, revived this university-wide student group based at Green Templeton. The society attracted notable persons, such as the CEO of Oxford University Hospitals, and Francis has involved students from outside the medical/health sciences in the society to drive home the reality that healthcare is everybody's business.

**Davide Bilardi** (DPhil Clinical Medicine, 2018) was the student lead for the mini-symposium on Global Child Health in April. He spent more than a year coordinating this event, from the initial application to Academic Committee to delivering it on the day. He arranged the programme and speakers and then coordinated the write-up, while being consistently gracious and calm.

## Sport

**Ana Alanis Amaya** (DPhil Migration Studies, 2020) rebuilt the Women's rowing team after the lockdowns. GTC had a strong reputation to live up to, but most of the senior rowers were no longer at college. During Michaelmas, Ana was on the river for hours a day introducing college members to rowing. She has personally taught over half of the current squad to row and has created a positive and inclusive culture.

**Jacob Appelbaum** (MSc Global Governance and Diplomacy, 2021) has excelled in his role as Co-Captain of the Green Templeton Boat Club Men's crew this year. He has recruited long-term coaches for the club and arranged the purchase of new boats that will benefit GTBC members for years to come. He has overseen great success with both the Men's M1 and M2 teams winning blades in Torpids during Hilary term.

## All-round

As an exception it was felt that **Georgina King** (Clinical Medicine, 2021) was worthy of being highly commended for her all-round contribution to the college community. Georgie has been the leader of the GCR welfare team. Drop-in welfare meetings have been held with snacks, chats and advice. There has been a 'sober squad' to improve safety at events, and several activities to help students connect to each other to foster personal support systems and an inclusive academic environment at GTC (such as a plant potting event and regular brunches). She has helped many students work through the academic stresses of Oxford life, and has a reputation for providing a listening ear to all those who contact her.

## College Citizenship

**Josephine Agyeman-Duah** (DPhil Women's and Reproductive Health, 2018) established and has continued to champion the Black Students' Society to serve as a safe space for Black students to provide support to each other. She spearheaded the first Black History Month Celebration at GTC in 2021, with enriching events including a *Sankofa* ('back to our roots') evening, plus an exhibition night to showcase Black culture.

**Elizabeth Baylis** (DPhil Sociology, 2020) was a house supervisor during one of the most challenging years in college due to COVID. Beth went over and above to ensure the residents on the main site were kept informed, shared information and stayed safe. She was proactive in sorting out isolation event kits for households, she organised pizza nights for the residents when these were allowed, and made suggestions on how to improve booking systems for communal areas.

**Emily Hulse** (DPhil Population Health, 2021) did a great job in organising events and activities for our GTC community as Graduate Common Room Committee Vice President for Entertainment. Emily has had a wide range of new ideas for bar nights, BOPs, dinners and other activities in college, which have been introduced.

**Lisa-Marie Mail** (MSc Evidence-Based Social Intervention and Policy Evaluation, 2021) created and championed Saturday drop-in playgroups and created the families' Household Items Library: with financial help from the GCR and the College Office, she has created a library of common household items that families use often but not every day. Lisa has arranged numerous family-friendly outings for the families of GTC, to parks, the cinema and most recently to a play at the Oxford Playhouse.



The awardees were invited to celebrate at a college dinner in June

# COLLEGE LIFE



Top left: Radcliffe Meteorological Station Observer Anlin Chen being interviewed by the BBC in July, when temperatures reached a record-breaking high of 38.1°C. Records date back to 1767

Top right: The GCR revived a long-standing tradition of a reciprocal exchange with our sister college in Cambridge, St Edmund's, in April and May, thanks to Annual Fund support



Above left: Members of Green Templeton College Running Club supported by the Annual Fund competed in the Town & Gown 10k race in May

Right: Anthony Miller (MBA, 2021) and family taking part in an Easter Egg Hunt in college in March supported by the Annual Fund





Top left: GCR LGBTQ+ reps Raffy Maristela (MSc Education, 2021) and Isabella Camplisson (Graduate Entry Medicine, 2021) in the Stables decorated for a Pride bar night to kick off LGBTQ+ history month

Below: The Women's 1st VIII during Summer Eights in May



Above: Artist-in-Residence Weimin He's exhibition 'Alternation – works on paper' celebrating his creative journey with the college was on display in the Stables from September to November

Centre right and bottom right: The GTC Ball returned in July after a two-year absence





# DOES PHILANTHROPY WORK?

**Principal Sir Michael Dixon reflects on a topic that has been central to much of his professional life, and that will be the theme of the 2023 Green Templeton Lectures.**

*'It is every man's obligation to put back into the world at least the equivalent of what he takes out of it.' Albert Einstein*

Each year in the UK, close to 60% of people give money to a charitable cause by donation or sponsorship. At the highest levels of charitable giving, in 2021 an estimated 182 individuals made donations of over £1 million, with 71 of these gifts exceeding £10 million and nine exceeding £100 million.

How did these individuals make the important decisions of how and where to invest their philanthropic effort? How can an individual or organisation know how effectively their money will be translated into meaningful impact? As someone who has made decisions about where to invest my own modest philanthropic giving and has worked to raise funds for philanthropic causes, these questions intrigue me.

When any of us gives money to a philanthropic cause we want to know that the money will be spent wisely and deliver the good that is our intention. How non-profit organisations demonstrate that this is the case is an interesting challenge. Leaving aside the technical aspects of demonstrating that the money was spent on the purpose for which it was given, how to show that the outcome delivered the impact that was intended? Measuring impact is notoriously difficult. Often non-profit organisations

will attempt to demonstrate impact by recording what it is possible to measure. But is measuring outputs a good surrogate for demonstrating outcomes and impact?

In thinking through some of these questions I began to wonder about the efficiency of philanthropic investment in delivering societal good and the amounts of money that might be spent ineffectively. No systems or processes can ever be 100% effective, but what sort of sums of money are spent unwisely if non-profit actions are only 70% or 80% effective? The global philanthropy market is estimated to be worth £182 billion annually. So, if even as little as 20% is spent inefficiently, a staggering £36 billion is 'wasted'. And there are undoubtedly areas where deployment of philanthropic funding is much more inefficient than this.

Should we be concerned? I feel we should. Although we tend to appreciate non-profits because their intentions are laudable and worthy, do we assess how effective they are with the same degree of rigour as when thinking about our personal investments? I contest that we do not, but that we should, especially as much philanthropic effort is deployed in areas that would otherwise need to be covered by public funding.

Evidence-based policy-making in the deployment of public funding is well established, even if sometimes in the political arena it feels more like policy-based evidence-making. But in the world of philanthropy, evidence-based decision-making is far less entrenched. Good evidence is hard to obtain and I am certain that some donors therefore make uninformed decisions about their giving. Poor decisions about philanthropic investment can also result from the failure to understand the quality of evidence. High-quality rigorous evidence that demonstrates real impact may be swamped by large amounts of simple data that just record measurable outputs.

Add to this the lack of collaboration between non-profits that may be competing for philanthropic investment and the understandable reticence of philanthropists to acknowledge that they may have invested unwisely, and there is a severe risk of poor decision-making being perpetuated. It feels to me that there is an urgent need to address both the barriers to, and facilitators of, effective and impactful philanthropy and to enhance the understanding and knowledge of what works.

There is a live debate about evidence-based philanthropy, including in the United States and among different groups across Oxford, which is also of course an historic hub for major benefactions. In recent times this includes the Oxford Martin School which brings together the best minds from different fields to tackle the most pressing issues of the 21st century, the Blavatnik School of Government which exists to inspire and support better government and public policy around the world, and the Saïd Business School which educates people for successful business careers and, as a community, seeks to tackle world-scale problems.

With Green Templeton College's place at the intersection of research-led and practice-oriented thinking, we can provide a unique place to incubate ideas in this area of emerging academic inquiry. The initial step in this endeavour will be through the flagship Green Templeton Lectures 2023. Our three distinguished speakers promise a fascinating series of insights into a topic that is genuinely aimed at making the world a better place, something to which the college community is fully committed.

## GREEN TEMPLETON LECTURES 2023

The series will be convened by Principal Sir Michael Dixon and Associate Fellow Caroline Greenhalgh. It will explore whether philanthropy has a problem with evidence under the umbrella 'Seeing is believing.'

