



Annual Review 2012/13

Pembroke College recently opened the first over-street bridge in Oxford since the iconic Bridge of Sighs



VICE-CHANCELLOR'S WELCOME

In a university with the range and dynamism of Oxford, it can be difficult to keep track from day to day of all the extraordinary things that are being attempted and accomplished. How much harder, then, to keep track over a whole year? That is where the Annual Review comes in. It provides a flavour of what's going on in Oxford, from technology which has led to a world first – a donated human liver being 'kept alive' outside a human being and then successfully transplanted into a patient – to research on the impact of the extinction of the world's big beasts 12,000 years ago, which has relevance today for the conservation of elephants in Africa.

This review is also an opportunity to reflect on the contribution of staff, students and alumni. We look at the work of our students in local primary schools, and community outreach by colleagues from the Museum of Natural History. We consider too the contribution our Rhodes Scholars make on leaving the University, and we highlight a report – the first of its kind – which examines the impact of the study of the humanities on the economy, by tracking the career paths of Oxford graduates.

Issues of student funding are seldom far from our minds. The University is as strongly committed as ever to providing the most talented students with the best education – teaching and facilities, study and support – regardless of personal circumstance.

As I remarked in my annual Oration, it seems inevitable that government is going to have to evolve a more sophisticated and variegated approach to the challenges of student funding. Three years ago, Oxford put forward a proposal that a university should be

able to vary tuition charges over time to bring them closer to the real cost of the education being provided. It is not a new idea, but it is one whose time will surely come. It will be interesting to see where the debate, now joined, leads in the period ahead.

The University has always been clear that the shortfall in funding for undergraduate education needs to be addressed in a range of ways. Philanthropy, as in so many aspects of the University's life, has a major role to play. It is why, having passed the original £1.25 billion milestone of our *Oxford Thinking* fundraising campaign, we have set ourselves a new target of £3 billion.

The generosity of our benefactors remains vital, and we continue to be blessed by contributions like those we highlight in this Annual Review – a £20 million gift from the Li Ka Shing (Canada) Foundation together with a grant of £10 million from the Higher Education Funding Council for England to fund a new Centre for Health Information and Discovery.

A priority for the Campaign is postgraduate funding. Benefactors have already committed more than £21 million to the Oxford Graduate Student Matched Fund to support graduate scholarships, and we have been able to celebrate the magnificent gift of £75 million from the McCall MacBain Foundation to support Rhodes Scholarships.

Beyond funding, we continue to commit resources and energy to two other vitally important challenges: diversifying Oxford and digitising Oxford.

We remain serious about increasing the diversity of our staff and addressing

the under-representation of women. Our published equality objectives and Strategic Plan include specific undertakings, and I was delighted to announce a £1 million initiative to promote diversity among academic and research staff. Ethnicity is another key area for attention and action. We are piloting a black and ethnic minority peer-mentoring project to support individual staff development, and have begun work on a recruitment initiative to increase the proportion of black and ethnic minority staff.

On widening access we can reflect the continuing impact of initiatives such as the UNIQ Summer School programme. Here, thanks to the generous support of the Helsington Foundation, promising students from state schools with limited history of successful applications to Oxford are offered a real taste of the University. Of 749 students at UNIQ in 2012, 491 went on to apply to Oxford and 197 have conditional offers – a success rate of 40 per cent, which is double that for Oxford applicants overall.

To close, a thought on digitising Oxford. This is a revolution that affects how we record and store what we do, and is increasingly central to our teaching, study and research. The challenge is to develop IT provision that is efficient, effective and coherent, while respecting the creative diversity and autonomy of the constituent parts of our institution.

Whether funding, diversifying or digitising Oxford, the key lies in being true to the core academic values and standards that have shaped this long history. If we are, we can be a little better prepared to face the world, and the high expectations it rightly has of us.



