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ISSUE FIVE OF OUR ALUMNI MAGAZINE ASKS WHAT KINDS OF CHARACTERISTICS SUCCESSFUL ENTREPRENEURS SHARE; LOOKS AT HOW A NEW DEVICE IS TRANSFORMING LIVER TRANSPLANT TECHNIQUES; EXPLORES HOW AND WHY WE ARE CHANGING THE WAY WE READ NEWS ONLINE, AND CONSIDERS THE CHALLENGES OF ACCESSING HEALTH CARE IN THE MOUNTAINS OF NEPAL

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Photo by Stephanie Forenga

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The GTC Magazine is published annually by
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Editor: Sue Wilson, Communications Manager
Tel +44 (0)1865 274787, email: sue.wilson@gtc.ox.ac.uk

Editorial Advisor: Dr David Levy
Editorial Assistant: Nadine Levin

Designed by: taygeta creative

Cover photograph: Laurel Gabler in Nepal.

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MOOC-ING ALL OVER THE WORLD

Professor Sir David Watson, GTC Principal, looks at the latest phenomenon in higher education and assesses the likely impact of Massive Open Online Courses (or MOOCs) on future research and learning.



Photo by Mim Saei

The Open University and the University of London apart, the UK has been a late arrival at the table of credit-based, supported Open and Distance Learning (ODL).

In 2008 the University of London's external degree scheme celebrated 150 years of what has historically been called 'extension' or 'extra mural' business by supporting 43,000 students in 183 countries.

In the United States there was the phenomenon of 'degrees by correspondence', begun by the University of Chicago in the last decade of the nineteenth century and picked up by California, Wisconsin and Columbia in the early part of the twentieth.

Between the 1920s and 1940s there was also a vogue for courses offered by radio, led by New York University but also drawing in some of the more prestigious players like Harvard. What began as basically the use of new technologies (like correspondence and broadcast) to attract new types of students (particularly heroic, later in life, second-chancers) shifted to become a mainstream mode of delivery for established and conventional universities.

Meanwhile the British Open University has moved its basic platform from the British Broadcasting Corporation (BBC) to the internet-based iTunes, the Massachusetts Institute of Technology (MIT) has evolved its simple publication of course material on-line (beginning in 2002) to a sophisticated programme of custom-designed and assessment-friendly materials, and institutions across the reputational range are lining up to join the MOOC (Massive Open Online Courses) movement.

Writing in the summer of 2013, MOOCs are on everybody's lips, including at GTC (see the box panel overleaf). The Coursera network now claims over 1 million registrations (although the organisers acknowledge that many of these will simply be browsing), followed by its rival Udacity (coiner of the term MOOC) at nearly three-quarters of a million.

Each of these brands has its founding gurus, like Sebastian Thrun (late of Stanford) at Udacity and his former students Andrew Ng and Daphne Koller at Coursera. They all play homage to Salman Khan, of the Khan Academy, which now has over 10 million students studying mathematics around the world, although there were other pioneers like the 'connectivist' movement started by George Siemens and Howard Rheingold (of Manitoba and then Athabasca) in 2008 and Udemy founded by Eren Bali in 2010.

The UK has moved to join in, led naturally by the Open University. It is taking the lead in a new enterprise – Futurelearn Ltd – in partnership with eleven other British universities.

Another entrepreneurial intervention is a website offering to certificate the outcomes: "Degreed is a free service that scores and validates your lifelong education from both accredited (ie Harvard) and non-accredited (ie iTunesU, Lynda.com, Khan Academy, etc) sources." In California MOOCs are being mooted as a solution to the financial melt-down of the system of guaranteed progression to state institutions.

Nowadays a full fat MOOC implies, in addition to open access and modest or no fees, a robust platform (often based on shared or commercial software), an institutional sponsor, the option of assessment (and equally of ducking in and out at will), and at least theoretical accreditation of learner outcomes.

The thing that disturbs many administrators and some (although fewer) teachers about MOOCs is the

sense that they are not in control. This is a simultaneous part of the attraction to students and some other interested parties.

In this way MOOCs play their part in a long tradition of students (and a younger generation of academics) leading in the field by seizing technological aids for their study while their institutions lag. Other examples would be learning through games and simulation, the creative use of proprietary software, the use for academic purposes of social networking, the transition from wired to wireless, and the shift from computers to telephony.

Collectively, and long before teachers worked out what was happening, students were involved in all sorts of distance learning, often at very short distances indeed. One of today's most familiar sights in a university is of two students sitting side by side, talking, and looking not at each other but down at the smartphones they hold in their hands. As usual (and they are not often asked) it is the librarians who will tell you what is really going on.

MOOCs are currently being taken up (or not) across a spectrum of activities and interests.

Enrolled students are of a wide variety of types. There are those who want to try courses out, or who 'alight' on material that may be relevant to their more regular academic work. Many of these are in effect sophisticated, selective and fundamentally partial consumers. They may be just down the corridor from the source (actually, or metaphorically, if they are registered in an institution like the provider).

Then there are those for whom a free (or very cheap) MOOC is a lifeline: they will be much more likely to want to aggregate their achievements towards an award. They may be anywhere in the world.

Yet others are in the tradition of lifelong learning autodidacts. They can be serial users; recent research has found evidence of MOOC accumulators in the high 20s (of number of courses taken).

continued overleaf



Technology is fuelling a growth in the popularity of credit-based open and distance learning.



Then there are the teachers and course designers. The heroic individual trail-blazers may now be being slip-streamed by a classically higher volume of 'early adopters'. Here control issues loom large: is a MOOC just a 'publication' or 'academic development' option undertaken by the faculty member or is it a serious potential risk to the reputation (and the brand-related earnings) of his or her employer?

Surrounding them will be a combination of principled critics and 'deniers'. The arguments against MOOCs from within the academy will range from a genuine concern at the loss of intimacy on the student-teacher relationship; through the traditional 'not invented here' objection to the outsourcing of, for example, basic or introductory material (there was a similar outcry in the 1970s when the UK Council for National Academic Awards [CNAA] suggested widespread adoption by other institutions of Open University units); to a trade union-style concern about loss of market share, or poaching. All of these elements came together in a letter of protest signed by 58 Harvard professors against the arrival of edX in May 2013.

Meanwhile one of the most interesting side-effects of MOOCs is on pedagogical research. Practical issues include the following: new ways of 'scaling-up' up the presentation of material; techniques for avoiding cheating in assessment (eg by registering key-stroke-based learner identity); automated assessment (including the populist and long-standing moral panic of having 'computers mark essays');

ways of running highly-distributed, sometimes carefully and strategically designed, social-networking enabled, learning groups; and (perhaps most productively) also testing the power of moderated peer assessment (another version of the wisdom of crowds).

Students and teachers work in and for and occasionally, in the time-honoured phrase of Howard Kirk, Malcolm Bradbury's History Man, 'against' their institutions. Corporate responses run across some familiar pathologies: not wanting to be left out; choosing the club to be associated with; reluctance to invest speculatively; and simply showing off.

Thus MITx, Coursera and Udacity (both spun off from Stanford) have now been joined by edX (Harvard and MIT). Following the trajectory set by MITOpen, costs have risen, as have expectations of designs and of the tradable value for students (credit) and investors (supplying platform services). Martin Bean, Vice Chancellor of the Open University and chair of Futurelearn, estimates that a Futurelearn MOOC, which will be designed "for mobile first, rather than as an afterthought" will be around £30,000.

And institutions belong to systems of higher education: local, regional, national, national-regional and global. For some (like the California legislators presiding over the melt-down of guaranteed progression in the 'Californian Master Plan') they may be cavalry over the hill; for others (like many private-sector dominated Boards of Governors or Trustees) they may be sticks to beat management over unit costs; for developing countries they may be part of the solution, or part of the problem, of lack of resources.

The bottom line is that MOOCs are probably not (except in very peculiar circumstances) going to be a whole-system solution for anybody – student, teacher, institution, or system. They are going to be a part of the landscape for everyone, and nobody will be able to wish them away.

Professor Sir David Watson

On 15 February 2013 Dr Paul Kim, Chief Technology Officer and Assistant Dean at the Graduate School of Education, Stanford University, was invited by the Social Impact Network of Oxford to present on the topic 'From Mobiles to MOOCs: Innovations and Challenges in the Global Education Ecosystem'.

In the space of 24 hours he ran seminars at the Saïd Business School and the Department of Education and joined his GTC student hosts Charlton Mak (MBA), Thain Simon (MSc Social Science of the Internet), Melissa Pancoast (MSc Evidence Based Social Intervention) and other members of the College for dinner in the Radcliffe Observatory.

His hugely popular *Designing a New Learning Environment* MOOC had at that stage over 18,800 students signed up, with global participation from close to 170 countries.

The MOOC brought lecture videos, articles, hands-on project assignments and lots of discussions and idea-sharing from education practitioners from across the globe, leading to long-term collaborations with his MOOC graduates and a massive 'Ongoing Online Class'.

Dr Kim acknowledged that his MOOC created a new global community of educators, making him realise the power of social network channels and how it is possible to leverage them to bring change through education in different parts of the world.

While there is criticism on how his MOOC may dilute the academic rigour of traditional higher education, he believes that we should not emulate the traditional teaching models in the MOOC world, but try to thrive with all such new possibilities.

Charlton Mak (MBA 2012)



Dr Paul Kim

TRANSFORMING ORGAN TRANSPLANTATION

Earlier this year, in a world first, a donated human liver was 'kept alive' outside a human being and then successfully transplanted into a patient in need of a new liver, thanks to pioneering technology being developed at Oxford University by experts including GTC Fellow Professor Peter Friend.

Some 13,000 liver transplants are undertaken in the USA and Europe each year. The combined waiting list of patients numbers around 30,000 – but up to 25 per cent of these patients die whilst waiting for a donor organ to become available.

There is another related statistic which is also startling: over 2,000 donated livers are presently discarded every year, either because they are damaged by oxygen deprivation while outside the body, or because they do not survive the cold preservation technique used for storing a liver for transplant.

Successful organ transplantation currently depends on preserving donor organs by putting them 'on ice' at a temperature of 4°C: this technique slows the organ's metabolism, but it does not prevent it deteriorating, with the result that organs often become damaged.

If the organ has already suffered some damage – for instance by being deprived of oxygen – then the combined effect can be disastrous. Many potential donor organs are deemed unsuitable for transplant for this reason.

Now, however, liver transplantation is set to be revolutionised by the first automated liver perfusion device of its kind, which recreates an environment that mimics the human body.

The ground-breaking technology has been researched since 1994 by GTC Fellow Professor Peter Friend, Professor of Transplantation in the Nuffield Department of Surgical Sciences and Director of the Oxford Transplant Centre at the Oxford University Hospitals NHS Trust, and Professor Constantin Coussios

continued overleaf



of the University's Department of Engineering Science, along with other colleagues.

Rather than preserving a donor liver using the 'on ice' technique, the machine works through 'warm preservation', continuously perfusing (that is, delivering blood to the blood vessels of the organ) the liver with oxygenated red blood cells. This provides the liver with both oxygen and nutrition at physiological flow rates and at normal body temperature.

"Once connected to the machine, a liver is kept 'alive' throughout the preservation period. It has a normal appearance and functions normally just as it does inside the human body, maintaining a physiological pH and even producing bile," explains Friend.

The technique has the potential to be hugely significant, offering a number of advantages to patients, surgeons and transplant units.

Friend continues: "In organ transplantation, there is enormous pressure to get a donor organ to the waiting patient and surgical team as quickly as possible.