### LECTURE 1



**Dr Josh Yates**,  
CEO, Thriving  
Cities Group;  
Executive Director,  
The Ormond Center at Duke  
University

### LECTURE 2



**Anne-Birgitte Albrechtsen**, CEO,  
Lego Foundation  
(2021 to 2022);  
CEO, Plan International (2015  
to 2021); former UN Assistant  
Secretary General

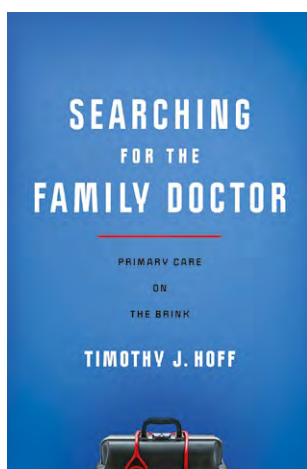
### LECTURE 3



**Rt Hon Rory Stewart**,  
President,  
GiveDirectly; host,  
The Rest Is Politics; former  
UK Secretary of State for  
International Development



# GENERAL PRACTICE AND MEDICAL CAREERS



**A**ssociate Fellow Timothy Hoff is Professor of Management Healthcare Systems and Health Policy at D'Amore-McKim School of Business, Northeastern University in Massachusetts. His book *Searching for the Family Doctor: Primary Care on the Brink* (Johns Hopkins University Press) was published in March 2022. While he was in college this autumn, *Observatory* took the opportunity to talk to him about the changing nature of general practice, the career challenges facing doctors, and the role that Green Templeton can play in addressing them.



### **COULD YOU BEGIN BY TELLING US A BIT ABOUT YOURSELF?**

I started my career as a primary care practice administrator. That's how I got interested in healthcare generally, and primary care specifically. I then worked for a few years as a healthcare consultant and went back to do a PhD after ten years in industry. I found that I liked to teach and to research so I took a job at the University at Albany in upstate New York for 15 years, and then came to Northeastern in Boston, where I've been for about ten years. I'm an industry specialist scholar – I study healthcare. I think that I know it well because I also worked in it and I still do consulting, executive education and now I'm a Professor of Management and Health Policy. I study primary care system transformation chiefly, and within that things like innovation, workforce issues and healthcare quality.

### **HOW DID YOU FIRST GET INVOLVED WITH COLLEGE?**

I was a Visiting Fellow for a year in the mid-2000s at what was then Templeton College at Egrove Park. I knew Governing Body Fellow Professor Sue Dopson well. I had met Sue through networking and she was my entrée to Oxford. I was able to reinvigorate that relationship with Green Templeton in 2015, and started to come over and link up with the Management in Medicine programme, including doing some collaborative research and helping the programme become more published.

### **IN YOUR NEW BOOK YOU WRITE ABOUT THE CHANGING NATURE OF GENERAL PRACTICE. WHAT ARE THE KEY THEMES?**

The book really is a macro/micro analysis of how the medical specialty of general practice grew from its origins in 1960s. The chief takeaway is that the specialty of family medicine made some 'deals with the devil' to gain short-term growth

in members and legitimacy among the medical profession. One of these deals was essentially copying the training paradigm of other medical specialties for its own members to gain legitimacy, but it wasn't suited to developing what family medicine is all about, which is holistic medicine and holistic care.

### **YOU ALSO WRITE ABOUT NEW CHALLENGES?**

Indeed. The book deals with the backdrop of what is happening in healthcare not just in the US, but in the UK and around the world. One big thing is the corporatisation of care. I call it the 'amazoning' of healthcare, moving away from a relational focus to a more transactional focus on speed, convenience and access. Coupled with that is an injection of technological solutions to try to achieve those things.

The book talks about how that affected primary care first (and the most) of all the fields of medicine because lots of primary care lends itself to the use of digital tools, including telemedicine. Family doctors will have to learn to take advantage of that trend for themselves rather than be victims of it.

### **HOW DO THESE CHALLENGES VARY ACROSS DIFFERENT HEALTH SYSTEMS?**

Systems in the US differ from those in the UK or in other European countries that rely on single-payer, government-sponsored insurance. However, they are the same in terms of the pressures from the larger environment. The UK has budget problems, the pressures of rising demand for primary care services, not enough access points, not enough doctors. How are we going to get immediate care to everybody? That's the same problem as in the US, or Denmark, or Germany. Ultimately it's because people are living longer and are sicker.

I do think that primary care/general practice in all health systems is passing a tipping point and at least for the next decade or two you will see accelerated change. It's not necessarily going to be bad for doctors, but they will have to have a different mindset, be part of the change, and be proactive.

### **YOU LED A WORKSHOP IN COLLEGE IN SEPTEMBER ON HOW TO CREATE A SUSTAINABLE MEDICAL CAREER. HOW DO YOU?**

The idea of career sustainability in medicine is front and centre in all health systems. Doctors of all ages, at all career stages, are questioning how they're working, what career choices they're making. It's no longer that you become a doctor and everybody follows the same path. The workshop for the Meeting Minds weekend was especially for younger and early-career doctors, and focused on how they should think about their medical careers and align their needs and preferences with the workplace. If they don't, they're more likely to become burned out, dissatisfied and even leave. So trying to help doctors think about their careers in sustainable ways is key. There are methods and tools to do that, and that was a focus of the workshop as well as concluding that it is okay to think in that way.

### **HOW DO YOU SEE GREEN TEMPLETON CONTRIBUTING TO THIS?**

I think it is exactly what a college like Green Templeton should be doing, and I see this as a great opportunity for me to contribute my skills and expertise. This is for students, but also for alums who are maybe ten years into their career and might feel cut loose generally in the healthcare world. Green Templeton is uniquely positioned to be able to deliver on some of these services to its current students and its alums. Oxford, being such an important university in the world, just adds to the potential.









# SCIENCE AND THE MEDIA

**T**he theme of the 2022 Green Templeton Lectures was science and the media, looking at how scientists and journalists can communicate more effectively.

The climate crisis and the COVID-19 pandemic have highlighted the critical role that journalism can play in disseminating vital information, holding power to account, and highlighting the voices of people who are not always heard.

The pandemic has also raised the profile of scientists, who have been called on to stand next to politicians and explain complex, fast-changing data sets to the general public. They have had to ask entire populations to change their behaviours in fundamental ways, and have had to deal with heightened public and media scrutiny of their private lives as well as their work.

Green Templeton convened the lectures together with its partners at the Reuters Institute for the Study of Journalism led by Senior Research Fellow Professor Rasmus Nielsen and Associate Fellow Meera Selva. The lectures featured capacity in-person attendance and were streamed simultaneously on YouTube and Twitter to a global audience thanks to sponsorship from Oxford PharmaGenesis.



# CLIMATE CHANGE: JOURNALISM'S GREATEST CHALLENGE

The first lecture was given by Wolfgang Blau whose long and remarkable career has included serving as President, International and Chief Operating Officer of Condé Nast, Executive Director of Digital Strategy for the *Guardian*, Editor-in-Chief for ZEIT Online, and reporting on Silicon Valley for *Die Welt* and German television broadcaster ZDF. He is an advisor to the United Nations Framework Convention on Climate Change, a trustee of the Ellen MacArthur Foundation and co-founder, with Meera Selva, of the Oxford Climate Journalism Network.

Blau opened with a reference to forthcoming reports in 2022 from the Intergovernmental Panel on Climate Change (IPCC), making the year a big and significant one for climate change, which ought therefore to be important for climate change journalism. With the COP27 conference beginning just one day before the US mid-term elections, the agendas once again had to compete for media attention.

In the course of extensive closed-door workshops which Blau leads for news organisations he has encountered many encouraging tendencies, such as newly developed climate desks, with augmented resources for reporting salient issues. However, he is also aware of a widespread frustration among climate reporters with organisational impediments, and public impact that is seen as disappointing when compared with aspirations. Newsroom managers need to be aware of the systemic issues and levers that affect climate change coverage.

Blau underlined the important difference between 'climate crisis', which is a temporary condition, and 'climate change' – an unprecedentedly vast, evolving catastrophic phenomenon, which is so enormous that it even defies our attempts at nomenclature, and which will rapidly change every aspect of life on our planet.

He noted the urgency of transforming the world's energy supply from fossil fuels to renewables, with concomitant resulting social, geopolitical and economic crises, and pointed out the inherent frustration for news organisations in trying to communicate climate science (and COVID science) against a background of ubiquitous disinformation as well as such entrenched human behaviours as denial and avoidance. The last two are deep-rooted, prejudicial behaviours, requiring much time, effort and empathy to combat. Time, as he repeatedly stressed, is alarmingly short.

According to multiple international surveys, concern over climate change appears paradoxically greater among world leaders and populations (especially among young people) than in newsrooms. Blau illustrated the

intensity of this feeling among leaders with a quote from the UN Secretary-General António Guterres: 'We are on the verge of the abyss.' This, Blau underlined, was a truly momentous pronouncement from so significant a figure on the world stage.

To cope with these rapid developments, journalism needs radically to upscale and reconceptualise itself and its functions. For Blau, problematic issues can be categorised as operational, cultural or ethical, which may or may not be resolved – usually with difficulty and expense.

Operational issues include inadequate newsroom climate literacy, audiences' climate literacy and audience segmentation by attitude. Blau advocated improving access to effective visuals, enhanced access to scientists, and measured, factual attribution of extreme weather events, backed by solid, peer-reviewed scientific knowledge.