Andrew D. Hamilton

Professor Andrew Hamilton, FRS

*Elephants distribute nutrients that make
the African landscape more fertile*



ENRICHING THE ENVIRONMENT

*Excerpt from an interview with Dr Christopher Doughty,
Lecturer in Ecosystem Ecology*

Big animals act as nutrient arteries for the planet. If big animals become extinct, then nutrients may become less well distributed, with implications for the environment. Dr Christopher Doughty, from the School for Geography and the Environment, and other researchers have calculated the important, yet largely unrecognised role played by big animals in transporting nutrients to infertile areas. Currently, some regions of the world have too many nutrients and others have too few.

‘We wanted to use our understanding of the past to be able to predict what effect extinctions might have in the future’

‘The poor distribution of nutrients globally may be partially due to the mass extinctions of most big animals by 10,000 years ago. Nutrients are transported through animals’ dung and bodies, and big animals are disproportionately important because they move more, eat more and have longer guts than small animals. They act as nutrient pumps, dispersing nutrients long distances away from their source. Once the animals become extinct, this ‘nutrient pump’ is ‘switched off’. We developed a mathematical diffusion model to estimate over large temporal and spatial scales the ability of big animals to distribute nutrients, by examining decades-worth of field data on the relationship between animal size and behaviour. Our research demonstrates the importance of conserving currently threatened elephants and other large animals in Africa and Asia.’



Dr Christopher Doughty



The mass extinctions of megafauna 10,000 years ago deprived the Amazon of nutrients

HUMANITIES AND ECONOMIC IMPACT

Extract from a film outlining the contribution of humanities to the economy

A new research study has found that Oxford humanities graduates played a large and growing role in employment sectors which brought about growth in the UK economy in the 1970s and 1980s. The report *Humanities Graduates and the British Economy: The Hidden Impact* was generously supported by Oxford alumnus Guy Monson, and is believed to be the first of its kind. It evaluates the contribution of the study of the humanities to the economy by looking at graduates’ career paths and mid- and end-career destinations, rather than the three years immediately after graduation used by the government’s Higher Education Statistics Agency.

‘We’ve shown that the humanities really make a contribution which nobody has observed before, and which is of the utmost importance’

Dr Philip Kreager, Senior Research Fellow in Human Sciences, report author

Professor Shearer West, Head of the University’s Humanities Division, says: ‘I’ve always felt, and I think many of us in humanities have felt instinctively, that our graduates can go out into the world and do a whole variety of different things. But what this report does is to give some empirical evidence that this is the case, over a very long period of time.’

The research used the Oxford alumni database to examine the employment history of 11,000 Oxford humanities graduates who matriculated between 1960 and 1989,

as well as in-depth interviews with 50 alumni. Professor West adds: ‘Although it’s widely recognised that the humanities have intrinsic value as well as utility, the need to demonstrate the impact and value of the study of humanities to the economy and society has intensified during the recent economic crisis. Our research suggests that the long-established system of humanities-based higher education in Oxford has proven highly responsive to national economic needs. Although this is a pilot project focusing on a single university and restricted to humanities graduates, it provides a methodology that we hope will lead to studies of other universities and disciplines.’



A recent report demonstrates the valuable contribution made by humanities graduates to the economy and society

*Phase 1 of the Li Ka Shing Centre
for Health Information and Discovery*



REVOLUTIONISING HEALTH RESEARCH

Excerpt from an interview with Professor Peter Donnelly, Director, Wellcome Trust Centre for Human Genetics

The Prime Minister, David Cameron, said he believes that a new centre at Oxford will 'lead to huge breakthroughs and great success in terms of medical science.' He was speaking at the launch of the Li Ka Shing Centre for Health Information and Discovery, which is supported by a £20 million gift from the Li Ka Shing (Canada) Foundation, and £10 million for 'big data' research from the Higher Education Funding Council for England.

'I think we will be the leading academic drug-discovery centre in Europe'

As Sir Ka-shing Li said: 'What will happen here is more than the promise of harnessing the power of a data-intensive revolution to improve health care. The work of this centre will identify innovative ways to increase access to health care while lessening the burden of cost.'