"With this device, the liver is 'alive' when it reaches the surgical team, reducing the risk of damage from lowering the organ's temperature and helping to maximise the chances of a successful transplant."

Critically, the device offers an opportunity to 'quality-assure' organs, buying time for surgeons to assess objectively how well a donor liver is working before deciding whether to go ahead with a transplant operation.

Pre-clinical data suggests that the new device could in this way enable the preservation of livers which would otherwise be discarded as unfit for transplantation – potentially as much as doubling the number of organs available for transplant and prolonging the maximum period of organ preservation to 24 hours.

The technology will also make a difference to what happens to patients on a waiting list, increasing their chances of receiving a transplant, without requiring any change in current donation practices.

In 2008 a spin-out company OrganOx was set up, through the University's technology transfer firm Isis Innovation, in order to commercialise the Oxford research and bring the device from the lab to the bedside. OrganOx, headed by CEO Dr Les Russell, developed the device for clinical trials.

The trials are taking place at the liver transplant centre at King's College Hospital (home to the largest liver transplant centre in Europe, where over 200 transplants are carried out on adults and children every year) as part of a controlled programme of clinical investigation.

In February 2013, two patients on the liver transplant waiting list received

donor livers which had been hooked up to the device and both are making excellent recoveries.

"These first clinical cases confirm that we can support human livers outside the body, keep them alive and functioning on our machine and then, hours later, successfully transplant them into a patient," says Coussios, who is Technical Director of OrganOx.

For the two transplants, the livers needed to be kept alive for up to ten hours, but experiments have shown that a functioning liver can be preserved outside the body for periods up to 24 hours.

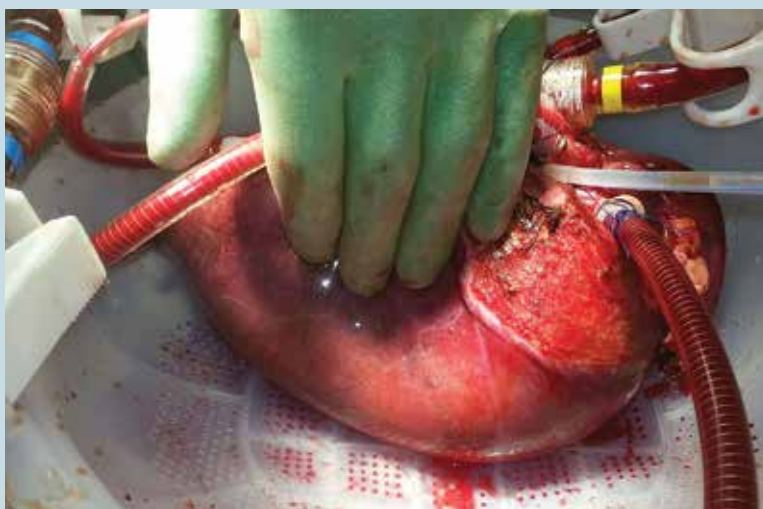
Despite all the advances in modern medicine, the fundamentals of liver transplantation have not changed in decades. This makes the device very exciting: if this technology can be introduced into everyday practice, it could be a bona fide game changer for transplantation.

Professor Friend concludes: "Transplant surgery is a victim of its own success with far more people needing transplants than there are donor organs available. This device has the potential to change that situation radically. By enabling us to transplant many organs that are unusable with current techniques, this technology could bring benefit to a large number of patients awaiting transplants, many of whom currently die whilst still waiting."



Left: Organ some five minutes after connection to the OrganOx Metra, now fully perfused and at physiological temperature

Right: Photograph of the King's College Hospital, Oxford University and OrganOx team following successful connection of the first human liver for transplant onto the OrganOx Metra device



CLOCKS AND CLOUDS

How do busy practitioners step away from the daily imperative of 'doing' their job and leading their teams and find time to think deeply about how to tackle the complex – or 'wicked' – problems they face in their roles? An innovative three-day workshop at GTC took a radical approach.

“What was the Cloud Chamber about? It was about being happy to enter into a state of fuzzy uncertainty: to enjoy the uncertainty and to play around with it and to see what happens.”

So says GTC Associate Fellow Rob Poynton in summing up the Cloud Chamber, an innovative workshop held under the auspices of GTC's Oxford Praxis Forum initiative, which he designed and facilitated at Green Templeton in November 2012.

The workshop saw two medical practitioners, Dr Neil Randhawa, a consultant anaesthetist at the Royal Throat, Nose and Ear Hospital (part of University College Hospital, London) and his colleague Dr Jim Roberts, another consultant anaesthetist, and an inventor of medical equipment, spend three days in Oxford focusing on a cluster

of complex issues that Randhawa was wrestling with at the hospital. Graham Hishmugh, former director of customer service of various London Boroughs, brought a contrasting public sector perspective as the third participant.

“Both Jim and I wanted to focus on what we could do ourselves, in our working practices, to share good ideas and effective systems and procedures,” explains Randhawa.

“We wanted to look at how to capture and share the anecdotal and narrative knowledge that we know exists and that is often ignored in medicine, but can make a huge difference to the effectiveness of the care given – the ‘craft’ of medicine if you like.”

The Praxis Cloud Chamber therefore aimed to create an opportunity for the participants to engage with complex, uncertain, ‘cloud-like’ questions that cannot easily be framed within their everyday working environment, questions that are inevitably related to systemic, ‘wicked’ or ‘adaptive’ challenges.

A radical approach to ‘wicked’ problems

The workshop was also a conscious and deliberate attempt to bring to life the radically different approach to ‘wicked’ problems being developed by the Oxford Praxis Forum, which works with senior practitioners to explore how they might engage with a top research university in ways that are mutually beneficial.

continued overleaf





Left: The physical surroundings played a key part in the Cloud Chamber, including the GTC squash courts

Right: A box of Lego was used as a tool to elicit new ideas

Far right: Pub lunches in Jericho were an opportunity to continue in-depth discussions



The Praxis Forum, in its 2011 annual meeting, identified a number of factors which it believes are essential to enable practitioners to foster and introduce innovation in the workplace: these include facilitation (to ensure focus and the best use of time) and a grounding in the latest relevant leadership practice and theory.

“Key amongst these factors is a personal (psychological) and organisational ‘holding environment’ that provides an opportunity and time to engage with and address the uncertainties and dilemmas real world complexity always brings,” argues Dr Marshall Young, GTC Fellow and Director of the Praxis Forum. “In this, the Praxis approach borrows from work previously carried out by the Tavistock Institute.”

Poynton used this approach to design and deliver an innovative and creative workshop format: using the unique environment provided by Green Templeton to create a ‘container’ (or ‘holding environment’) where new perspectives and ideas could be explored in this emergent way, carefully choosing a name, and developing sophisticated sessions and facilitation techniques, including some which were highly experiential.

Why the Cloud Chamber?

The name was inspired in part by a conundrum identified by the

philosopher of science Karl Popper, who in a 1966 essay pointed out that clocks can be analysed precisely whereas clouds are, by their very nature, diffuse, complex and volatile. He drew a comparison with the predicaments that contemporary leaders face: if we (consciously or unconsciously) mistake clouds for clocks, then we fail to address the complexity of the issues we face in an appropriate way.

The name also references the measuring device of the same name, invented by British physicist Charles Wilson, which played a key role in experimental particle physics in the early part of the last century, by making visible the properties of different particles which had only previously been deduced indirectly.

Literal and lateral inputs

Over three days, Poynton (experienced in working with senior business leaders and one of the first to take part in the Praxis Visiting Practitioner scheme at GTC in 2010) facilitated a series of diverse workshop sessions which included both literal and lateral inputs, with a varied group of some 15 invited guests, who were there to stimulate and stretch the participants’ attitudes, assumptions and beliefs, taking part throughout the three days.

There were sessions from top academics who had worked on related issues, and here the intensity of the networks that exist in Oxford proved invaluable, with experts from within Green Templeton, including Professor

John Lennox and Dr Keith Ruddle, and outside, including the Oxford Health Experiences Institute’s interim director Dr Sian Rees and the Saïd Business School’s Professor Steve New and Jon Stokes, playing a part.

Two successful hospital CEO’s, both alumni of Oxford executive education programmes, offered a management perspective: Raj Jain, CEO of the Liverpool Heart and Chest Hospital (who revelled in what he called the “messy thinking”) and Arvind Joshi, Director General and CEO of St. Mary’s Hospital at McGill University (who joined in via video conference from his office in Montreal).

These conversations were contrasted with more lateral inputs, such as work with the 3D constructional language of Lego and a deck of photo cards to help articulate and understand different viewpoints, which provided the ‘stretch’ which allowed new perspectives to be opened up.

As already highlighted, the physical surroundings were an important aspect of the workshop: the physical environment makes a significant impact on how people are able to think. The GTC-owned house at number 11 Observatory Street provided an intimate, relaxed and practical space in which to work and it was both symbolically appropriate (as well as convenient) that the house straddles the College boundary, allowing it to be accessed from within College or without.



All photographs by David Keating

The wider geography of Jericho and Oxford was also important, as alternative spaces in which to enjoy gentle physical exercise and enjoy some quiet reflection. The University Parks and Port Meadow and the eating places of Jericho all played a key role in stimulating thoughts, conversations and activities. Even the GTC squash courts provided a place to move and stretch.

Outcomes and outputs

From the participants' perspective, the Praxis Cloud Chamber was deemed a success on many levels, from the refreshing chance for Randhawa and Roberts, in particular, to take a step back and examine their own behaviour, practice and beliefs, to the wealth of practical tools, frameworks and concepts they came away with.

It stimulated them intellectually, exposing them to new ideas and challenging them to think more deeply and question more widely than they were accustomed to. "It was the most intellectually challenging experience I have had in a very long time," comments Roberts.

There was no attempt to try and determine in advance what the outcomes should be and the workshop didn't aim to end with a neat action list. But despite the vague starting point, the three days spawned a number of specific initiatives and ideas, together with a new, unifying idea of 'Level 7 Evidence'.

This idea is based on the scale of five levels of evidence which has been established by medical science. This scale excludes 'anecdotal' evidence as an unsatisfactory basis on which to make clinical decisions, and so does not capture all healthcare knowledge. In everyday medical practice, much useful knowledge resides in narrative and culture which can make a significant difference to the effectiveness of the medical care.

The Cloud Chamber's 'Level 7 Evidence' is a home for this different kind of anecdotal knowledge, sharing knowledge that is not meant to be (and cannot be) captured within the existing five levels. Calling it 'Level 7' (rather than Level 6) demonstrates that it does not lie on a continuing scale, that such evidence is not comparable to levels 1 to 5 and it does not pretend to the same kind of rigour.

Randhawa and Roberts came to no firm conclusions about how 'Level 7 Evidence' could be used in the future, but it was an invaluable hook on which to hang the ideas that emerged from the Cloud Chamber and one they plan to explore further.

Interestingly, the workshop has had its greatest impact on the way the participants tackle a whole range

of highly operational aspects of the problems they face and to good effect.

The Praxis Cloud Chamber workshop provides an excellent example of GTC's interest in the cross-over between management and medicine and its increasing ability to bring medics and business experts together to work out innovative approaches to change management and solving complex problems.

However, successful though it was, both Poynton and Young believe it was probably a one-off event and unlikely to be repeated, although it will undoubtedly be used as a foundation for future similar experimental Oxford Praxis Forum projects in this area.

Oxford Praxis Forum

The Oxford Praxis Forum aims to provide senior executives with an opportunity to engage with a top research university. Senior practitioners are an important source of intellectual talent for the University and, by making it possible for them to work in collaboration with the University, new practice-led knowledge will emerge.