On cultural issues, Blau reflected that journalism is, by its nature, 'a retrospective activity'. However, to propose, assess and implement urgently necessary climate change mitigations is, by definition, about reaching decades ahead into the future.

In terms of ethical issues, he raised the problems of 'false balance' (the chalk-and-cheese comparison of non-equivalent modifiers in the interests of frequently bogus journalistic 'fairness') and fear among staff of potential and career-threatening accusations of activism in reporting on climate change. He argued for greater collaboration within and among news organisations, which requires enhanced climate literacy in all reporting, opening extensive career opportunities.

To rousing applause, Blau concluded his talk on an optimistic note. 'I believe we, humanity, can make this transition. But I think it will be a very bumpy ride, and not as orderly as we hope for ... I am now more optimistic, though, than I have been.'



# THE POVERTY WILL KILL US BEFORE THE VIRUS WILL

In the second lecture leading Indian journalist Barkha Dutt discussed her two-year journey reporting on the pandemic in India. The stark example of the humanitarian crisis amid poverty that became obscured by numbers and statistics was one of many harrowing sentiments she highlighted.

Dutt began her presentation by setting the context of how, in the first COVID wave, India experienced one of the most draconian lockdowns with public transport being stopped, non-essential work halting, police being tasked with enforcing the laws, and the economic and social challenges that arose from this. She noted that whereas COVID was supposed to be the 'great equaliser', it actually wrenched open every single inequity and created new ones.

Through a series of visceral images, Dutt put faces to some of the millions of Indian migrant workers who, with no source of income and no transport to get

home, began the largest mass exodus in India since the partition of the country. She shared images of people, sometimes with no shoes, only a bottle of water and a packet of biscuits, attempting the long trek to their home villages, by day, by night, continuously under threat of police violence. She told stories of starvation, the elderly being left behind, of people taking their lives rather than face a bleak and uncertain future, with the ever-present sentiment of poverty taking preference over any fear of the virus. With great emotion, she described her feelings of helplessness as a journalist, of her desire to tell a story so powerful that it would change the institution.

Perhaps some of the most shocking pictures that she showed were those of the masses of bodies lining rivers, or being cremated. She shared how the stigma of COVID meant that people would sneak out at night to bury bodies and that those people whose job it was to wash bodies before burial and cremation were met with ridicule and condemnation. She estimated that the official deaths from COVID were ten times the reported figure, with approximately 5 million people dying of the virus in India alone. She also shared the difficulties in reporting this information, the insults and backlash that she received from people and the government, of being called a 'vulture' and being accused of selling out her country.

Throughout her presentation, Dutt emphasised the great divide that the pandemic created, reinforcing the gap between the rich and the poor, between men and women, between the educated and uneducated. While most people globally experienced great loneliness and inconvenience from being required to isolate, sanitise and mask, she brought to the fore the additional challenges that the poor faced in isolating when they lived with ten other people in shanties, had no access to clean water and could not afford masks.

Dutt concluded by making the point that we are humanity and when our brethren are suffering, we need to lend a hand. Once we realise this, accept our privilege and use it for good, maybe then we will all heal together.



**‘She told stories of starvation, the elderly being left behind, of people taking their lives rather than face a bleak and uncertain future, with the ever-present sentiment of poverty taking preference over any fear of the virus’**



# THE TIGHTROPE WALK OF SCIENTISTS AS HONEST BROKERS

The lecture series was concluded by Oxford Martin School Director Professor Sir Charles Godfray, who has led the development of summaries of scientific evidence on a wide range of policy-relevant and contentious topics.

Godfray introduced Roger Pielke's taxonomy of scientists' roles, noting that scientists are often not sure what role they are playing. The roles include pure scientist, arbiter, advocate and honest broker. In the role of honest broker, the scientist's task is to set forth an evidence base on a particular topic with policy relevance in a dispassionate way that neither advocates for nor argues against any particular policy. There is a key difference between the honest broker and the advocate, in that the advocate's actions are geared towards promoting a specific policy. The most important characteristic of an honest broker, Godfray stressed, is the commitment to being policy-neutral, which necessarily involves being transparent about the difficulty of achieving this.

Godfray introduced the Oxford Martin School Restatements project with a question posed by his colleague, Dame Angela McLean: why haven't the issues in environmental science relevant to policy had the same systematic review treatment as issues in medical research? McLean and Godfray started the Restatements project to try to summarise the natural science evidence base independently. The target audiences of these Restatements are informed policy makers and other stakeholders. The Restatements aim to be policy-neutral and to state clearly where the uncertainty of evidence exists.

Godfray distinguished between true neutrality and the phenomenon of 'crypto advocacy', by which people or organisations act in the role of honest broker but either deliberately or accidentally act as an advocate instead. For this reason, Godfray stressed, the Oxford Martin School refuses financial support for Restatements from affected stakeholders that might appear to compromise its neutrality on these far-ranging issues. The problems that arise in restatement production, he said, were difficulties in scaling up the work and keeping it up to date. A criticism of restatement-like efforts is that expert judgement inevitably includes an element of arbitrariness. The most effective way to address this is to be transparent with stakeholder groups that the restatement group is endeavouring to fulfil the role of honest broker. Feedback from these groups can help to maintain this balance.

Finally, Godfray addressed the successes and shortcomings of science advice over COVID. He was not involved in the scientific advice during the pandemic, and holds the view that although there were ups and downs, the overall quality of the science advice for COVID has been a 'great success'. He argued that the difficult balance between confidentiality and transparency was, on the whole, achieved in the UK, leaning more on the side of transparency, because of the dramatic measures that the government was asked to take.

Godfray warned of the dangers of groupthink in any advisory process, and pointed to ideas from the military to avoid this problem. One way to mitigate this effect is to set up a group to constructively criticise the advice received by the organisation. He also warned against 'epistemic creep', or the temptation to prognosticate outside one's own field of expertise (admitting he often found the temptation difficult to resist).

Godfray applauded the traditional media in the UK, congratulating them for the majority of their reporting during the pandemic, making complicated material accessible to the general public. He was encouraged by the casual discourse on difficult scientific issues that the pandemic encouraged between members of the general public, and is hopeful that we have all taken this as a positive lesson.

Associate Fellow Meera Selva introducing the lecture



*With thanks to student rapporteurs Jeremy Leslie-Spinks (DPhil Primary Health Care, 2020), Amy Booth (DPhil Translational Health Sciences, 2021) and Isabelle Rocroi (Graduate Entry Medicine, 2021).*

# REUTERS INSTITUTE JOURNALIST FELLOWS

Green Templeton College is proud to be the home of the Reuters Institute for the Study of Journalism, engaging newsroom leaders from around the world and exploring the future of global journalism. Our connection with journalism extends back to 1992, when the Reuters Journalist Fellowship programme began its long-standing residency at Green College.

Reuters Institute Journalist Fellows are experienced, practising journalists from many countries and are given visiting scholar status at Green Templeton during their time in Oxford. Recent fellows include those below.



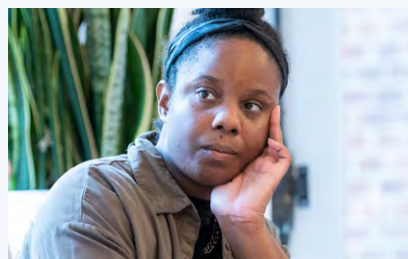
## RONSON CHAN

Ronson Chan is based in Oxford from October 2022 to April 2023 working on the power of live streaming supported by the Facebook Journalism Project.

Ronson is a local news journalist and multimedia production supervisor at the online news website Channel C based in Hong Kong.

He previously worked for Stand News, a popular online news agency that had over a million subscribers, and for Factwire, the first investigative reporting agency in Hong Kong. Both agencies closed last year.

Documentaries by Channel News Asia and the BBC are featuring his work and have filmed him in college.



## TE SHIMA BRENNEN

Te Shima Brennen (they/them) was based in Oxford from October to December 2022 working on a research project on building trust with trans communities.

Te Shima is a journalist based in Brooklyn, New York. As an emerging documentary filmmaker, they aim to tell nuanced stories about BIPOC (Black, Indigenous, and people of colour), queer and trans people as they navigate institutions and systems not built to support them.

Currently, they are co-directing a documentary, *Mother Wit*, that follows an ailing Black trans matriarch struggling to inculcate the values of education and survival in her community before she runs out of time.



## EDUARDO SUÁREZ

Eduardo Suárez was a journalist fellow from January to June 2019 when he conducted research on the rise of reader revenue models in European newspapers.

Eduardo started his career at the Spanish newspaper *El Mundo*, where he worked for 14 years as an opinion writer and a foreign correspondent from London, New York and Brussels.

He is also the co-founder of two news start-ups: *El Español* and *Politibot*. Following his fellowship Eduardo joined the staff of the Reuters Institute, where he is now Head of Editorial and oversees publications and communications. He is a Common Room Member at Green Templeton.