The potential of 'big data' to revolutionise health research and offer patients better, safer and more personalised treatments will be a major focus of the Centre. 'Although much of the work is done through computers, it makes a huge difference to have the key researchers in the same place, chatting to each other, bouncing ideas off each other,' explained Professor Donnelly. 'That's part of the opportunity, part of what is special about what's planned here.'



When completed, the Li Ka Shing Centre will house more than 600 scientists researching new targets for drug discovery (at the Target Discovery Institute, left), and using 'big data' to develop a greater understanding of human disease and its treatment

A WORLD FIRST

Excerpt from an interview with Constantin Coussios, Professor of Biomedical Engineering

A donated human liver has been 'kept Alive' outside a human being and then successfully transplanted into a patient.

'It was no longer an experiment that could be repeated next week; there was actually someone's life at the end'

The technology is based on research by Professor Constantin Coussios and Professor Peter Friend, and Oxford colleagues, since 1994. Professor Coussios, of Oxford's Department of Engineering Science and Technical Director of OrganOx, the University spin-out created to take the device from bench to bedside, says: 'At the moment every transplant is an emergency procedure,

and the clock is felt every step of the way. Surgeons will try to implant within six to eight hours of retrieval with a maximum of about 12 hours. We've shown we can preserve a functioning liver and monitor it outside the body for periods up to 24 hours.'

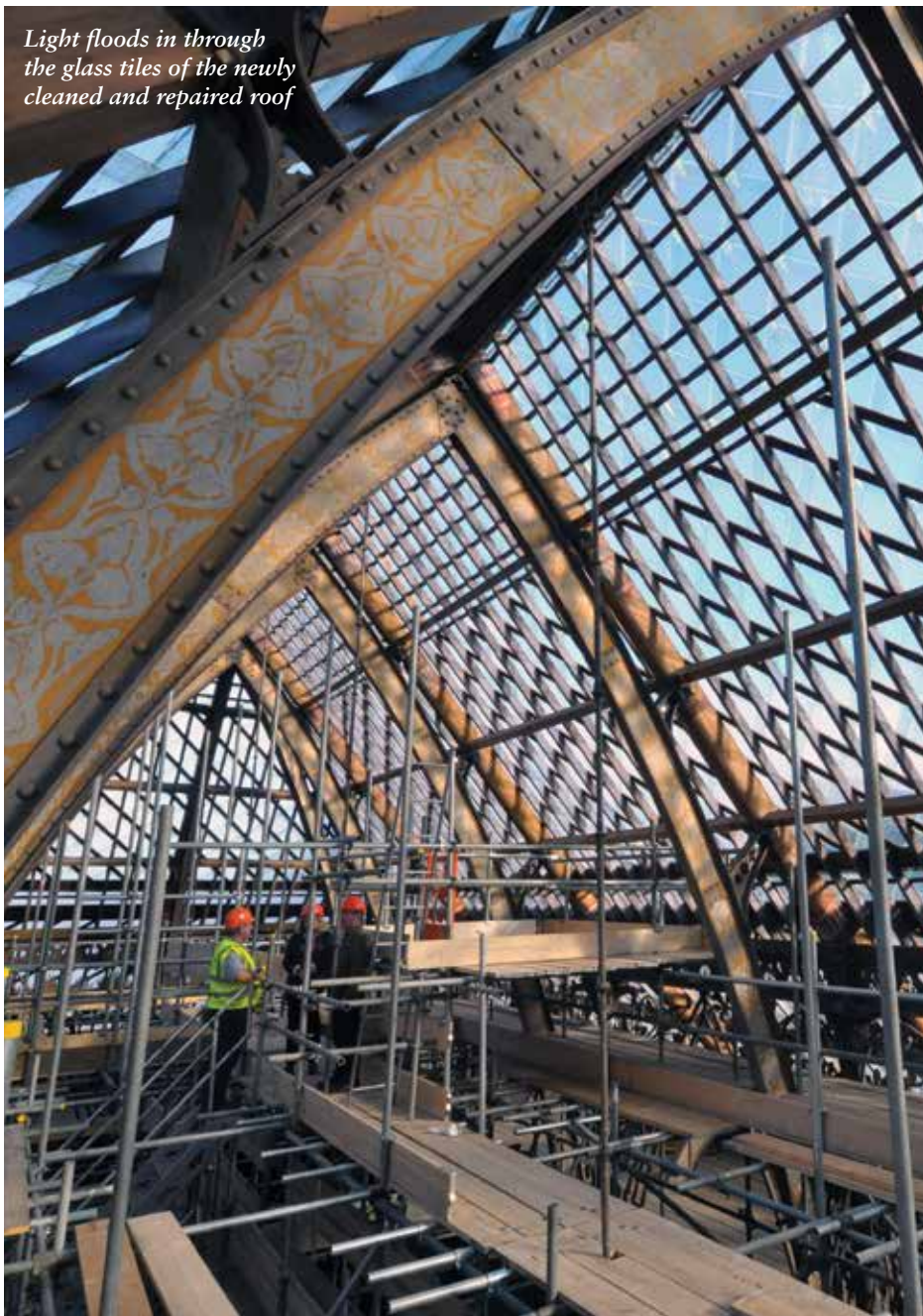
Professor Friend, of Oxford University's Nuffield Department of Surgical Sciences and Director of Oxford Transplant Centre, says: 'What it means for patients is that we can start to use more organs for transplantation and with more confidence. Clinicians looking after the patients have been enormously enthusiastic.'