A Praxis Symposium in Oxford each spring for invited executives is the cornerstone of a range of activities pursued throughout the year. The Forum also hosts a Praxis Visiting Research Associate and practitioner in residence each year under a joint Templeton Education and Charity Trust (TECT)/Oxford Praxis Forum initiative.

STUDY, LEARN, MEET

MAKEOVER ENHANCES ACADEMIC RESOURCES

Inside the Walton Building, and behind the metal construction safety fences that have stood in the McAlpine Quad over the last nine months, a radical transformation has been taking place, as Green Templeton's new Library and Learning Resources Centre has become a reality.

Dark student bedrooms on the ground floor disappeared as the building's internal layout was completely reconfigured: walls were moved to create more light, more space and a functional arrangement of rooms conducive to study.

The ground floor is now home to an integrated library, resource and study area, consisting of three Walton Reading Rooms. It brings together the management and medicine collections, previously situated in separate buildings.

As the *GTC Magazine* goes to press, finishing touches are being carried out in time for the start of the new academic year.

The building work has been documented in a photographic record and the series of images opposite shows the progress of the Main Reading Room, as it metamorphosed from bedrooms, through months as a building site, to the hub of the new Library and Learning Resources Centre.

Professor Ingrid Lunt, GTC Vice-Principal, heads up the project group overseeing the development. "It's been

tremendously exciting to see the paper drawings and plans becoming reality over the last few months," she says.

"First-class facilities such as these and a supportive study environment are vital if the College is to realise its ambitions to lead the way in graduate education in Oxford, as well as in research and development in the field of human welfare."

On the lower ground floor, the Lecture Theatre has been refurbished and four pavement light wells drilled on the south side to let natural light flood in to the previously gloomy space.

A new IT/computer room is also on this level, in what was formerly the archive stacks.

Remaining student rooms on the top floor have also been done up, with en-suite provision, and a second College guest room has been created.

The new Library and Learning Resources Centre is part of the first phase of GTC's Advanced Studies Centre (ASC). The rooms in Observer's

House and the East wing of the Observatory, which have been released by the integration of the two libraries, are also being improved as part of this initial phase.

The former Management library – one of the finest rooms in the College, with views across the gardens – will become the Kawasaki Room, a meeting and seminar space. An elegant meeting table and chairs have been commissioned and it is hoped that Japanese artworks may also be on display. The room is named for the Kawasaki Foundation which has generously supported the development of the ASC.

Following a sensitive refurbishment which is currently still underway, the former medicine library will be renamed the Judith Folk Templeton Room and will become a flexible 'hot-desking' space for up to 12 fellows at any one time. The room's new name honours the first wife of Sir John Templeton, a benefactor who had a major impact on the foundation and development of the former Templeton College, and whose son Jack is a staunch supporter of GTC today.



1 DECEMBER 2012

An empty bedroom on the ground floor of the Walton Building before work began to transform the ground floor into the Library and Learning Resources Centre.



EARLY FEBRUARY 2013

The first phase of the work saw internal walls knocked down to create larger and more flexible interior spaces: even at this very early stage, it was possible to visualise the potential of the centre.



FEBRUARY 2013

The work has been undertaken by contractors Four Oaks: builders are pictured here erecting metal ceiling supports before metal joists were brought in.



MARCH 2013

A series of metal joists were fixed along the length of the ceiling of the Main Reading Room. Cabling has been fitted into the space above.



EARLY JUNE 2013

With the ceiling and walls replastered, the floor was levelled and skimmed.



LATE JUNE 2013

Under-floor heating was then laid: the red wire snaking across the floor is the electric heating cable.



EARLY AUGUST 2013

Book shelves have been fitted onto the walls and freestanding bookcases and desks placed in the room. Finishing touches such as carpets remain to be done – and of course all the books need to be put onto the shelves!



LATE AUGUST 2013

Overhead lighting has been installed and other small finishing jobs are being carried out.



EARLY SEPTEMBER 2013

Work in the Main Reading Room complete, the books are going back on the shelves. The Library and Learning Resources Centre integrates GTC's Management and Medicine collections into a unified library.





HEALTH IN THE HILLS

In the Himalayan country of Nepal, it is not just the difficult mountainous terrain that creates major barriers to accessing primary healthcare by its people. Laurel S Gabler (DPhil Public Health 2009) recounts her experiences of researching how to improve access to timely and essential treatment and care.

knelt down beside her in the small, cluttered, dimly-lit back room. Her stomach was distended, her face was swollen, she had oedema in her arms and legs, her breath was shallow and laboured. When she talked it was barely perceptible. We leaned in close trying to capture what she was saying. I asked her multiple times if she was comfortable with us interviewing her given her state of health, but she insisted we go on.

"Sometimes you just know you aren't going to make it," she said to me. She was only 32 and, according to her

health reports, she seemed to be dying of renal failure – which she and her family seemed completely unaware of because the doctor had failed to explain her diagnosis and had given her reports written in English, which even an educated person in the UK would have difficulty deciphering.

I am not a medical doctor, but I explained to them as best I could the urgency of her returning to a health facility and handed her the contact numbers of several doctor friends at a hospital in Kathmandu. I even insisted the doctor explain the severity of her condition to the family over the phone.

They didn't seem too upset, and as I left, I overheard the woman's mother saying to her granddaughter: "How are we going to afford to get her to Kathmandu? It's better to stay here and see what happens".

This story, while extremely sad, is not unique. I spent a year in rural Nepal listening to people's illness narratives and surveying households about their use of various health services, attempting to better understand the barriers people face in accessing care.

Nepal is in the middle of a major political transition. A few years ago, the country underwent major health

↑
A remote village in the
Khairang district in
Makwanpur, Nepal

reforms, but despite efforts made by the government to increase the accessibility and affordability of primary health services in rural Nepal, services are still underutilised and people are still dying from preventable and treatable diseases.

This is partly because no-one has ever studied the healthcare system from the perspective of users, and those who have, have sampled mostly from the health facilities, only capturing those people who make it to health centres for care.

It is understandable that few organisations have attempted surveys of households because, in a country with such difficult topography, it is nearly impossible to do representative household surveys. It often means hiking up a 2,000 metre hill to reach a handful of houses, not knowing how many people will be at home.

Even census data is far from representative and relies more on key informant reports than door-to-door data collection.

So, in a country with very little accurate household level data, I made it my mission to travel to 13 villages (along with my research team, who were indispensable) and talk to people in their homes about their illnesses, their care trajectories and their perceptions and expectations of different care providers.

While it may have been naively ambitious to believe that this data would have an impact on the next

round of health reforms, I hoped to have a product that may impact the communities I have worked with.

With a set of reliable and comprehensive data on disease burden and health seeking, I hoped to generate some policy recommendations and ideas which may help to improve overall health services for the people of Makwanpur district, because it may be the first time that they have their perspectives heard.

When I arrived in Nepal I had to hit the ground running. For someone not familiar with conducting research in a context like this, one of the most difficult things was dealing with the logistics: hiring and training qualified people to help; timing data collection to avoid the monsoons; figuring out how to carry thousands of surveys on our backs, figuring out how to communicate with villages when there is no phone reception, and so on.

You quickly learn to be flexible, because nothing goes according to plan. I was told over a year before I got there that there would be a profile available for each village: almost a year later, data was still not available. So, we had to go back to the villages we surveyed (many of which are not road accessible and many of which take at least a day or two to walk to) to collect that demographic data from the villages. It took an extra month to do this.

It was a massive undertaking, but if I can help just one person get access to better quality care, then I have done something worthwhile. I hope that this study, and the theoretical model of health-seeking behaviours that I have created to guide this research, will pave the way for similar studies.

While in Nepal, I presented my findings at the Patan Academy of Health Sciences (one of the medical schools in Kathmandu training physicians to work in rural Nepal); at the Fulbright commission in Kathmandu, and at the Institute of International Education's South and Central Asia conference, where it was met with much interest.

I am now writing up a list of policy recommendations for the Ministry of Health in Kathmandu, at the invitation of a Nepali public health professor at Sheffield University who used to work for the Ministry, and also compiling a short report of major findings and recommendations for the Ministry, the villages where I worked and other health organisations/agencies across Nepal.

My experiences in Nepal taught me the importance of marrying public health research with clinical practice: I constantly felt inadequate because of my inability to provide care when necessary.

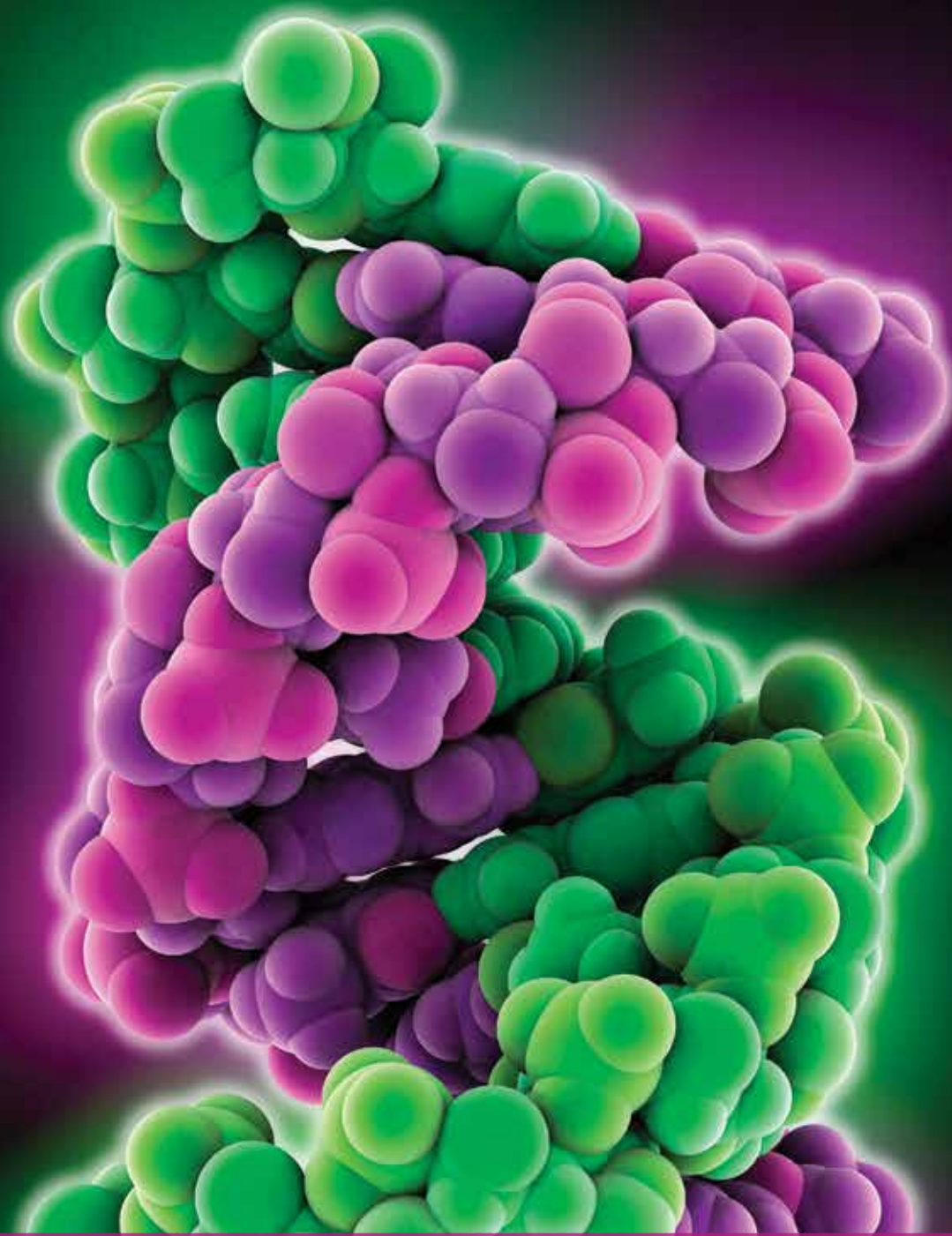
Two months ago I started medical school with the aim of one day working at the intersection of clinical medicine and public health in rural Nepal, or elsewhere in need.