## MEET MITALI MUKHERJEE

Green Templeton was delighted to welcome Mitali Mukherjee as an Associate Fellow in September, when she became Director of Journalist Programmes at the Reuters Institute.

Mitali Mukherjee is a political economy journalist with more than two decades of experience in TV, print and digital journalism. She was a Chevening Fellow for the South Asia Journalism Fellowship 2020, a Raisina Asian Forum for Global Governance Young Fellow 2019 and a 2017 fellow of the Australia India Youth Dialogue. In 2020, she was

nominated for the prestigious Red Ink Awards in India for two of her business stories.

Over the course of her journalistic career, Mitali has been Consulting Business Editor at *The Wire* and *Mint*. Prior to that she was Markets Editor at CNBC TV18 and Prime Time Anchor at TV Today and Doordarshan. She has been a Fellow at the Observer Research Foundation (ORF) where she led gender initiatives. Mitali has also co-founded two start-ups that focused on civil society and financial literacy.





‘WE ARE WORKING TO PERSUADE MINISTERS OF THE BENEFITS OF MORE INCLUSIVE APPROACHES’

## IMPROVING THE LIFE CHANCES OF VULNERABLE CHILDREN

by Leon Feinstein

Children who are supported by children's services are often among the most vulnerable and under-represented in society, with implications for their well-being and life chances. Since 2012 the Rees Centre, situated in the Department of Education at Oxford, has conducted impactful research to improve the education, well-being and life outcomes of these children and of adults who have been in the care system, by bringing their experiences and voice to the attention of policy-makers and researchers. The impact derives from high-quality scholarship, and well-established links with care-experienced people and major providers of care. I give some examples below.

I took over as Director of the Rees Centre in January 2021 after a career working between central government and academia, bringing research, evidence and

analysis to policy-making and trying to persuade governments to improve the available evidence. The challenge now is to use this experience to help the Rees Centre in its mission. Key to this is increasing awareness of how it is perceived by care-experienced academics and students (lots to do there) and to raise the profile of this theme of research and encourage others into the field.

Children's services in England support children with different types of need and risk, including children in care as well as a much larger group of 'children in need' (390,000 children as of March 2020) who may be living with parents and other carers but are still struggling with neglect, maltreatment, disadvantage and other harms. This group also includes young carers, those children who are caring for parents or other siblings with disabilities, domestic violence,

health or other difficulties. A study by the Rees Centre of the educational outcomes of children in need was the first to establish the substantial educational disadvantage of many in this group, showing for the first time that educational achievements are even lower on average than those of children in care. As a result, Ofsted's inspection framework for schools and social care extended their focus on children in care to emphasise the educational progress of children in need. The government set up a review, in partnership with the Rees Centre, which led to the educational support received by children in care being extended to children in need.

Another example is the work led by Professor Selwyn at the Centre on the subjective well-being of children in care to create a dataset of 10,000 voices of children in care. This information

is used to influence local authority practice to reflect the needs and perspectives of children.

Sir John Timpson awarded a major grant to undertake a national evaluation of attachment and trauma training in 300 schools. The research is incorporated into teaching within our department and into university-wide discussions about widening participation. We are working with charities, schools and others to persuade ministers and shadow ministers of the benefits of more inclusive approaches to schooling.

*Professor Leon Feinstein is a Senior Research Fellow of Green Templeton College and Director of the Rees Centre at the Department of Education, University of Oxford. Previously, he was the Director of Evidence at the Office of the Children's Commissioner for England*

‘THERE WAS AN OVERWHELMING CASE FOR RENEWABLE ENERGY NOT ONLY FROM A CLIMATE POINT OF VIEW, BUT ALSO IN TERMS OF ENERGY JUSTICE’

## JOINING THE DOTS FOR ENERGY TRANSITION

by Sarah Darby

The proposal for INTEGRATE (a programme on Integrating Renewable Energy) went to the Oxford Martin School in 2015, at a time when the costs of renewable energy (especially solar and wind-generated electricity) were plummeting fast – at a rate that, ten years previously, seasoned optimists would have blinked at in disbelief. The same was starting to be true of battery storage costs. Mainstream economists and grid operators were taking renewable energy supply seriously. There was an overwhelming case for it not only from a climate point of view, but also in terms of energy justice: hundreds of millions of people still had no access, or very patchy access, to grid electricity, but could be served by renewables-based microgrids.

Replacing traditional hub-and-spoke centralised systems with something more environmentally and socially benign wouldn't simply be a matter of swapping large thermal power plants with solar farms, though. The new sources of supply are far more distributed geographically and they are

tapped using technologies with millions of owners and operators. They rely on sun, wind and water, each with its own rhythms, and they have to be matched in real time with changing patterns of demand. Electricity networks are not designed for this. Bringing renewables-based systems into everyday reality would be a major integrative challenge with technical, economic, social and governance dimensions – a prime case for interdisciplinary research.

Case studies on different scales helped our understanding of the conditions needed for effective power networks in different contexts. Something that stood out for me was the significance of the ‘middle actors’ in systems – the people and organisations who are responsible for making things happen. Examples are the land-use planners who influence where demand and new forms of supply will come from, network operators, and the engineers who recommend, install and maintain our heating systems. New actors included the demand aggregators who bring together small-scale providers of flexible electricity demand and make it into a viable



commercial offering to system operators, selling their ability to turn down air-conditioning in a hotel chain at times of peak demand, for example, or to soak up excess wind generation in food-freezing plants.

The INTEGRATE programme ran until the beginning of 2022, involving dozens of researchers in the UK and East Africa and associates from industry and policy, as well as interested citizens. It was structured to encourage conversations between physicists, engineers, economists, social scientists, materials scientists, regulators and industry practitioners. Anyone who has attempted interdisciplinary or multidisciplinary research will realise why our fortnightly seminars were often primarily exercises in trying to understand the vocabularies, axioms and approaches of colleagues from different backgrounds. This

backbone for the programme served us well. Through the case studies, we learned how renewables-based systems can be put into practice through integrative approaches to the social, technical, economic and governance aspects of energy systems, while more theoretical work addressed higher-level challenges and prospects.

The work of INTEGRATE continues in various forms, notably through the Zero-carbon Energy Research Oxford Institute, Local Energy Oxfordshire and the International Community for Local Smart Grids. Not least, it continues through the diaspora of some impressive early-career researchers.

*Dr Sarah J Darby is an Associate Fellow of Green Templeton College and an Emerita Research Fellow of the Environmental Change Institute, University of Oxford*



# TRANSFORMATIONAL LEARNING

At any time Green Templeton is the college home of up to 20 Executive Master of Business Administration (EMBA) students who are undertaking a part-time course over two years at the Saïd Business School. We asked a few recent students for their perspectives on life in college, and on their roles and ambitions.



## STEPHEN ALDER (2020)

My EMBA was part of a career transition where I was interested in integrating business principles and practices with public and global health. Green Templeton was the natural college of choice to support my efforts and to connect me to a community likewise seeking to bring together fields and disciplines to positively impact life quality around the world.

While exploring my fit with Oxford I was able to connect with college leaders, scholars and students who graciously welcomed my inquiries and were encouraging of my educational aspirations. Green Templeton continued to be a supportive resource throughout my academic programme.

My EMBA study came later in my professional career. I am a Tenured Professor of Family and Preventive Medicine at the University of Utah in the United States with an extensive background in public and global health. I am currently resident in Ghana where I have time apportioned to serve as the inaugural President of Ensign Global College. I retain duties at Utah where I am the Executive Director of the newly launched Center for Business, Health and Prosperity at the David Eccles School of Business.



## MADINA ASSYLBEKOVA (2010)

My background is as a Kazakh native, internationally educated with a career start focused on international aid and social policy development. I eventually reached a point in my professional development where I felt a need to transition from the public service to the private sector in order to get a fulsome perspective of the 'triple bottom line'. After much thought, I chose both Saïd Business School and Green Templeton College. I liked their interdisciplinary approach to acute global issues and their diverse community. These traits were unique at the time when I started my EMBA.

Being at GTC was life-defining for me. I enjoyed the full richness of perspectives – from

management to health and environmental sciences and social policy. The diversity and breadth of world-class expertise are unparalleled and I was able to mingle with the best of minds in a variety of disciplines.

Today I am a consultant with a leading management advisory organisation whose main focus is helping to enhance purpose-driven companies around the world. There is still much to do to transform the collective thinking on what represents commercial success in business. Throughout my journey, I know that I will do my part to contribute to this transformation and that GTC stands behind me.



## KIM BLACKBURN (2009)

Having worked on international business affairs for a record label I really wanted a global perspective for my EMBA. I studied in Oxford at a time when globalisation was starting to take root and I wanted to work with international case studies. I found that Oxford provided a fantastic community of professionals from beyond my area of entertainment.