A European-level trial is planned on completion of the current 20-patient trial in the UK, so OrganOx expect it to be up and running within 2014.



Professor Coussios (right), Professor Friend (second from left) and team prepare a liver 'kept alive' for transplantation

Light floods in through the glass tiles of the newly cleaned and repaired roof



OXFORD GOES TO TOWN

Ever since the iconic glass roof was installed over the Oxford University Museum of Natural History 150 years ago, it has leaked rainwater over the main court. Over the past year a major restoration programme has repaired the roof, with each of the 8,565 diamond-shaped panes of glass being cleaned and reinstalled. Unfortunately, the scale of this work meant the museum had to close throughout 2013.

But the museum's activity has not stopped. The 'Goes to Town' scheme placed specimens from the museum in popular and unexpected places in Oxford town centre, including a King Penguin in a fishmonger's in the Covered Market and a bookworm in the Oxfam Bookshop. In addition, the education team has taken objects from the museum to small, rural schools that are often unable to visit, delivering a variety of innovative and lively workshops on such topics as skeletons, rocks, minerals and evolution.

Aside from putting an end to the leaks in the roof, the newly cleaned glass will improve the quality of light in the museum. As well as the natural light flooding into the court, controllable LED lighting is being installed which will allow the museum to be lit in a variety of colours.

Visitors can see for themselves when the museum reopens in February 2014.



Scaffolding gave the conservation team access to the whale skeletons normally suspended from the roof



(Top) While the museum was closed, some of the exhibits went walkabout (Bottom) A King Penguin visits a local fishmonger's

WANT TO KNOW MORE ABOUT STUDYING AT OXFORD?

It was a lot of work, but a lot of fun.’ That’s how freelance film-maker Meghan Horvath describes the project to create a series of 48 short films about studying undergraduate courses at Oxford. From Archaeology and Anthropology to Law, Materials Science to Theology and Religion, the films feature Oxford tutors and students talking about undergraduate degrees from their perspectives, about what they do best and about what they love.

The undergraduate course video project aimed to give prospective students the power to be informed, to make them consider questions they haven’t thought of themselves, and to answer the question: ‘Why should I choose this course here at Oxford?’

Setting off on her bike, equipped with a camera, tripod and three lights, Meghan interviewed people across the University and captured the huge range of academic interests and expertise there is at Oxford, including ‘the largest galaxies and the structure of the universe’, and ‘studying humans from all possible perspectives’.