→
Left: Laurel in the field



Right: Research assistants surveying villagers about their use of health services in rural Nepal



IN THEIR DNA? THE ANATOMY OF ENTREPRENEURS

What attributes make for a successful entrepreneur? Professor Michael Earl, GTC Honorary Fellow, outlines five key qualities that make entrepreneurs stand out from the crowd.

A

s the UK searches for economic growth, there have been many calls from politicians, commentators, business leaders, and successful and established entrepreneurs for more entrepreneurship and the creation of small businesses from which larger enterprises might grow.

This clamour often leads to pleas for more available and accessible venture finance, for today's young to become entrepreneurs, for more education on how to create businesses, and sometimes for creation of a more entrepreneurial culture in Britain. What is rarely said is what entrepreneurship looks like and thus what the make-up of an entrepreneur might be.

Most of my work has been on the management of large corporations, but occasionally I have entered the world of start-ups, both academically and practically.

In some ways coming from a more corporate background one perhaps can see what the real differences in entrepreneurs might be. From a study of dotcom entrepreneurs I conducted some years ago – forget the word dotcom if that is worrying – I drew five lessons about entrepreneurs and entrepreneurship from those who were succeeding. They could boil down to belief and effort.

Passionate vision

First, is a passionate vision. This sounds rather corporate until you consider the passionate bit.

My entrepreneurs generally had one of three passions: they had a novel product or service that they were convinced was a winner; or they felt that they could deliver an existing business proposition far better than the incumbents; or they were taking on an industry that they believed was antediluvian.

They were high on belief and conviction and relatively low on analysis and detail: a picture or graphic of a business opportunity or a compelling story of their business idea was enough for them. Their

conviction often would be explained so emotionally that the listener became convinced too. So strong was this belief and drive that these entrepreneurs would risk their and their family's assets in the venture.

Flexibility

This emotion or passion, however, is often tamed by reality. As the entrepreneur saw what worked and didn't, as revenues did not come in as quickly as hoped or arose from unexpected sources, and as new ideas or twists emerged, so the passionate vision was revised and more detailed plans began to take shape.

In other words, entrepreneurs need to embrace flexible pathways to discover their business. This is the second lesson.

Core paranoia

A complement to passionate vision and flexible pathways is core paranoia. Dedicated entrepreneurs worry about the security of their core proposition.

Typically such paranoia centres on whether an unknown rival or new entrant is developing the same or similar product; or in retailing and service sectors on whether someone is copying the format; or if the business is underpinned by a new technology or IT application, or whether a still newer technology can displace it or disrupt the economics.

These concerns are not long term in the way corporates tend to think about futures, they are immediate: who or what can kill my business tomorrow and what should I be thinking about next?

Networking skills

Starting a business of course is not just about product markets. It is also about raising finance, recruiting staff, securing legal help, promoting the business, and issues of managing growth.

Energetic entrepreneurs therefore engage in continuous networking – working through their Rolodexes, talking to others who have started businesses, listening to experience, and quite often seeing the information exchange benefit of co-locating with other start-ups.

They collect recommendations on who is good on shareholder agreements, sniff out where a key recruit might be found, learn which advisers or financiers to avoid, discover where premises are available and so on. And the astute entrepreneur judges how much information to share and when and where to keep quiet.

A 'can do' attitude

The fifth and final lesson is the hiring of practical 'can do' people.

Entrepreneurs seek employees or partners who not only share the passionate vision, but also have personally delivered results in the past, have built something, and maybe will settle for future returns rather than immediate gain. Such people probably have no interest in the policies, procedures and politics of large business; helping to grow a business and be quite often on the edge are more likely inclinations.

In other words, start-up staff themselves also need some of the essential spirit of entrepreneurs: doers with relatively low interest in conceptual matters, but very much born strivers.

These five lessons become questions that would-be entrepreneurs can ask of themselves, capabilities that they may seek mentoring on, and principles that they should not forget.

If we want more people to start a business, their success may depend on these five attributes, the anatomy of the entrepreneur.



Michael Earl is Emeritus Professor of Information Management at Oxford University, former Dean of Templeton College, and former Pro-Vice-Chancellor of Oxford.

TRITON RETURNS

Since the *GTC Magazine's* last update back in 2011, there have been some dramatic changes on the University's 10-acre Radcliffe Observatory Quarter (ROQ) development site next door to the College, with the new Mathematical Institute now completed and construction work about to begin on the Blavatnik School of Government.



For many months, from inside the College walls, we have been watching with interest as cranes move heavy building materials around the site, and listening (sometimes with frustration!) to the noise of foundations being dug and pipes being laid.

Finally, the new Mathematical Institute – designed by Rafael Viñoly Architects – has emerged from its cocoon of scaffolding and hoardings to reveal its contemporary glass, reconstituted stone and anodised aluminium exterior: a stark contrast to the mellow stone and classical architecture of the nearby 18th century Observatory.

Called the Andrew Wiles Building in celebration of one of Oxford's most distinguished mathematicians, it will provide workspace for more than 500 mathematical researchers and support staff, including faculty, research fellows and postgraduate students. It will also

be a centre for the academic life of some 900 undergraduates.

The Institute building will be formally opened in October but its occupants were safely installed in their new home in early September in time for the start of the academic year.

This last year saw a previous occupant of the site return to his rightful place: a replacement for the long-standing statue of Triton, that graced the entrance to the Radcliffe Infirmary since 1858, has been placed in the middle of the fountain in the front courtyard of the newly-refurbished building.

It is a mould of the original figure of Triton holding aloft his shell: the original, which was made by Victorian sculptor John Bell, and was a copy of the 17th century Fontana del Tritone in the Piazza Barberini in Rome, suffered irreparable weather damage after having been in place for 150 years.

According to Greek mythology, Triton was the son of Poseidon, the God of the sea, and was ordered to blow on a shell trumpet to calm the restless ocean waves.

The original Triton statue was not part of the initial plans for the Radcliffe Infirmary, and was commissioned as part of a plan to improve the entrance. It was transformed into a fountain after its acquisition, and provided water that could be used to flush drains in the case of fire. It featured nozzles made of silver catheters that were provided by one of the Infirmary surgeons.

The renovated Infirmary building is now occupied by the Humanities Divisional Office, the Faculty of Philosophy and the Philosophy and Theology Libraries.

Construction work is shortly to begin on the Blavatnik School of Government which will be built in the south-west corner of the site next to Walton Street and opposite Oxford University Press.

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Top left: An architect's impression of the new Blavatnik School of Government from Walton Street

Top right: Weimin He's drawing of a construction worker at the Mathematical Institute site in June 2013 (ink and brush on xuan paper). Courtesy of the artist



↑
Triton has returned to the fountain in the front courtyard of the former Radcliffe Infirmary

Designed by world-leading architects Herzog de Meuron, the building will be constructed of glass and precast concrete masonry, with a design based on a series of shifted discs, creating a circular ground floor set back from the Walton Street pavement. Construction will take two years and it is anticipated that the building will open in the late summer of 2015.

GTC is not alone in watching developments on the ROQ site. Artist-in-residence Weimin He is capturing the transformation of the site in a unique portfolio of drawings and woodblock prints.

Starting in early 2009, the drawings chronicle all the activity, from the demolition of the old hospital buildings to the current progress on the Mathematical Institute. The finished work will be presented to the public in the form of an exhibition and publication.

Weimin's art is central to Tracing Venus, the University's public arts strategy and programme for the site (which it is obliged to have for all major developments) which was launched in February by Vice Chancellor Professor Andrew Hamilton and Sir Nicholas Serota, Director of the Tate, the UK's national gallery of modern and British art. The public art strategy will be managed and curated by arts consultants Modus Operandi.

Internationally-renowned artist Simon Periton has been appointed as site-wide artist with the job of creating a distinctive and memorable cultural identity for the ROQ. His proposal is for a central sculpture representing an Alchemical Tree, a symbol connected with growth and transformation, interdisciplinary collaboration and a quest for knowledge. The sculpture will be located in the vicinity of the Mathematics Institute and will be complemented with outlying 'roots'

that appear in strategic locations site-wide, creating a network and trail to be discovered.

The aim is that the ROQ should become a new cultural quarter in Oxford, where art of the highest quality is integrated into the fabric of the architecture.

The ROQ is one of the most significant development projects the University of Oxford has undertaken for more than a century. The site in central Oxford, bound by the Woodstock Road, Somerville College, Walton Street, Observatory Street, and Green Templeton College, is the last remaining large plot of land available for development in the historic heart of the city.

For more information about the Radcliffe Observatory Quarter, including photo slideshows and more drawings by the artist-in-residence, visit www.ox.ac.uk/roq.



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THE YEAR IN PICTURES

Sporting success, academic endeavour, musical interludes and, above all, much fun and laughter have all punctuated the Green Templeton year: here are a few of the highlights in pictures.

1: Dr Shilpa Nairi, Dr Katsuhiko Masudo and Ms Hnin Aung at the GTC Alumni Reunion drinks reception in the Radcliffe Observatory September 2012 **2:** Dr Rebecca Surender and Professor Michael Earl lead a procession from GTC to the Sheldonian Theatre for her installation as a University Proctor in March 2013 **3:** Professor Dani Rodrik's keynote speech at the sixth annual GTC Human Welfare Conference as a graphic in May 2013 **4:** Watching television coverage of the results of the USA Presidential election in the Stables Gallery November 2012 **5:** The Women's first eight celebrate their blades success at Summer Eights at a dinner in the Radcliffe Observatory in June 2013 **6:** Summer Garden Party fun in June 2013 **7:** Graduate student assistants take a well-deserved break from working at the GTC Emerging Markets Symposium in January 2013 **8:** The victorious GTC Basketball team lift the Cuppers Trophy in June 2013 **9:** The Radcliffe Piano Trio perform at the GTC Summer Recital in June 2013 **10:** Scottish reels at the Burns Night Dinner in January 2013 **11:** Participants in the GTC Praxis Forum on the steps of 13 Norham Gardens **12:** Current and former fellows and staff of the Reuters Institute for the Study of Journalism celebrate 30 years of the Journalism Fellowship Programme at the 30th anniversary reunion in September 2013. **13:** Arabian Nights was the theme of the GTC Summer Ball in June 2013. Photographs by: Sharon Brownie; Kt Bruce; Peter Hudson; Rob Judges; Charlotte Koldewej; Anna Kotova; Charlton Mak; Melissa Pancoast; Sue Wilson.