The time provided a strong network for my future career success. The EMBA allows you to step back and, from the heart, I can say that it provided the freedom for my voice. You arrive and you think you know who you are, and then you find out who you are and who you are not. I felt a strength in my voice because of the global community I became part of – I am strong enough to be heard.

When I arrived at Green Templeton I had started a move from business affairs to producing entertainment and when I graduated I went on to be a consultant for Warner Bros. I'm currently in pre-production on a new movie *PWNED*. Right after the EMBA I finished a film that the *Los Angeles Times* labelled an 'excellent case for microeconomics in filmmaking'. Oxford provided an atmosphere where things just clicked for me – it all came together: ideas, concepts and the confidence to explore. As an alumna, Green Templeton really still pulls you to the university as the string that ties you to Oxford throughout life.



## JYOTI CHOPRA (2015)

I applied to Oxford for my EMBA for two specific reasons. Firstly, it was the most international programme that I found, with courses being taught locally in India, China, South Africa and the USA. Secondly, it was the most immersive with its structure of week-long modules spanning almost two years. As a mature, mid-career professional, I was looking to go back to university and to become part of a special community and culture, which I found at Oxford.

Green Templeton was my first choice for a college and I was thrilled to be admitted. I was looking for a college with a sharp focus on graduate students. A number of my EMBA classmates and I joined as a cohort. We had a marvellous orientation and induction to Green Templeton, which I will always remember. This was followed by a welcome drinks reception and college dinner for our group.

Green Templeton made us feel welcome, provided us with a home away from our academic school and building, and gave us an extended community and an advisor. To this day, when visiting Oxford or attending meetings, events or reunions, I still prefer to (and almost always) stay at Green Templeton.

Since my EMBA, I've become Senior Vice President and Chief People, Inclusion and Sustainability Officer and a member of the Executive Committee for MGM Resorts International, based in Las Vegas, Nevada.



## DAVID LONEY (2016)

After two decades running a medical company I founded in New Hampshire, USA, I came to the Oxford EMBA for what everyone else was there for: a change. It would be dishonest of me to say I knew what exactly I wanted out of the EMBA programme other than for it to act as a catalyst.

Oxford did precipitate great things for me and our company. Through the EMBA I learned to pass over control of the company to a trusted and skilled employee. This freed me to start a skunk works within our company that developed medical software. With

the knowledge and skills gained through the EMBA and the new manager's efforts, our original company grew and attracted several unsolicited offers to be acquired. In 2020 we successfully negotiated and sold it to a European firm, Össur.

The skunk works, now EMRLD Health, we spun out separately. Today, I am involved in the adventure of building my second start-up. Green Templeton was the obvious choice for a clinician studying business. Thank you, Green Templeton, the Saïd Business School, and Oxford.





## JOHN MINTO (2018)

Like many Executive MBA students, my path to Oxford was diverse and the culmination of previous personal and professional experiences. I was sports obsessed as a teenager, which led to a decade-long professional rugby league career in Australia with clubs like the South Sydney Rabbitohs and later in England with the London Broncos.

My early academic pursuits were in medical sciences and physiotherapy. These aided my athletic preparations and physical recoveries and also provided a foundation of empathy, expertise and leadership among my sporting peers. While still playing professional sport, I undertook postgraduate studies in finance and investment, which broadened my knowledge base and would ensure commercial decision-making both personally and professionally. I spent almost two decades in management positions across health, wealth, finance and customer loyalty programmes. I adopted an outside-in approach to delivering the best available solutions I could find to customers. This led to my interest in attending a truly global business school like Saïd to expand my expert networks to other industries and other countries.

I recall vividly my trepidation at entering the imposing oversized doors of the Business School. I was more nervous than running out to a full stadium. In that moment, I didn't know if I would fit in or if I would fail. I had an incredible opportunity but no excuses. I was relieved to be accepted into the graduate-heavy GTC with its familiar origins in business, health, medicine and social services. In our first week, Michael Pirie [the head gardener] provided an impromptu and detailed tour of the college that extended to the top floor of the iconic Radcliffe Observatory! Michael's knowledge was so impressive and like so many people I met, I just wanted to know what they knew. The postcard-perfect GTC was just the beginning of my Oxford infatuation. The common room, library, gym, dinners and early morning rowing experiences created connections with an extended family that motivated us to the EMBA finish line and keeps us together wherever we are today. My Oxford experience has provided me with the mindset and tools to tackle some wider issues than I would have previously attempted.



## NONTYATYAMBO MTSHAULANA (2019)

I will never forget the first time I walked into a lecture room at the Saïd Business School and the recruitment manager said: 'This is where the conversation happens.' Never before had I heard a classroom setting referred to in this inclusive and collaborative manner, and I knew that that was where I wanted to invest in myself and my future. The next 20 months were spent learning from my lecturers and peers (and their life experiences), walking the streets of Oxford, getting up early to go rowing and honestly just having fun.

Upon completion of my Executive MBA I moved to a new role where I am Programme Manager responsible for the implementation of Sustainable Finance Regulations at ABN AMRO Bank. Within its scope there are about 17 sets of regulations with the goals of financing the green transition and improving transparency on sustainability reporting for investors and stakeholders. It's a mammoth task that requires a rehaul of our internal data and IT infrastructure, with cooperation from all corners of the bank.

I feel that the EMBA was a perfect learning ground for my job. I leverage what I learned about operations, system thinking, communication and leadership on a daily basis.



## SHELDON HEE (2019)

My journey to the EMBA programme began when I headed a small travel subsidiary over a decade ago, and realised how much I didn't know – trial and error likely didn't lead to the best results. I took up a general management role again when I was based in London for Singapore Airlines – there I witnessed Brexit, the increasing awareness around environmental concerns and the need for bridges to maintain peace. I decided that I wanted a role in the conversations shaping our world and the aviation industry for the future, and looked to the EMBA to equip me further.

My time with Oxford and Green Templeton met those expectations and more. I had the privilege of meeting with sharp minds from all over the world, and absorbed a multitude of views, including several formal dinners and networking events in the Radcliffe Observatory. I am excited about the work I am doing today – the lessons I've learnt through the EMBA and through my time at Green Templeton have positioned me for growth and I look forward to what the future has in store.

I'm currently Vice President of Partnerships and International Relations for Singapore Airlines, responsible for all airline and industry partnerships, strategic alliances and international affairs globally. My role involves developing and executing the strategic alliance and engagement strategy of the Singapore Airlines Group, to influence and shape the external competitive and regulatory environment to support long-term growth.



## OUMESH MUNGROO (2012)

One of my many dreams was to study at the University of Oxford, and this opportunity happened by chance, for which I am grateful. My greatest experience wasn't merely about studying the core academic content. Considering that there are so many ways to learn, the most interesting part of this journey was, undeniably, the way we learn and transform at Oxford University. That has been an amazing journey for me and had the greatest impact in my life. For instance, there are many attributes that the university has instilled in me: to think differently and creatively, not always to be a conformist, and to maintain a curious mindset – which are crucial skills for all professionals, regardless of the sector we work in.

We study at Oxford for different reasons, but mine was to live a priceless magical experience and build my personal brand. The reactions of people when they learnt that I studied at Oxford are always amusing – possibly they assume that I am highly intelligent, which is definitely not the case!

During my studies, I had to obtain the right balance between my performance at work, my family commitment, my attention to the education of my beloved son and the construction of our dream home. I eventually discovered that excelling in one goal would compromise my other goals: achieving acceptable outcomes across all goals was a better outcome than excelling in one. As a result, I became more resilient – a transforming life experience.



# ACADEMIC LIFE



Top: Global Child Health Mini-Symposium originating from the input of Davide Bilardi (DPhil Clinical Medicine, 2018) and Research Fellow Dr Charles Roehr, with support from Senior Research Fellow Professor Trudie Lang brought together students and academics to examine research needs in paediatrics in April

Above left: Management in Medicine programme Brick Hospital workshop in May where each participant was given a series of tasks related to the patient's journey through the hospital in a LEGO-based game

Above right: Participants of the Human Welfare Conference in May enjoy the gardens during a break





Top left: Richard Doll Society conference panel discussion in October, featuring (behind the table, from left): Professor Claire Anderson, Royal Pharmaceutical Society President; Dr Luke Allen, Research Fellow at the London School of Hygiene & Tropical Medicine; and Professor Meghana Pandit, Chief Executive Officer of Oxford University Hospitals NHS Foundation Trust and an Associate Fellow of Green Templeton

Top right: In March, the Sheila Kitzinger Programme brought together medical and midwifery students from across Oxford with interested clinicians and academics

for a private performance of the play *after birth*, a dark comedy with a feminist take on maternal mental health and motherhood, followed by a panel discussion

Centre left: Chris Liddell, former White House Deputy Chief of Staff, alumnus and Visiting Research Fellow of college, delivered the inaugural Annual Alumni Lecture in June