The films captured similarities between courses, for example, the benefits of highly personalised support in tutorials and also the wealth of careers our graduates have chosen: from one who is ‘running his own brewery somewhere in Norfolk’ to others who work in programming, telecommunications,

‘One of the things that I love about Oxford is that it’s what you make of it.’

journalism, music production, clinical psychology, or as actuaries, artists, musicians, neuroscientists, teachers or academics.

Meghan says: ‘So much has been written on the web about each course. I would always ask myself: ‘How can this video do something more?’ Each film, though short, was a big and long production. We have really packed in a lot of useful content.’

In the first six weeks of their publication online, the videos between them recorded more than 50,000 views.

Leah Hendre (Modern Languages and Linguistics)



Gareth Watson (Biochemistry)



Dara Latinwo (Economics and Management)



Joel Scott-Halkes (Fine Art)



Cotteslowe Primary School, Oxford is participating in the Leadership for Learning programme

DEVELOPING LEADERSHIP SKILLS IN EDUCATION

In November Vice-Chancellor Professor Andrew Hamilton launched the Education Deanery, signalling Oxford's intention to work even more closely with schools in and around the city of Oxford. The Chief Executive of the National College of Teaching and Leadership, Charlie Taylor, spoke at the launch and welcomed the 'nationally significant development'.

Research and teaching at Oxford's Department of Education already has an impact at a local, national and international level. For 25 years the department has enjoyed close links with Oxfordshire secondary schools, chiefly through its highly acclaimed PGCE course for trainee secondary teachers.

Collaboration is a key part of the department's success. This was demonstrated clearly with the launch of the Leadership for Learning programme last January. The education departments of Oxford University and Oxford Brookes University teamed up with schools in Oxfordshire and the city of Leicester to deliver the programme to train teachers in leadership skills. The consortium, led by Ian Menter,

Professor of Teacher Education at Oxford, successfully bid for a contract offered by Oxford City Council, which was concerned about levels of numeracy and literacy in the city's primary schools. A cohort of 40 governors and teachers from 11 schools participated in the programme's 12 training days last year, with a second cohort already benefiting from this year's conferences, seminars, discussion groups and mentoring opportunities.



Professor Ian Menter

CELEBRATING THE 110TH RHODES ANNIVERSARY

Presidents and Prime Ministers, Olympians and Nobel Laureates; leadership across the world. That is the legacy of the Rhodes Trust and Scholarship programme, and one that has been celebrated in Oxford. More than 900 Rhodes Scholars and their guests gathered for the 110th Rhodes Anniversary over three days of talks, panels and workshops, with 38 different countries represented. It featured two milestone announcements: one about the remarkable generosity of John and Marcy McCall MacBain, the other the launch of The Rhodes Scholarships:

‘With the world facing ever-increasing challenges, the need to help develop leadership skills is more important than ever.’

John McCall MacBain

Campaign for the Second Century. The McCall MacBain Foundation is giving a lead donation of £75 million to the Rhodes Trust – the largest since its establishment in 1903. John McCall MacBain (Wadham 1980) said: ‘These Scholarships have been helping develop future leaders for over a century. I hope that this gift will help secure them for another 100 years.’

The Trust was established under the will of Cecil Rhodes, whose vision was to develop outstanding leaders, motivated to fight ‘the world’s fight’, to ‘esteem the performance of public duties as their highest aim’, and to promote international understanding and peace. It’s a vision that Rhodes Scholars continue to hold dear.



Says Geoff Shaw (University College 2010): ‘The major problems facing the world today are international and interstate in nature. These require global solutions with people from different nations working together, and the Rhodes Trust is a fantastic place to start.’ A class of 83 scholars is selected each year, but ‘It’s not a scholarship just for academics or people who are sporty,’ says Natasha Phiri (Lincoln 2009). ‘It’s looking for a person who has leadership potential but also a heart of service.’