PHOTO FEATURE



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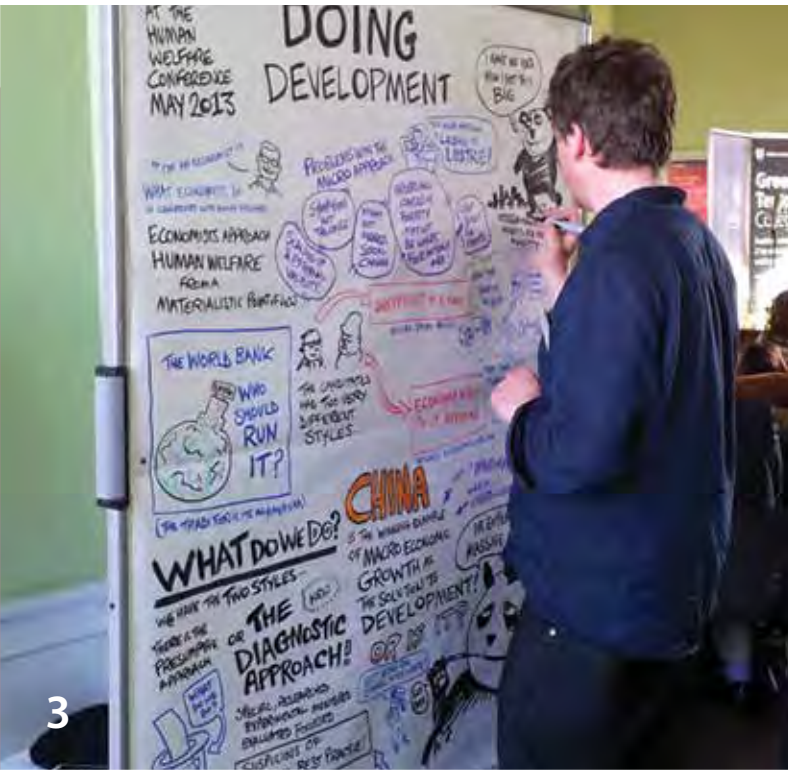
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OF BURSARS, BOATS AND BEING BACK IN OXFORD



Left: Paul Beerling is GTC's new Bursar

Right: Mike Dudley (centre) with Vice-Principal Professor Ingrid Lunt and Principal Professor Sir David Watson



In June, Green Templeton said farewell to GTC's first Bursar Mike Dudley, who headed off to a well-deserved retirement.

Mike joined the former Templeton College on 1 April 2006 as part-time Bursar (Chief Operating Officer and Treasurer), and became full-time in 2008. A proud Cornishman, Mike is an Oxford graduate (Exeter College) and enjoyed a successful career in the private sector, mainly as a finance director, before joining Templeton.

The College thanked Mike for his sterling service following the Governing Body meeting in June, when he was presented with an engraved bowl by GTC Principal Professor Sir David Watson.



He will be particularly remembered for his contribution to College rowing. Mike was the driving force behind the establishment of Green Templeton Boat Club (GTBC), providing ideas, energy, wise advice and support for the Club and its members, including presidents, captains and coaches.

An experienced rower, Mike was a great crew-mate and mentor, and his presence in the boat of various Men's crews since 2009 sums up the community spirit of the College, where all members – students, fellows, and staff – work and play together.

Mike is succeeded as Bursar by Paul Beerling, who took up his position on 1 August: he will be central to the life and effective functioning of the

College, responsible for all aspects of its administration and management.

Paul joins GTC from the University of Exeter where over the last three years he has established the College of Social Science and International Studies. Before that he helped create the University's Cornwall Campus.

Before moving to Exeter, Paul spent fifteen years at the University of Oxford in roles in Clinical Medicine and the Wellcome Trust Centre for Human Genetics, and most notably as head of administration in the Department of Physiology, Anatomy and Genetics.

Paul says: "I welcome the opportunity to return to Oxford and particularly to be part of Green Templeton with its ethos of contributing to public good health and wellbeing. I very much look forward to renewing old acquaintances, both within the fellowship and beyond."

Like his predecessor, Paul is planning on making his presence felt on the river. "Devon and Cornwall enthused me with the joy of rowing Cornish pilot gigs – an experience which I look forward to translating to a rather different boat on the river."

AND THE PRINCIPAL'S PRIZE GOES TO...

Many generations of alumni will remember housekeeper Sandra Kimber, who has been awarded the Principal's Prize 2013 for her long, dedicated and continuing service to the College, heading the housekeeping function and supporting the catering team.

Sandra is the second-longest-serving member of the College's staff, having joined the former Green College in January 1983.

Comments from those members of the GTC community who nominated her for the Prize include: "Sandra is a loyal and committed member of staff

who has really 'gone the extra mile' in her service to the College."

The Principal's Prize is awarded annually to a member of staff who has made an outstanding contribution to the College and nominations are made by all members of the GTC community. This year, 11 members of staff were nominated, reflecting the hard work and dedication of staff throughout the College.

GTC Principal Professor Sir David Watson presented Sandra with an engraved glass rose bowl at the GTC summer garden party in June.

On awarding Sandra the Prize, Sir David commented: "Sandra's commitment to

GTC is without question and she has brought both energy and cheerfulness to her role, as well as commendably high standards, over the many years she has worked at the College."



CELEBRATING OUTSTANDING ACHIEVEMENT

Many members of the College community contribute in a variety of ways to making Green Templeton the lively, friendly and successful place that it has become.

Each year, through the Nautilus Awards, the College formally recognises those

students who have enhanced its reputation throughout the University by their outstanding sporting or academic achievement, or who have enriched the life of the student community through their contribution to College life.

At the summer garden party in June twenty students received awards, marked by a certificate and a piece of Nautilus jewellery.

Winners were nominated by fellow students and selected by a small panel of College officers.

The winners of the GTC Nautilus Award 2013 are:

Academic Achievement

Yang Chen (Clinical Medicine)

For his work in the field of Cardiology (while pursuing his clinical studies), and for medical teaching within GTC.

Katie Glover (Clinical Medicine)

For excellence in the Clinical Medical programme so far, and for medical teaching within GTC.

Sean Grant

(DPhil Social Intervention)

For publication record and conference presentations, and for external academic contributions including Managing Editor of the Education Coordinating Group of the Campbell Collaboration, and membership of a stakeholder advisory group of the UK Medical Research Council.

Becky Waller

(DPhil Social Intervention)

For publication record and conference presentations, including at the GTC Human Welfare Conference.

Robert Watson

(Clinical Medicine)

For excellence in the Clinical Medical programme, for publication record, and for preclinical teaching.

Dawei Wu

(MSc Global Health Science)

For chairing the Human Welfare Conference.

Sporting Achievement

Farzana Dudhwala

(DPhil Management Studies)

For achievements in University Football.

Katherine Mackay

(Clinical Medicine)

For achievements in University Hockey, including the Club Presidency.

Jonah Rimer (DPhil Anthropology)

For exceptional contribution to the GTC Squash Club.

James Stefaniak

(Clinical Medicine)

For achievements in University Kickboxing.

Tianlin (Steven) Yu

(MSc Computer Science)

For exceptional contribution to the GTC Basketball team.

College Citizenship

Yasser Bhatti

(DPhil Management Studies)

For his contribution to the College community, including brunches, parenting scheme, as Computer Scholar and GCR webmaster, and in initiating and running the now-annual symposium on research methods.

Reem Hafez

(DPhil Public Health)

For her work as interim GCR President, at a time when many committee members had left the College and before new elections could be held.

Neelam Hassanali

(DPhil Clinical Medicine)

For her work as interim GCR Vice-President (Welfare) after the departure of the serving Welfare Team.

Clio Korn

(DPhil Neuroscience)

For her contribution to the College community, including the GCR Committee, parenting scheme, and College choir.

Linda Magaña

(DPhil History of Medicine)

For her work on the Ball Committee and on College fundraising.

Charlton Mak (MBA)

For his work as GCR Male Welfare Officer, as a Peer Supporter, and for bringing social events to RAC to help integrate other MBAs into the College.

Michelle Pentecost

(MSc Medical Anthropology)

For her work as GCR Female Welfare Officer.

Thain Simon

(MSc Social Science of the Internet)

For his work as GCR Treasurer and his commitment to multiple College sports, including basketball, football and cricket.

Felix van Urk

(DPhil Social Intervention)

For his work as Vice-Chair of the Human Welfare Conference, as Managing Editor of the Human Welfare Journal, and his contribution to GTC's musical community.



Some of the 2013 Nautilus Award winners at the Summer Garden Party

AND NOW HERE IS THE NEWS . . .

24-hour rolling news reporting, ever-more sophisticated and portable smartphones and tablet devices, live blogs and social media – these innovations are changing the way we all access online news each day. So how, where and when do we get our daily news fix and does the culture of the country we live in play a part?

If you are American or Japanese, you are most likely to use non-traditional news sites, such as live blogs, Yahoo or the Huffington Post, when reading news online, but if you are French or German - even if you are connected online - you prefer traditional media, such as reading a printed newspaper or tuning in to TV or radio news. Meanwhile, Brazilians living in towns and cities favour social media as a source of news.

"These differences in online behaviour and participation reveal fundamental and on-going changes in when, where and how we access the news, with all of us increasingly wanting news on any device, in any format and at any time of day," says Dr David Levy, GTC Fellow and Director of the Reuters Institute for the Study of Journalism (RISJ).

Levy and Nic Newman, a digital strategist and research associate at the RISJ, jointly edited the Reuters Digital News Report 2013, one of the largest comparative studies of online news habits ever carried out and the second such annual survey to be undertaken by the Institute.

YouGov online polls were conducted with 11,000 online users in the UK, US, Denmark, France Germany, Spain, Italy, urban Brazil and Japan.

The findings give a fascinating snapshot of digital news consumption, showing that participation in the digital revolution is not taking place at the same rate internationally, and with national differences in our online behaviour being particularly marked.

Newman explains: "Our findings suggest that the culture of a country is the main driver for how we engage with online news – playing an even greater part than the technical tools and devices we use to access it."

"People living in urban Brazil, Italy and Spain have much higher levels of interaction, both with news sites and with each other, sharing and commenting on news stories. By contrast, although the Japanese appear to embrace non-traditional news sites, they have the lowest level of online and offline participation, followed by Germany, Denmark and the UK."