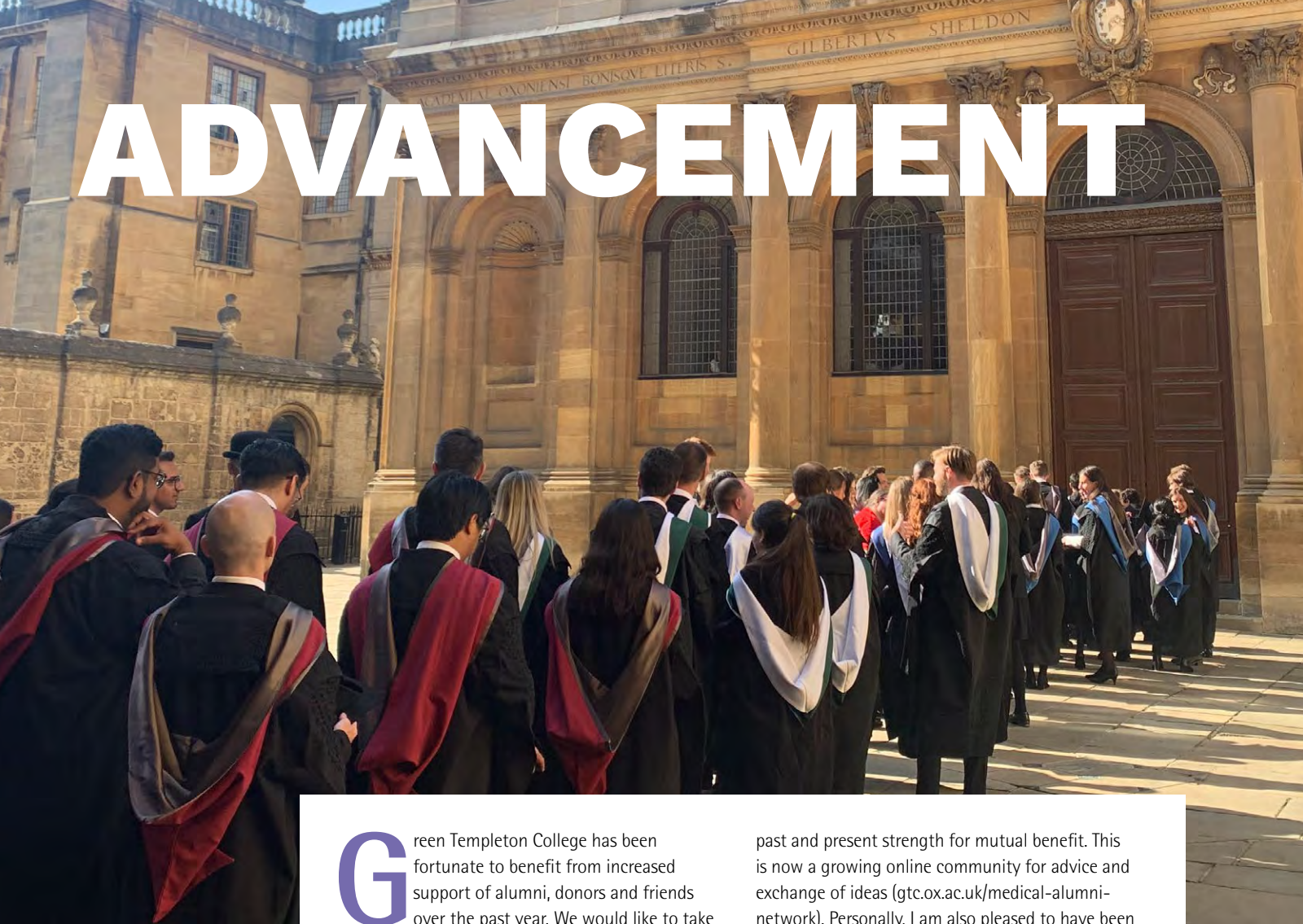
Centre right: Oxford Global Health and Care Systems Society summer event

Bottom left: Anthony Limburg (DPhil Finance, 2020) hosted a Start-up Pitch Night as part of Oxford Entrepreneurs in November

Bottom right: Girdlers' New Zealand Health Research Council Fellow Dr Cervantée Wild and Master of the Girdlers' Sir Thomas Crawley-Boevey at a Domus Dinner in November



# ADVANCEMENT



'I'm proud to contribute to the current student support appeal to help make sure that the college can attract the very best students regardless of their financial means and background.'

Professor Sir Bernard Silverman, donor

**G**reen Templeton College has been fortunate to benefit from increased support of alumni, donors and friends over the past year. We would like to take this opportunity to acknowledge this support and to express our heartfelt thanks. As is illustrated across the pages of this year's *Observatory* magazine, the amazing experiences of our students and wider community and their ability to have real-world impacts are enabled thanks to your generosity.

As set out in our new strategy, the college has significant ambitions for the future that will be made possible through gifts and partnerships.

The year 2022 was extremely active across the board. There was a record number of degree celebrations to catch up with those missed over the previous two years. The college opened up increased possibilities for alumni to dine in college at lunch and dinner. Our Alumni Christmas formal in December was a real highlight!

Former White House Deputy Chief of Staff, alumnus and Visiting Research Fellow Chris Liddell gave a major lecture on 'The importance of presidential transitions' and more alumni events are planned across the world in 2023. At the Meeting Minds weekend in September we launched our Medical Alumni Network to bring together our

past and present strength for mutual benefit. This is now a growing online community for advice and exchange of ideas ([gtc.ox.ac.uk/medical-alumni-network](https://gtc.ox.ac.uk/medical-alumni-network)). Personally, I am also pleased to have been elected to the Oxford University Alumni Board, a global community of advocates, supporters and influencers who contribute to the long-term health of the university and the wider alumni community.

Fundraising efforts have focused on increasing giving for student support. This has been a great success as evidenced by the following pages, but there is more to do to ensure that the best student experience remains open to all regardless of personal means into the future. Increased regular giving starting at any level is making a real difference. We will continue to remind college members of the legacy it is possible to leave to the future of Green Templeton.

The college continues to develop its networks as the bolder ambitions for the estate and the future of graduate education will require even more transformative interest and support in meeting our goals not just in Oxford, but also for a secure and sustainable future for humanity.

Ceri Butcher  
Head of Development and Alumni Relations

Green Templeton is a very special college. I feel very privileged to serve as Bursar (and to have done so since 2017). In that time, I have been honoured to meet and work with the students, fellows, staff, alumni and friends who make Green Templeton what it is.

Our mission is to ensure that our college thrives for decades – indeed centuries – to come. Legacy pledges make a huge difference in helping us achieve this by ensuring the college's financial sustainability. Legacy gifts to Green Templeton play a vital role in enabling us to invest in the education of talented young people and ensure they have the opportunities to realise their aspirations and potential. Gifts in wills can have a significant impact on our ability to deliver the best Oxford experience to our students – through our study and social facilities, our academic and cultural events and our range of student support funds and services. They help us plan financially and to achieve objectives that we wouldn't otherwise be able to realise for many years.

Green Templeton College owes its existence to the legacy of Dr John Radcliffe (1650–1714), the most successful doctor of his day and royal physician to William III, Mary II and Queen Anne. After his death, the bulk of his fortune was left to his trustees for charitable purposes, and has been used for three iconic Oxford buildings: the Radcliffe Camera, the Radcliffe Infirmary in Woodstock Road, and the Radcliffe Observatory. Our college would not exist in its current form without this architectural legacy.

I would like to take this opportunity to honour legacies that have come to the college in recent years and share our warmest gratitude for the Weil Medical Teaching Fund. Thanks to this incredibly generous legacy, we have been able to provide enhanced support for medical teaching to our students. We take care that all our philanthropic funding has an applied and immediate benefit to Green Templeton students.

Leaving a legacy to Green Templeton is a way to make a meaningful contribution that enables the next generation of students to thrive in our college, without compromising your current finances. All philanthropic support to the college helps students to access the best that higher education can offer, so that they can use these opportunities to contribute to the lives of others.

Every legacy makes a difference, no matter how large or small. We would be delighted to discuss your wishes with you.

Thank you most sincerely for considering Green Templeton College.

Dr Tim Clayden  
Bursar

# Create a Lasting Legacy



'The teaching at college has been one of the highlights of clinical school. We leave each class feeling more confident to hit the ground running when we start on wards as junior doctors.'

Gayatri Tadikamalla (Clinical Medicine, 2020)



# SUPPORTING THE STUDENT EXPERIENCE

Why is giving so important? Right now we are experiencing the impact of a cost-of-living crisis which hits those on low incomes the hardest. Students naturally fall into this category so the college's main fundraising focus at the moment is to raise funds for supporting the student experience. This incorporates a wide range of areas from hardship and welfare support to academic enhancement activities, from scholarships and

bursaries to support for student societies and social activities. The more funding we can raise, the more we can deliver.