The anniversary was an opportunity to reflect on achievements to date but also, says Warden of Rhodes House, Charles Conn (Massachusetts and Balliol 1983), to look ahead: ‘Rhodes Scholars have had remarkable impact but we cannot rest on our laurels. We need to grow and change to meet new challenges in the 21st Century.’



For more than a century, Rhodes Scholarships have helped develop leaders for the world’s future’

HONOURS AND AWARDS



Baroness Grey-Thompson



Hon Andrew Li Kwok Nang



Dame Anne Owers



Sir Tom Stoppard



Dame Hermione Lee



Anthony Heath

Oxford academics were recognised in both the New Year Honours and The Queen's Birthday Honours. In addition, six academics were elected Fellows of the Royal Society and a further eight were made Fellows of the British Academy. Leading figures from the worlds of science, the arts, law and sport received honours at Encaenia, the University's annual honorary degree ceremony.



Colin Mayer



Dame Carol Robinson

NEW APPOINTMENTS

More than thirty academics from around the world were appointed to professorships, visiting professorships and senior administrative posts. Three new heads of house were appointed.



Dame Lynne Brindley



Charles Conn



Sir Andrew Dilnot



Mary Dalrymple



Gideon Henderson



Moira Wallace



Michael Lloyd



Silke Ackermann

FINANCIAL REVIEW

The University generated a surplus for the year of £60.7 million (2011/12: £39 million). Of this, £28.5 million is due to the generous donation of heritage assets, leaving an underlying surplus of £32.2 million. The upward pressure on costs and the need to invest for the future continue to be significant; however, the net surplus is sufficient to maintain the long-term sustainability of the University.

Income to the University rose 8% to £1,086.9 million. Research grants and contracts continue to be the largest source of income to the University and increased by 6.8% to £436.8 million. Grants from the Higher Education Funding Council for England amounted to £193.8 million, down by 4.8%. Academic fees and support grants totalled £197 million, up by 13.7% as a result of increased fee levels and student numbers. Donations increased from £26.3 million in 2011/12 to £30 million in 2012/13. Donations received during the year for capital

projects and endowments, both essential to the underlying success of the *Oxford Thinking* fundraising campaign, totalled £36.6 million. This is on top of the £26.3 million for donations included within the income and expenditure accounts. Endowment and investment income increased by 8.6% to £27.8 million.

The University's expenditure of £1,037.4 million was 6.8% higher than in 2011/12. Staff costs totalled £541.6 million, an increase of 8.5%. This resulted from an annual negotiated pay settlement of 1%, annual promotional salary increments, and a 9.2% increase in the average number of staff, offset by a reduction in early retirement charges. Other operating expenses amounted to £433.4 million, an increase of 4.5%.

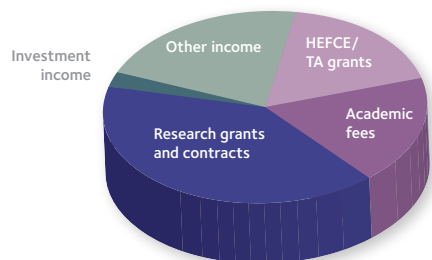
The increase in surplus for the year led to an increase in net cash flow from operating activities of £93.1 million. Significant capital expenditure of £207.6 million, and the net cash impact of investment

activities of £51.5 million and other net inflows, resulted in a net outflow of cash for the year of £76.6 million.

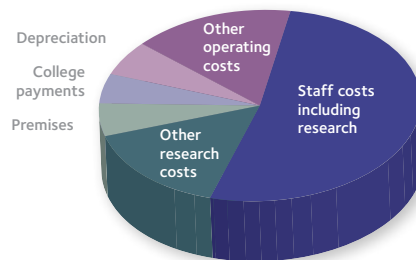
The balance sheet position remains strong, with net assets at 31 July 2013 of £2.4 billion, up £238 million on the previous year's position of £2.2 billion. Net tangible fixed assets increased by £222 million, reflecting the continued building programme to support the University's expanding research base. Projects achieving completion include the Nuffield Department of Medicine building and the Kennedy Institute of Rheumatology on the Old Road Campus.