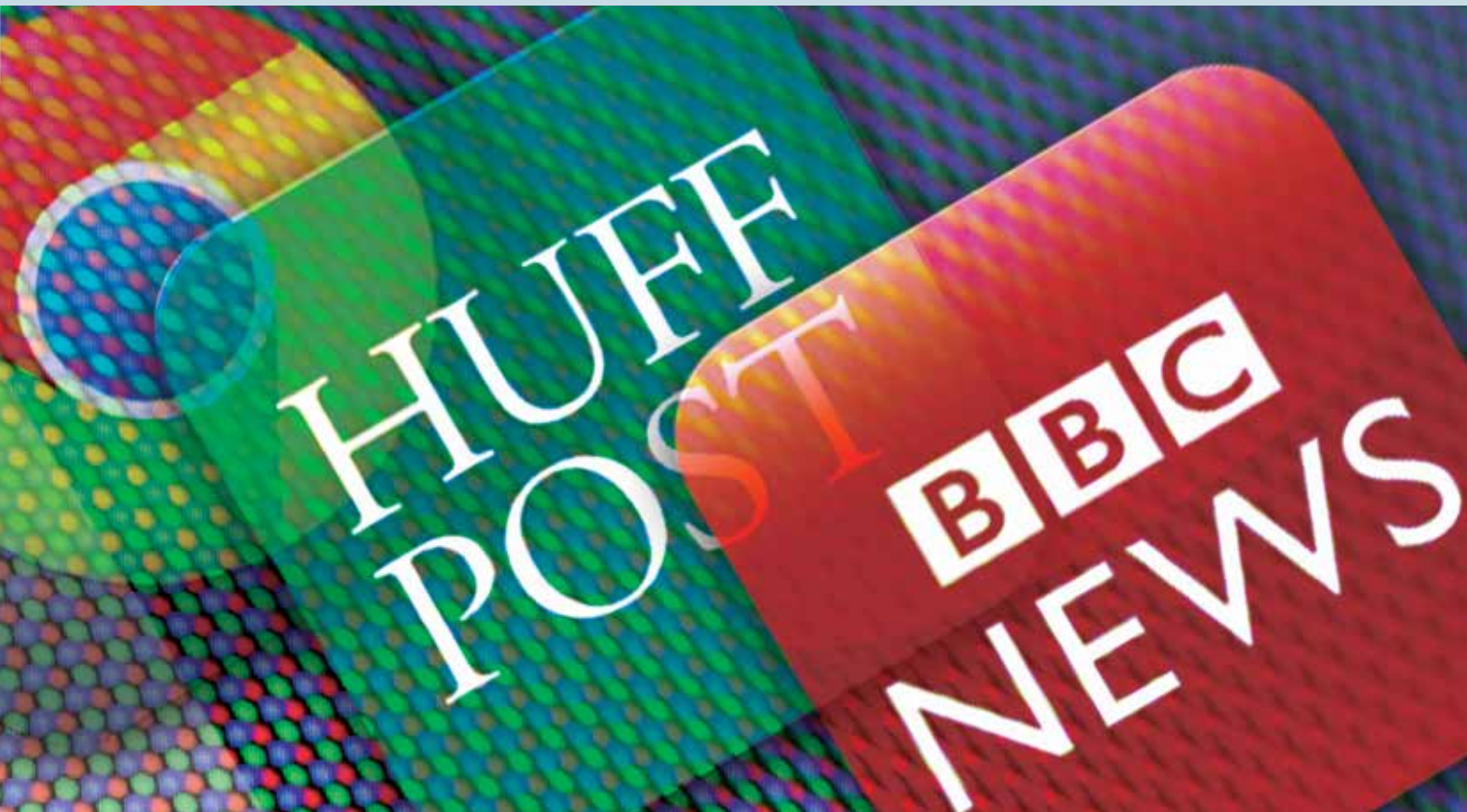
The statistics behind these national differences in the rate of online participation are surprising: the Spanish (27%), Italians (26%), and Americans (21%) are more than twice as likely to comment on a news story via a social network as the British (10%).

Meanwhile urban Brazilians are five times more likely to comment on a news site than the Germans or Japanese surveyed, and nearly half (44%) share a news story on a weekly basis via a social network, with around one third (32%) doing so by email.

A recent innovation has been the development of live blogs as a way of covering breaking news and sports stories. More than one third (35%) of the Japanese surveyed used these live pages at least once a week, with the French (19%), Italians (16%) and Spanish (16%) also enthusiastic. Only 8% of the Danish and German respondents accessed live blogs, preferring to read longer articles (40% and 47% respectively).

These differences can be attributed to a number of factors, including geography, culture and government policy. But common to all countries is the rapid growth in the use of both tablets and mobile phones to access online news, with smartphones winning out over tablets when we are on the move (tablet use is mainly confined to the home – and specifically the living room).

Television news output continues to be popular across all countries, along with other traditional media platforms, particularly in Germany and



France. In Germany 58% of the survey respondents are only or mainly using traditional news platforms. This is compared to 35% in the US; clearly what happens in the US does not necessarily follow in Europe or indeed elsewhere.

The survey also highlighted attitudes to paying for online news content: half of the global sample said they had bought a printed newspaper in the last week, whereas only 5% said they had paid for digital news within the same period.

This low percentage can be partly explained by the fact that most online newspapers do not currently charge for news, although more news providers are now starting to erect 'paywalls', or sell combined news subscriptions and app-based purchases.

Nevertheless, there has been a significant rise in those who pay for online news, with one in ten (11%) of online users taking part in the survey reporting that they had paid for online news in the last year (about a third more than in the 2012 survey), a rapid increase which can be partly explained by the relatively low starting base.

Of those who are not currently paying, across all the countries more than one in ten (14%) are 'very likely', or 'somewhat likely', to pay for digital news in the

future, with tablets users more open to paying than computer users.

But whilst the overwhelming message is that audiences expect to access news anytime, anywhere, it is clear that they don't only want online news but a choice of platforms.

It is a complex and ever-shifting picture, so what does it mean for news organisations fighting to maintain readership levels and facing unprecedented challenges around editorial and distribution strategies in the face of changing audience behaviour? The editors hope that the survey findings may also provide valuable insights for them.

"Digital consumption is becoming more entrenched, especially among the younger half of the population and so providing digital content is obviously the way forward," says Levy.

"But news brands can't afford to lose those groups within their audience who are influential and drive revenue, which means that most news organisations are creating multi-platform content."

Overall, news brands (like the BBC, CNN and the *Times* newspapers of

London and New York) continue to attract the largest online audiences and trust in them remains valued by both young and old. But a strong name and long heritage are no longer sufficient, says Newman, and these changes in consumer behaviour are bringing even greater competition and uncertainty in their business models.

"There might still be a desire for trusted news sources, but newer players like the Huffington Post and Yahoo are proving they can fill that role, alongside specialist providers, bloggers and social media."

The Reuters Institute Digital News Report 2013 is available online at: www.digitalnewsreport.org.

Reuters Institute for the Study of Journalism

The Reuters Institute for the Study of Journalism is an international research centre in the comparative study of journalism and provides a leading forum for scholars from a wide range of disciplines to engage with journalists from around the world. The Reuters Foundation Fellowship Programme gives journalists from around the world the opportunity to research subjects in greater detail than is possible under career deadline pressure and all its participants are members of GTC during their time in Oxford.



HIDDEN HISTORY

With its links to key figures in the history of medicine and a continuing source of inspiration for medical students, physicians and scientists around the world, 13 Norham Gardens occupies a unique place in the history of medicine in Oxford. Nadine Levin (DPhil Anthropology) explores the people and events of significance in the history of the house which is now owned by Green Templeton College.

Concealed high up within the attic of 13 Norham Gardens – a house with many important ties to medical history – a small, unusual and very personal piece of ‘hidden history’ can be found.

Built in 1869, the Grade II listed house was, for a time, home to Sir William Osler (1849-1919), one of the most eminent figures of contemporary Western medicine, known for his pioneering work in bringing medical students out of the lecture hall and to patients’ bedsides for clinical training.

On the beams of the house, graffiti drawn by Osler’s only son Edward Revere Osler (1895-1917), depicts a series of small figures and faces in a childish hand. It was probably drawn while Revere (as he was known) attended the Dragon School, before his death at 21 years of age during the First World War.

Revere’s drawings are a testament to the many lives lived within 13 Norham Gardens, which have included numerous historical medical figures throughout the 19th and 20th centuries. The house – now home to GTC’s Osler-McGovern Centre – was nicknamed the ‘Open Arms’ when the Oslers lived there because of the many visitors they welcomed from around the world, among them literary luminaries Rudyard Kipling and Mark Twain. Osler himself became a physical and intellectual link between Oxford and North America, helping to draw together medics from both sides of the Atlantic.

But the house’s links to medicine were established long before Osler lived there.

John Conybeare (1888-1967), a leading London physician, was the first person to be born and grow up in the house. He was involved with Guy’s Hospital in London and is known in Oxford for being outside assessor for the founding of the Clinical Medical School at the Radcliffe Infirmary in the 1930s.

Osler’s links with the house began in 1907, when he purchased it as his family home following his election as Regius Professor of Medicine in 1905. Although he was born and had studied in Canada, he had spent time teaching and practising medicine in several prestigious universities in North America, notably McGill University and the University of Pennsylvania. In 1889 he began work at Johns Hopkins University as Physician-in-Chief at the newly-founded Medical School. It was here that he pioneered a new approach to medical teaching at the patient’s bedside.

His book *The Principles and Practice of Medicine*, published in 1892, outlined this new approach: it became an instant classic.

Osler lived in Norham Gardens for over 20 years with his wife Lady Grace Revere Osler (1855-1928) and his son. In his north Oxford library, he developed an extensive collection of more than 8,000 rare books on the history of medicine, which are now part of the McGill University library and referred to as the Bibliotheca Osleriana.

As Regius Professor of Medicine, Osler continued to devote some of his time to bedside teaching, particularly on the Sunday morning ward rounds at the Radcliffe Infirmary. During World War I, he played a pivotal role in setting

up tuberculosis, typhoid, pandemic influenza, and other public health programmes in Oxford and around England.

Sadly, he was not the only member of his family to be affected by the War. In 1914 Revere left his studies at Christ Church College to enlist in the Canadian Expeditionary Force. He joined the Canadian Red Cross and later took up a commission with the British Royal Field Artillery. After spending time in France and Belgium, he received fatal wounds from a German shell.

Despite being treated by several eminent surgeons, including his father’s good friend Harvey Cushing, he succumbed to his injuries in 1917. Osler deeply mourned his loss, and it is said that he never recovered from Revere’s death.

After Osler’s death from empyema in December 1919, his wife Lady Osler lived at Norham Gardens for another decade. When she died in 1928, the house passed to Christ Church College, where Osler had been a fellow.

Christ Church sold the house to the University, and for many years it had no distinct use or purpose. Until 1958, it was the meeting place for the Moat Club literary society, of which T S Eliot was a member, and the Newcomer’s Club, a society for the partners of University academics visiting from abroad.

From the late 1950s, the house’s links to medicine were renewed when it became the official home of the University Regius Professors of Medicine.

continued overleaf

←
A close-up of Revere Osler’s graffiti in the attic of 13 Norham Gardens

→
Left: The Library and former study of Sir William Osler

Right: Osler pioneered bedside teaching



Photo by Dick Madin Imaging



Photo courtesy of Johns Hopkins University

The first resident was George Pickering (1904-1980) in 1959, after he became Regius Professor in 1956. Pickering was an important figure in the field of education and, like Osler, believed in bedside teaching. He played a key role in the development of medical teaching at Oxford, centralising the independent departments of postgraduate medicine.

In 1968, Sir Richard Doll (1912-2005), one of the founders and the first Warden of the former Green College in 1979, succeeded Pickering as Regius Professor.

Doll is best known for his epidemiological work proving that smoking caused lung cancer and increased the risk of heart disease. Throughout his career he ran a number of studies establishing the links between health exposures and cancer, which not only turned epidemiology into a rigorous science, but also helped to reverse the smoking trend in the UK.

By 1989, Green College was renting the house from the University and its high-profile medical resident was John Walton (1922-), the second Warden of Green College, known for his research into muscular dystrophy. Walton founded the Friends of 13 Norham

Gardens society to re-invigorate the house's links with Osler.

GTC bought the house in 2001, thanks to generous contributions from the Patrick Trust, the McGovern Fund in Houston, and John P McGovern (1921-2007), a paediatrician and admirer of Osler, who founded the American Osler Society (see panel).

After a further donation from McGovern, Green College refurbished 13 Norham Gardens and established the Osler-McGovern Centre, dedicated to the history of Osler and Oxford medicine.

Though Osler's book collection went to McGill University on his death, the house still contains an extensive collection of books and archive material on the history of medicine, much of which was the legacy of Oxford pathologist and historian Alistair Robb-Smith. It focuses on public health before and after Osler, spanning topics such as penicillin, cholera, the Radcliffe Infirmary, integrated systems of medicine and the global history of leprosy. The Bodleian Library recently archived the collection, and on the first day found more than 50 books that have never previously been recorded in the Bodleian.

Today, GTC is drawing imaginatively on Osler's legacy to establish a variety of academic initiatives and programmes focusing on contemporary medicine.