If you are interested, you can find details at [gtc.ox.ac.uk/giving](https://gtc.ox.ac.uk/giving) or get in touch with Head of Development and Alumni Relations Ceri Butcher, [ceri.butcher@gtc.ox.ac.uk](mailto:ceri.butcher@gtc.ox.ac.uk) or +44 (0)1865 274797.

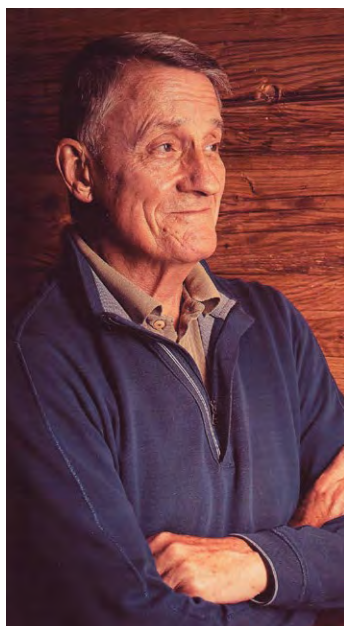
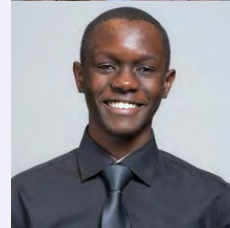
**Below are some snapshots of how existing giving is making a real difference.**

## STUDENT SUPPORT

### JUNIOR DEANS

Amy Booth (DPhil Translational Health Sciences, 2021) and Brendon Tankwa (DPhil Geography and the Environment, 2022) joined Lisha Jeena (DPhil Clinical Medicine, 2020) as Junior Deans at the start of 2023. In that role they support students in emergencies, and also with general well-being. They are available to listen over a coffee, connect individuals when they need support, and enforce community standards when actions are having a negative impact.

Thanks to support from the J W Laing Trust, Emeritus Fellow Professor John Lennox has served as Pastoral Advisor, available as a listening ear to students, for a number of years.



## SCHOLARSHIPS

### ROSAMUND SNOW SCHOLARSHIP

Jeremy Leslie-Spinks (DPhil Primary Health Care, 2020) spent his life working in ballet companies all over the world, training professional dancers and staging ballets in big, wonderful theatres. This was until the diagnosis of a degenerative condition of his spine meant that his dancing days were done.

'I was incredibly lucky. I read of a foundation, set up by the family of the late Dr Rosamund Snow, whose academic career was informed by profound, insightful research into her own intractable illness. I thought of Rosamund Snow, and I thought: I could research this condition, my condition. I could try and bridge the gap between damaged dancers who can't communicate with doctors, and doctors who don't understand what dancers are telling them.

'We need clinicians who can understand dancers, and their specialised, experiential wisdom. If I can bring that about, my scholarship will have been put to good use.'



## ANNUAL FUND

### BLACK STUDENTS' SOCIETY

Green Templeton has grown a thriving society of Black students under the leadership of Josephine Agyeman-Duah (DPhil Women's and Reproductive Health, 2018), Gloria Ngaiza (DPhil Clinical Medicine, 2021) and Marwa Elbasheer (DPhil Population Health, 2020).

In October, Black History Month celebrations were curated around the theme 'Preserving our own' – celebrating Black excellence in the field of health and beauty. It was marked with a range of events, including an academic talk, college diversity dinner, BHM movie night and pub quiz.

Josephine reflected: 'I am proud of all the efforts at college from the senior-level management through the Governing Body, student leadership, staff and the entire college community to promote Diversity, Equality and Inclusion and make students feel at home at GTC.'



## COLLEGE LIFE

### SUSTAINABILITY

Green Templeton is committed to a sustainable future and recognises that the actions and choices of its community have a huge impact on the college's environmental footprint, with around 250 students living in our accommodation and many more coming to dine and use the facilities.

The annual Ball avoided the use of over 5,000 disposable cups thanks to donation income, which enabled college to buy reusable branded cups for guests to drink from and then keep as souvenirs.



## ACADEMIC

### ARTS AND HUMAN WELFARE

Co-chaired by Midori Hosoda (MPhil Medical Anthropology, 2021) and Giada Portaluppi (MSc Medical Anthropology, 2021), the 14th annual student-run Human Welfare Conference brought together researchers and practitioners in May. Discussions both in-person and online considered creative action in medicine, sociopolitics and the environment.

Musician-in-Residence Maki Sekiya gave a recital as part of the afternoon programme and the formal proceedings concluded with a panel discussion led by Emeritus Fellow Muir Gray. Artist-in-Residence Weimin He joined the conference and has been commissioned by the organising committee to produce an artwork inspired by the discussions.

The Human Welfare Conference benefited from sponsorship by Oxford PharmaGenesis, an independent, award-winning HealthScience communications consultancy.



# ADVANCEMENT



Top left: Vice Principal Dr Rebecca Surender welcoming guests to a reception in the Observatory Tower during the Meeting Minds weekend for alumni in September

Top right: The Meeting Minds weekend gathered alumni in college once again for both academic and social events

Above left: Principal Sir Michael Dixon (third from left) and Strategic Advisor Ranjit Majumdar (right) met with alumni and friends in New York in April

Above right: Luciana Basualdo Bonatto (DPhil Mathematics, 2017) giving a 'one minute DPhil' presentation at a degree day celebration in May





Left: Sir Michael Dixon and Oxford PharmaGenesis CEO Chris Winchester at the signing of a formal gift agreement in September, making possible a funded studentship for a DPhil project in Translational Health Sciences

Below left: The inaugural Spotlight reception in October showcased the impact of the college's work with students, partnerships and alumni, as well as our future plans for the development of the estate

Below right: Safia Khan (Clinical Medicine, 2020) reflected powerfully on her experience as a student at college at the Spotlight reception



Right: Ukrainian MP Lisa Yasko (MPP, 2016) met with Sir Michael Dixon in his office in September before she spoke passionately at the Spotlight reception



# APPOINTMENTS

*This reflects changes between  
November 2021 and November 2022*

**Professor Giuseppe De Giacomo** became a Senior Research Fellow. Giuseppe is a Professor of Computer Science at the Department of Computer Science of the University of Oxford and was previously a professor at the Department of Computer, Control and Management Engineering of the University of Roma 'La Sapienza'.

**Professor David Hodson** joined as a Senior Research Fellow at Green Templeton College and the Robert Turner Professor of Diabetic Medicine at the Oxford Centre for Diabetes, Endocrinology and Metabolism, Radcliffe Department of Medicine, University of Oxford. Before taking up this role in 2022, David was Professor of Cellular Metabolism and Institute Deputy Director at the University of Birmingham. A veterinary surgeon by training, David undertook postdoctoral studies at the CNRS, Montpellier, before establishing his independent laboratory at Imperial College London.

**Professor Simon de Lusignan** became a Senior Research Fellow. Simon is a Professor of Primary Care and Clinical Informatics at the Nuffield Department of Primary Care Health Sciences, University of Oxford and a practising GP. Simon's research interests are how to make better use of routinely collected health data and how technology can enable new roles in general practice and support people to self-care.

**Professor Juliane Reinecke** started as a Senior Research Fellow, Green Templeton College and is now Professor of Management Studies, Saïd Business School, University of Oxford. Juliane's research draws on insights from organisation theory, political philosophy and process studies to explore how transnational governance institutions emerge and evolve as a result of the interactions of multiple stakeholders to promote more just and sustainable forms of globalisation in global supply chains.

**Dr Seung Joo Lee** became a Research Fellow of Green Templeton College and an Associate Professor of Finance at Saïd Business School, University of Oxford. He received his PhD in economics from the University of California, Berkeley. Seung's research interests are about financial markets, global macroeconomy and various policy responses. His current focus is on various unconventional monetary policies employed by central banks around the world to tackle shortcomings of the current monetary policy framework.

**Professor Aileen Clarke** has become an Associate Fellow. She is Emeritus Professor of Public Health & Health Services Research at the University of Warwick. She trained as a GP before moving into public health and academia. Aileen has been a member of Green Templeton since 2017 and an active contributor to the Management in Medicine Programme. In 2019 she joined the college's Sheila Kitzinger Programme, which honours the life and builds on the work of the social anthropologist Sheila Kitzinger (1929-2015), and in 2022 took over as chair.

**Dr Michelle Fernandes** joined as an Associate Fellow. She is an Honorary Senior Research Fellow at the Nuffield Department of Women's and Reproductive Health, University of Oxford and an MRC Clinical Research Training Fellow and Academic Clinical Lecturer at the MRC Lifecourse Epidemiology Centre, University of Southampton. She holds honorary appointments at the Windward Islands Research and Education Foundation, Grenada; the Caribbean Centre of Child Neurodevelopment; the University of Turku, Finland; and University College London. She leads the Infant Development arm of the Oxford Maternal and Perinatal Health Institute.