Notwithstanding all of these challenges, the University will continue to manage its sources of revenue effectively and its costs efficiently, in order to generate the positive long-term cash flow needed to ensure that Oxford maintains its pre-eminent position amongst the world's leading universities.

University income 2012/13



University expenditure 2012/13



EXTERNAL RESEARCH FUNDING

The University is committed to disciplinary excellence in research across the spectrum of the sciences, medicine, the social sciences and the humanities. It seeks to maximise the benefits and beneficiaries of research by advancing fundamental knowledge and contributing to better public policy, improved health outcomes, economic prosperity, social cohesion, international development, community identity and the arts and culture.

The scale of the University's research activity is substantial: more than 70 departments, over 1,600 academic and 3,600 research staff and 5,500 postgraduate research students are involved. They collaborate with other universities and research organisations, health-care providers (especially the Oxford University Hospitals NHS Trust), businesses, community groups, charities and government agencies.

Much of this activity is underpinned by research grants and contracts with third parties: the University currently has approximately 6,000 active research awards worth a total of around £2 billion.

The largest funders of competitive research at Oxford are the UK Research Councils

and UK charities, including the Wellcome Trust, Cancer Research UK, the British Heart Foundation and the Leverhulme Trust, as well as a large number of smaller charities. The other major sources include the Department of Health, the National Institutes of Health Research and the European Commission, through Framework Programme 7 (FP7). Their financial support facilitates a wide range of projects, major research programmes, interdisciplinary initiatives, research training and international collaboration.

The University warmly acknowledges the role of all its funders and collaborators in supporting its research efforts.





Telethons are an important means of keeping alumni in touch with life at Oxford, and engaging their support

THE PASSION THAT DRIVES SUPPORT FOR OXFORD THINKING

Extract from a film outlining achievements of the Campaign during the year

The *Oxford Thinking* fundraising campaign has recently seen what have been described as two ‘very remarkable donations’: a £20 million gift from the Li Ka Shing (Canada) Foundation to support a new Centre for Health Information and Discovery; and most recently a gift of £75 million for the Rhodes Trust from the McCall MacBain Foundation, in support of the future expansion of the Rhodes Scholarship programme.

In October 2012, Oxford announced a new Campaign target of £3 billion. With the help of many thousands of alumni and friends, the collegiate University exceeded the halfway

‘We’re doing something that we can very reasonably hope will still be improving people’s lives, centuries away.’

Pro-Vice-Chancellor for Development and External Affairs, Professor Nick Rawlins

point earlier this year. ‘Major donations are crucially important in any campaign,’ explained Professor Rawlins. ‘But one should not lose sight of the cumulative power of smaller donations.’

One feature of the Campaign is the telethon, which sees current students taking to the phones to contact old members – to update them on current news of their college and the University, to learn more about alumni and to ask for philanthropic support. One of those who took part was Grace Wyld (History and English, Mansfield College):

‘People were so excited to be able to speak to someone who is at their college, especially if they hadn’t been back or left a long time ago.’ Fellow student Edward Addison (Mathematics, Wadham College) added: ‘It was really good to hear that everyone is still so passionate about the college, and that so many alumni were wanting to get on board and help.’

‘One of the Campaign’s top priorities is buildings and infrastructure, with an exciting number of new projects nearing completion or getting underway this year,’ says Professor Rawlins. ‘We couldn’t have done any of those things without the tremendous support we’ve had from all our donors.’



The Prime Minister, David Cameron, and Chancellor, Lord Patten, greet Sir Ka-shing Li at a special event to mark the launch of the Li Ka Shing Centre

To view further information about the University's year in review, including video interviews and slideshows, visit:
www.ox.ac.uk/annual-review



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Giving to Oxford insert: all Oxford University Images (Greg Smolonski, Rob Judges, Phil Sayer)