The College has a renewed interest in Osler's pioneering work with patients as a result of its partnership with the University's Department of Primary Health Care Sciences in setting up the Oxford Institute of Health Experiences (HEXI). The Institute researches a broad spectrum of patients' experiences of health conditions, exploring what it is like to be part of the healthcare system from the patient's perspective.

GTC's expertise in medicine and management have come together to create new ideas and research around 'the business of health'. Central to this is the Management in Medicine Programme which helps young doctors to develop their management and leadership skills.

Under the aegis of Green Templeton, 13 Norham Gardens' links to contemporary and historical medicine continue to thrive. In a very real sense, the house continues the Osler's tradition of the 'Open Arms', now welcoming academics and other visitors to explore Osler's legacy in its library archive and conference centre.



Photo by Nadine Levin

American Osler Society in Oxford

Green Templeton is looking forward to welcoming the American Osler Society to the College and to the Osler-McGovern Centre at 13 Norham Gardens in May 2014, as part of the Society's visit to Oxford.

The American Osler Society is a group of physicians, medical historians, and members of related professions united by the common purpose of keeping alive the memory of William Osler, and keeping its members attentive to the lessons found in his life and teachings.

As well as an 'open house' at 13 Norham Gardens, with an opportunity to explore the library and the book collection and special exhibits celebrating the links between Oxford medicine and North America, the College will be hosting a formal dinner in the Radcliffe Observatory on Tuesday 13 May.

We are looking forward to this opportunity to renew the medical links between Oxford and North America.

CAUGHT ON CAMERA: EVENTS AT GREEN TEMPLETON

The theme of the fourth annual GTC Photography Competition was *Events at Green Templeton College*.

College members were asked to submit original images that capture the academic, social, sporting and fundraising events that make up GTC's lively calendar, from seminars and workshops, to sports events and brunches.

Congratulations to student Charlotte Koldewei (MSc Environmental Change and Management) and to staff member Tayma Cannon, Conference and Events Manager,

whose winning entries are reproduced here.

Charlotte scooped first prize with her black and white image of last December's formal Christmas dinner in the Radcliffe Observatory. The judging panel of fellows, students and staff praised the composition of Charlotte's photograph and the lively portrayal of one of the most traditional of College events, a formal dinner.

Tayma was awarded the runner-up prize for her photograph of senior members of the College – including the Principal Professor Sir David

Watson and Vice-Principal Professor Ingrid Lunt – with GTC Fellow Dr Rebecca Surender as she prepared for her installation as a University Proctor in March this year.

The judges agreed that the image captured a moment of relaxed informality during preparations for a very formal occasion.

The College wishes to thank Dr Elman Poole, a retired neurologist and a GTC Common Room member who is himself a keen amateur photographer, whose generous support makes the competition possible.



←
Charlotte Koldewei's winning black and white shot of a formal Christmas Dinner

↓
A moment of informality captured by Tayma Cannon





The GTC Annual Fund supports a wide variety of activities which bring 'added value' to the College and the experience of students while they are here. Kay Honner, Acting Development Manager, highlights some of the recent projects donations have made possible.

The Annual Fund has been receiving support from our alumni and friends since 2009, and to all who have supported in the past and to all who continue to support it, we extend our heartfelt thanks.

Gifts made to the Annual Fund make a huge difference to the quality of important projects receiving support, and offer GTC students the opportunity to take forward interesting ideas with the help of their peers and of the wider College community.

Projects might include equipment and activities for sports clubs, as well as organising lectures, seminars and other academic initiatives. Funds can also be made available for one-off, College-enhancing facilities or building developments.

So, here's a look at how last year's successful bids have enhanced student experience, and which projects will receive funding during the coming year.

Improving sporting prowess

Last year a grant helped provide coaching, equipment and team development activities for GTC's young and very successful Squash Club.

The Club brought in a professional coach for the first time to train players who range from complete novices through to award winners. The training has helped to establish the GTC Squash Club as one of the strongest in the University, with our Men's team becoming Champions of the Premier Division during Michaelmas Term 2012 and finishing as the number one ranked team in the College Squash League. Our Women's team finished in first place during both Michaelmas and Hilary Terms, and went on to take the 2013 Cuppers Championship.

The GTC Football Club received funding towards a new Club strip, in green, to work alongside the existing strip of navy blue, thus providing a 'home' and 'away' kit to use interchangeably between 1st and 2nd teams. New equipment was also purchased, so the Club is now fully-equipped for training sessions.

The Boat Club also received a grant which meant that over 60 students had an opportunity to be involved in rowing action over the year, with taster sessions being offered to over a hundred Freshers.

Our Women's first eight has been the top-ranked college boat in the Women's Head of the River Regatta for two years running. A GTBC Men's crew recently made it to the finals of the Metropolitan Regatta in their category, held at the 2012 Olympic rowing venue Eton Dorney. The Boat Club is particularly proud of how they make a small amount of funding, relative to other colleges, go a very long way.

Furthering GTC's academic agenda

The Human Welfare Conference 2013 again delivered a world-class programme and was able to use the Annual Fund grant to attract high profile speakers and panel members.

Enhancing student experience

The 'Before I leave Oxford...' board was a great success during Freshers' Week, asking students to think about what they would like to get out of their Oxford experience.

Oxford Union debates, journal publications, conference presentations, picnics, college balls, lasting memories and lifelong friendships: ideas for an ultimate Oxford 'bucket list' with the potential to change the shape of an Oxford experience.

The wall was an easy 'conversation starter' in those first few weeks, helping bring everyone together and strengthening the sense of community. It will make another appearance at the start of the academic year in October.

Funding was again allocated to student personal and professional development courses; for the Student Competitive Conferences and Fieldwork Fund, and for projects for medical students, including the purchase of an additional portable projector which has been especially useful while the Lecture Theatre has been refurbished.

Support for the Clarendon Scholarship continues in partnership with the University, although it is hoped that future scholars will receive support from the Graduate Scholarship Fund, leaving the Annual Fund to support other projects.

Looking ahead to next year

This year, without running the annual Telethon (due to return in 2014), funds were more limited than they have been during the last four years of the Fund's existence.

However, the Annual Fund Sub-Committee, made up of Fellows, students and College officers and chaired by the Vice-Principal Professor Ingrid Lunt, has allocated funding again to both the GTC Squash and Boat Clubs, and to the 2014 Human Welfare Conference.

Funding was also made available for the Student Competitive Conference and Fieldwork Fund and for the personal and professional development courses, all of which bring added value to GTC students.

A grant was also awarded to launch the landscaping and replanting of the McAlpine Quad garden, which will complement the opening of the first phase of the new Advanced Studies Centre in the Walton Building this autumn. Work is due to begin as the *GTC Magazine* goes to press.

All of those receiving grants through the Annual Fund are extremely grateful for the support of our alumni and friends – all bring rewarding and positive results, allowing many of our students to pursue sports and academic initiatives which would not otherwise be possible.

Thank you, again, for your continuing commitment to enhancing the future of students here at Green Templeton.



DONORS TO GREEN TEMPLETON COLLEGE 2012/13

During the last year, an enormous number of alumni, friends and fellows of Green Templeton have given generously in support of the College's aims and activities.

Every gift – however small – makes a big difference to the quality of the Oxford experience we are able to offer to our postgraduate students.

Donations make possible a range of projects which enhance College life, such as investment in academic initiatives and the improvement and development of our buildings and grounds. In some cases, they can mean the difference between undertaking a course of study here at all, as they help the

College to offer vital support in the form of scholarships and bursaries.

The list of names on these pages is based on all gifts received by Green Templeton College between 1 August 2012 and 31 July 2013 and includes individuals, companies and foundations. We thank you all. We have respected the wishes of those who have asked for their gifts to remain anonymous, and we thank them too for their support.

Please note that we have made every effort to ensure the completeness of this list: we apologise for any omissions and ask you to tell us about them.

Individuals making donations to GTC

Mr Gareth Ackerman

Dr Ibrahim Al Bakir

Mr Mohammed Aleem

Mr John Alexander

Professor Billy Andrews

Dr Christopher Ballinger

Mr Projjol Banerjea

Mr Stephen Barclay

Mr Philip Barnard

Mr Paul Barrett CMG OBE

Mr Qiang Bi

Professor Michael Bracken

Dr Paul Brankin OBE

Ms Alison Brimelow CBE

Mr Kevin Burke

Professor Jeffery Burley

Sir Iain Chalmers

Professor Donald Chambers

Dr Richard Chapman

Miss Mihika Chatterjee

Dr Beatrice Clayre

Mr Richard Coe

Professor John Collins

Mrs Dorothy Cooke

Professor Philip Crotty

Professor John Csongradi

Mrs Marian Custance

Mr Michael Dalton

Dr Sean David

Professor Bleddyn Davies

Mr William De Laszlo

Mr Timothy De Swardt

Dr Maya Desai

Mr Marc Desmidt

Dr John Diggins

Ms Sarah Dorfman

Dr T L Dunn

Mr John Dyer

Mr Grant Edwards

Professor Gerald Elliott
(deceased)

Mr Ron Emerson

Dr Stephan Ensminger

Dr Kenneth Fleming

Dr Edward Fletcher

Dr Thomas Foley

Mr Roger France

Professor Keith Frayn

Mr Peter Garnham

Dr David Geaney

Dr Graham Gooding

Mr John Graham

Dr Desmond Graves

Mr Richard Greenhalgh

Dr Jennifer Grenfell-Shaw

Professor Ashley Grossman

Mr Basil Gruter

Ms Irene Grzeslo

Mr Mark Grzeslo

Mr Rick Grzeslo

Mr Feng Guo

Professor Guillermo Gutierrez

Dr Judith Hall

Mr Ted Haywood

Dr Judith Heaton

Mr Kurt Herzer

Professor Terry Hill

Dr Sue Huson

Mr Thomas Judge

Ms Teresa Kaminski

Dr Akinori Kawasaki

Mr Jeff Kelly

Mr John Kelly

Dr John Kerr

Mr Ahmad Khan

Mr Buddhika Kulatunga

Dr Suzanne Lapwood

Dr Bernadette Lavery

Dr Grant Lee

Dr David Levy

Mr You Li

Dr Arthur Lipstein

Ms Tania Little

"I always wanted to travel back to see the College again, but it's been challenging since I now live far away from the UK. Giving is my own way to 're-visit' and engage with GTC annually."

Feng Guo
(MSc Management
Research, 2009)

"The Boat Club was the best experience of my time at Oxford. Rowing united students together around a common purpose and was the basis for life-long friendships, leadership and pride in our college. It has been a privilege to support the Boat Club and it's a great way to give back."

Sean P David MD, SM
(DPhil Pharmacology 2002)

"As a student at GTC, I benefited from the kindness and generosity of others in the community, so I try to do what I can to pay it forward. No gesture is too small, and together, we can make a difference."