**Mitali Mukherjee** started as an Associate Fellow of Green Templeton College and Director of Journalist Programmes, Reuters Institute for the Study of Journalism, University of Oxford. See page 25 for details.

**Dr Mehrunisha Suleman** became an Associate Fellow. She is Director of Medical Ethics and Law Education, University of Oxford. Mehrunisha is responsible for leading and delivering a range of teaching activities for undergraduate and graduate students. As well as teaching in Oxford she is a medically trained bioethicist and public health researcher; her research experience spans healthcare systems analysis to empirical ethics evaluation.

**Ali Ansaripour** joined as a Joan and Richard Doll Fellow. Ali studied medicine at King's College London and received the IoPPN Clinician Investigator Scholarship to undertake an MSc in Neuroscience and Neuroimaging. He completed his thesis project at Brigham and Women's Hospital, Harvard Medical School. Ali completed his Foundation Training in Cambridge where he was a Clinical Supervisor at the medical school. Ali is currently a Cardiothoracic Surgical Trainee at Oxford University Hospitals and a member of the Surgical Teaching Committee, University of Oxford.

**Robert Conway** has started as a Joan and Richard Doll Fellow. He is an Emergency Medicine doctor based in the Thames Valley Deanery. Robert has a significant interest in medical education: he holds a lectureship at Oxford's University College, is completing a Postgraduate Certificate in Teaching and Learning in Higher Education, and has recently been involved in introducing novel interprofessional simulation for medical and nursing students in Oxford.

Congratulations to **Aaron Reeves** who was appointed Professor of Sociology and Social Policy and to **Sara Shaw** who was appointed Professor of Translational Health, Policy and Practice in the 2022 University of Oxford Recognition of Distinction Awards. Aaron and Sara have both become Senior Research Fellows.



# FELLOWSHIP NEWS



## SENIOR DOLL FELLOWS

Dr Sheila Lumley and Dr Radhika Chadha succeeded Dr Laurence Leaver as Senior Doll Fellows directing the Green Templeton Medical Teaching Programme in September.

Radhika Chadha has nearly ten years' experience of teaching students at the University of Oxford and Cambridge medical schools and has won awards from both for her outstanding commitment to teaching and leadership skills. She continues with her academic General Surgical training in the Oxford University Hospitals.

Sheila Lumley has been a teaching fellow at GTC for the last eight years and delivered teaching programmes in London and Oxford.

She is a Wellcome Trust Doctoral Training Fellow at the Nuffield Department of Medicine, with an interest in viral genomics and the application of novel sequencing platforms to clinical practice.

Radhika and Sheila became members of the college's Governing Body, chair the Medical Teaching Subcommittee and attend Academic Committee. Commenting on their appointments, Radhika said: 'We support the students through collaboration and innovation within the Medical Teaching Programme and wider GTC community.' Sheila added: 'We will support students to excel in their medical degrees while encouraging them to pursue additional academic and extracurricular activities vital for well-being.'

The fellowship is named in honour of Sir Richard Doll and Lady Joan Doll. Richard was the first Warden of Green College and a past Regius Professor of Medicine who, in 1950, published a scientific paper demonstrating the clear link between smoking and cancer.

## IN BRIEF

Associate Fellow **Dr Raghb Ali** was awarded an OBE for services to the NHS and to the COVID-19 response in the Queen's Birthday Honours in her Platinum Jubilee year.

Associate Fellow Professor **Meghana Pandit** became Chief Executive Officer of Oxford University Hospitals NHS Foundation Trust, where she was previously Chief Medical Officer.

Associate Fellow **Meera Selva** took over as CEO of Internews Europe, a global non-profit that supports journalists, media organisations and others to provide trustworthy and accurate information worldwide.

Associate Fellow **Professor Berne Ferry** was presented with the Excellence in Healthcare Science Lifetime Achievement award at the NHS England Chief Scientific Officer's Annual Conference in October.

Research Fellow **Professor Stephanie Dakin** was a recipient of the Novartis Institutes for BioMedical Research (NIBR) Global Scholars Program.

Research Fellow **Professor Shahid Jameel** has been appointed co-chair of a *Bulletin of the Atomic Scientists*' taskforce on lab-based pathogen outbreaks.

Green Templeton was saddened to hear of the loss of a number of college members this year. They include Honorary Fellow **Sir Crispin Tickell**, Emeritus Fellow **Professor Dame Valerie Beral**, Emeritus Fellow **Roger Undy**, Associate Fellow **Robert Glaze** and Senior Visiting Research Fellow **Professor James Lovelock**.



# UPDATES



Top: The Stephen A. Schwarzman Centre for the Humanities as it will be seen from the Radcliffe Observatory Tower. The commencement ceremony in November was followed by a reception in the Observatory Common Room

Left: Diana Baltazar Cordero (MSc Evidence-Based Social Intervention and Policy Evaluation, 2022) sporting college merchandise now available from [thecollegestore.co.uk](https://thecollegestore.co.uk)

Above: Many 2021 starters gathered for an unofficial 'matriculation photo' in June as one hadn't been possible at the beginning of the year due to the pandemic





Left: College staff gathered for a delayed Christmas lunch in April

Below: The Annual Fund supported construction of a small play area next to the gym, to help student parents balance their studies with family life



Centre left: Georgina King (Clinical Medicine, 2021), President of the Graduate Common Room Committee, greeted new students at two welcome receptions in October

Above left: The GCR and the pantry team organised a summer BBQ that was open to the entire college community

Right: 'The Embrace' by Jessica Ivie (MSc Migration Studies, 2021) won the 2022 photography competition on the theme of 'Gather'. Jessica said: 'This was taken during Torpids in March at the GTC boathouse. Rather than a gathering of people, this photo displays a gathering of hearts.'







## Meet Alison Franklin

Our Academic Registrar tells us about supporting students from admission to graduation and the evolution of Green Templeton during her ten years working in the College Office

### Could you tell us a little about yourself?

I was brought up in London, one of four children. As a young teenager I knew that I wanted to study languages. I eagerly took part in all the school exchanges on offer. My parents encouraged us to travel; as a result our house was always full of friends from different parts of the world. I'm sure I was influenced by that. I completed a degree in French, German and European Studies in Nottingham, during which time I spent a year in Strasbourg teaching.

### You then continued to live across Europe?

Indeed. I went on to spend a year teaching English in Brussels. I fell in love and moved with my partner, now of 30 years, to Sicily. I spent six years overseas in my 20s, and I have very fond memories of living abroad, learning how to fit in, establishing support systems, improving my languages.

When we moved back to the UK, our first daughter in tow, I worked in the European department at De Montfort University, supporting academics teaching languages, European culture and diversity.

### How did that lead you to Green Templeton?

We moved to Oxford and in 1999 I joined Blackwell's Book Services, working in academic library supply to university libraries in France and Germany. After ten years there, I needed a change. I returned to a role in education and worked in a private business college in Oxford, which was the stepping stone for me.

I joined Green Templeton in late 2012 as Student Administrator. It was wonderful to move back to an educational environment and specifically to one which was so international at heart. That's something that consistently spurs me on, the next best thing to living abroad. I was promoted to Academic Registrar in 2018.

### What are your main responsibilities and challenges?

As Academic Registrar I run the College Office, which encompasses everything from admissions to graduation, and everything in between!

One of the biggest challenges is at the beginning of the academic year. With over 300 students arriving every year on a multitude of different programmes, we strive to be welcoming, reassuring, informative, to help new students establish a stable, happy environment to which they feel they can belong, build memories and thrive. The numerous events we put on at the start of each year are a real team effort, involving individuals from right across the college.

Throughout the year, the College Office team strives to meet the needs of our students: whether with academic concerns, or issues relating to welfare, health or other life experiences. Working in a welfare role means that I have had to learn when I need to drop everything to follow up on a concern. I'm on my toes all the time! There is always that fear of missing that student who isn't able or doesn't know how to ask for help.

### The best things?

Meeting a student who I had worked closely with at a recent degree ceremony with their family. I was reminded of the significant impact that a member of staff can have in helping individual students get to that point – that's where I get part of my job satisfaction.

And of course, working with such a super supportive team!

### How has college changed during your time here?

There has been a real growth in student numbers and there are, rightly so, high expectations of the whole Oxford student experience. With the growth in numbers comes the demand on resources. We have seen, for example, since 2015 a significant rise in the number of students declaring disabilities.

I think the college's sense of identity has become clearer during my time here, and we are nailing it down through the work on the strategy. It's really helpful to have a tangible grasp of the essence of Green Templeton and where we are heading. I believe the college has something quite unique to offer.

### How do you relax outside work?

I do plenty of things from coastal walking, to running to silversmithing. I love 'active' holidays, cooking and being with my family. I burn the candle at both ends and try to live life to the full.

**‘Green Templeton is proud to be  
a progressive, international and  
inclusive community within the  
University of Oxford’**

At the forefront of graduate education  
Strategic Plan to 2031



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