Nick Netto
(MSc Evidence Based Social
Intervention, 2011)

Mr Andrew Lo	Dr Josephine Ngure	Dr Lothar Schmitt diel	Professor Sir David and Lady Watson
Dr Martin Lockett	Dr Wright Nichols	Ms Leah Shannon	Dr Penelope Webb
Mr Jian Lou	Dr Paul Nix	Sir Tom Shebbeare	Mrs Joyce Weil
Dr Irvine Loudon	Mr Banji Osunkunle	Professor Bernard Silverman	Dr Sean Whyte
Professor James Lovelock	Mr Roger Parry	Mr Konstantinos Siotos	Professor James Worrell
Mr Kimmo Lunden	Dr Gordon Paterson	Dr Michael Smets	Miss Qiong Wu
Professor Ingrid Lunt	Dr Dan Patterson	Dr Rosemary Stewart	Mr Maksym Yakovlyev
Professor Laurence Lustgarten	Dr Demetris Patsios	Mr Salim Suleman	Mr Steven Yamshon
Dr David Mather	Mr Ken Prior	Dr Rebecca Surender	Ms Josephine Yong
Dr Jacqueline Maxmin	Mr Roger Remington	Mr Richard Taggesell	Professor Theodore Zeldin
Mr Jonathan McBeath	Mr Patrice Rodrigue	Miss Aya Takahashi Nough	Mr Demetrios Zemenides
Mr Philip McCoy	Dr Jane A Rowe	Mr Jacob Tas	Organisations making donations to GTC
Dr Mary McMenamin	Professor Sarah Rowland-Jones	Dr John Templeton, Jnr	Girdlers Company
Sir Andrew McMichael	Mr Franz Ruch	Mr Jeffrey Terry	Hamilton Trust
Professor Michael McVaugh	Mr Keith Ruddle	Dr Marc Thompson	Intel Corporation
Dr Henry Meier	Miss Kaijaleena Runsten	Ms Skaiste Trumpickaitė	JW Laing Trust
Dr Philip Mosley	Dr Gerald Sacks	Mr Conrad Tsang	Kawasaki Gakuen
Dr J Muirhead	Ms Catherine Sage	Mr Wouter-Jan Van Der Wurff	Templeton Education & Charity Trust
Professor Norman Myers	Mr John Sanders	Mr Linjie Wang	Wolfson Foundation
Mr Ramesh Nadarajah	Dr Chris Sauer	The Baroness Warwick of Undercliffe	
Mr Nicholas Netto	Mr Keith Saunders		

SUPPORTING PEOPLE MAKING A DIFFERENCE



At the end of 2012 Green Templeton launched a campaign to support future generations of students studying at the College.

"It's simple: in the global higher education market, we aim to attract the brightest and best graduate students from anywhere in the world to study at GTC, irrespective of their financial circumstances," says GTC Principal Professor Sir David Watson.

"To achieve this, we need to be able to offer full scholarships comparable to those offered by other world-class institutions."

Green Templeton has established a portfolio of scholarships and bursaries across all disciplines, which are funded both from its own resources and through the generosity of its alumni and friends, including the Templeton Education Charity Trust, the Barclay Family Trust, the Annual Fund, members of the

Development Committee, Honorary Fellow Rosemary Stewart, and a donation in memory of Joan Doll.

Some 40 students every year receive support from the College in this way – and in the longer term GTC would like to support even greater numbers of talented students coming to GTC.

This support is increasingly important to many students who want to undertake graduate study at Oxford, as the costs of graduate study rise and the current economic climate takes its toll.

But the recent and projected rises in fees and the cost of living also mean that – without additional funding – the number of scholarships GTC is able to offer at the moment will decline in the future.

The impact of losing scholarships goes beyond being unable to offer support to talented young people, says Sir David: "We risk potentially alienating our funding partners and losing the good-will and reputation we are building through our support for students."

In response the College has committed additional resources to ensure current levels of support until 2018, GTC's tenth anniversary. And it has also launched a fundraising campaign to further secure its core

scholarships portfolio into its second decade up to 2028.

The campaign goal is to raise £40,000 a year over the next five years – or a total of £200,000.

The first year's target was very quickly met by gifts from GTC senior members and, following an appeal to alumni and friends in May, we are already well on the way to meeting the second annual target.

"What would be wonderful would be to establish a strong 'circle of support' from former GTC students to future students to ensure that this important programme flourishes in the future," comments Sir David.

"With the continued support and generosity of all members of our community, I feel sure that together we can help ensure that future generations of talented graduate students can pursue their studies at Green Templeton."

To find out more about the Green Templeton Scholarship Campaign, hear from current scholars how important the support is to them, and for information on how to support the campaign, visit the GTC website: www.gtc.ox.ac.uk/scholarships.

"My past two years at GTC have been incredibly rewarding: I have worked hard, but also had a great time. The GTC Scholarship has helped me a great deal in this, by allowing me to worry less about finances than I know many students must."

Brian Coulter
(DPhil Management Studies)
GTC-SBS Scholarship

"Many thanks for your support in my studies and time at Oxford. It has been terrific thus far and promises to continue to be so. I could not be here without your generosity."

Sean Grant
(DPhil Social Intervention)
Clarendon Fund-GTC
Annual Fund Scholar 2011-2014

"Without scholarship support from GTC, I probably would have ended up studying in the States – not a bad option, of course, but I am thrilled to be exploring abroad and experiencing Oxford's unique traditions. The College's generosity has allowed me to expand my horizons, not only scientifically, but also culturally and personally."

Clio Korn (DPhil Neuroscience)
GTC-Wellcome Trust Doctoral
Scholarship

"I deeply appreciate the chance to be a part of this amazing community, to bond with such outstanding peers, and to develop myself personally and intellectually."

Jessica Richman
(DPhil Management Studies)
GTC-SBS Scholarship

SCHOLARLY REFLECTIONS

Green Templeton assists some 40 students at any one time by offering scholarships to support their studies at Oxford. GTC Management Professional Scholar Dirk Holshausen (MBA) explains how GTC's support has enhanced his academic and social experience during his year in Oxford.

How quickly a year flies by! I arrived in Oxford in August 2012 eagerly awaiting the start of Michaelmas term and in a blur have found myself handing in my final assignment and attending my last class. It truly has been an incredible, life-changing year and wouldn't have been possible without the support of a GTC Scholarship.

After spending six years as a British Army Officer, I moved back home to Zimbabwe and spent time as a management consultant, helping to rebuild companies after a decade of infamous hyperinflation.

Consulting offered fantastic exposure to a broad range of industries, but I knew an MBA would provide a business toolkit that would allow me to make far more of a difference. Oxford's one-year MBA programme seemed to offer a perfect mix of entrepreneurial electives and finance that matched my future goal of bridging the investment gap in Africa.

The last year has certainly provided the broad business knowledge I was hoping for. But beyond that, and far more importantly, the year offered the chance to build an incredible network of friends from around the world. With such a diverse class, discussions were always lively and fascinating and I found that I learnt as much from our classmates as from our professors.

A highlight of the year was co-chairing the Oxford Business Network for Africa and organising our fifth Annual Oxford Africa Business Conference.

The event took place at the start of Trinity term and sold out, with over 400 guests from around the world attending. International heads of state joined us, including the President of Rwanda, along with many of Africa's top business leaders, academics and industry experts.

The Saïd Business School has strong historical links with Africa – the main auditorium is the Nelson Mandela Lecture Theatre, with the Rhodes Lecture Theatre next door – yet despite Africa being home to some of the fastest growing economies in the world, the continent seldom features on the international business agenda.

Playing a role in helping to put Africa back on the Business School's radar

was hugely rewarding. Our Private Equity lecturer even changed one of our classes to focus entirely on investing in Africa – something that had never happened before.

Central to all the experiences of the last year has been the home away from home that GTC has offered. Playing squash with friends on GTC's courts, enjoying the many incredible music evenings, the renowned Bops and exceptional food on black-tie dinner nights will be memories I fondly keep.

In the next few months I will be returning to southern Africa to set up my own firm that will help link international investment with opportunities on the ground.

Many local African firms have sound business models and strong management but struggle to raise the capital they need to grow. With the experience I have gained over the last year, I am hoping I can bridge that gap and play a role in supporting the growth of local businesses.

The GTC Scholarship provided the financial backing I needed to make this dream a reality and I look forward to keeping in touch with the GTC community in the years to come.



↑
There was time for relaxation, as well as study

→
Dirk Holshausen was one of the organisers of the Annual Africa Business Conference 2013



GREEN TEMPLETON – CONNECTED AROUND THE WORLD

As an alumnus/na of Green Templeton, we hope you have happy memories of your time in Oxford and that you will continue to join us in the future for events and celebrations. There are a number of opportunities for you to stay connected with this special place.

Review of the year

Over the past year, the College has hosted events for alumni around the world, offering an opportunity to meet Green Templeton friends old and new.

From the popular annual London drinks reception in February – this year hosted on board the museum ship *HMS Belfast* on the river Thames – to a dinner for New Zealand-based alumni at the Wellington Club (hosted by Honorary Fellow Professor Michael Earl and his wife Alison, with Emeritus Fellow Dorothy Cooke) it has been a pleasure to catch up with former students.

There were further events in March, when the Principal met alumni based in Toronto and Vancouver at a drinks reception and a coffee morning during a work visit to Canada, and in September, when alumni living and working in Singapore enjoyed a drinks reception at the legendary Raffles Hotel.

We are planning to host a dinner during the University's North American Reunion weekend in New York on 12 April next year: details of forthcoming alumni events can be found on the GTC website, and also on page 39 of this Magazine, so please do join us if you can.

Alumni events

Earlier this year, we asked some of our UK-based alumni to tell us what they thought about GTC events by

completing a short online survey. The results show that, overall, you think that our events are very well run and you enjoy coming along.

We also asked you to make some suggestions about future events. The majority of you most enjoy an early evening drinks reception with an inspirational guest speaker and Q&A session, and/or a chance to visit an unusual venue.

We are using this feedback to plan our events calendar, and our next event on 6 November will be a wine tasting at Le Pont de la Tour restaurant in London. There is more information in the events listing on the inside back cover of this Magazine (see page 39) and on the GTC website. Please note that spaces are limited so if you would like to come along, do book your place early.

Invaluable alumni support

The College is very grateful for all the support it receives from alumni, from attending and hosting events, through to gifts to help develop College activities and support current students.

This year, we did not run our now traditional telephone campaign in March, but instead launched a fundraising campaign to maintain vital scholarships for students, with a goal of raising £40,000 a year for the next five years.

There is still time to get involved and you can find more details about the campaign on page 34 of the Magazine.

The Development Office

We are pleased to announce that Ali James will join GTC in early November as our new Development Director,

heading up our alumni relations and fundraising team.

Ali has a decade of experience in alumni relations and fundraising at Jesus College, having established and grown their development function since 2003.

Prior to that, she worked in marketing, communications, events management and graphic design in the higher education and IT sectors. She has a varied educational background with a degree in Art and Design History, a PGCE in Art and most recently she took the Management Acceleration Programme at the Saïd Business School. Outside work, Ali enjoys travel, sport and exercise, music, gardening and other creative pursuits.

Sharing news with us

For the latest news from Development, visit the GTC Alumni and Friends web pages at: <http://www.gtc.ox.ac.uk/alumni-and-friends.html>

And of course, we want to hear from you too!

We are always delighted to hear from GTC alumni and warmly invite you to make contact and let us know your news. Please send any news, updates or messages to Rachel Lindenbaum at: rachel.lindenbaum@gtc.ox.ac.uk.



GTC's new Development Director Ali James

GREEN TEMPLETON ALUMNI BENEFITS

As an alumnus/na of Green Templeton College, you enjoy a variety of benefits, from invitations to events and copies of our publications, to dining rights and the opportunity to book accommodation.

Alumni Events

GTC hosts regular alumni events around the world, including drinks receptions, dinners, lectures and networking events.

In particular, we host a very special Reunion Dinner at the College every September, along with activities including lectures from GTC fellows, tours of the beautiful gardens and the historic Radcliffe Observatory. We hope you will join us – in 2014, the Reunion will take place on Saturday 20 September.

Please visit: www.gtc.ox.ac.uk/AlumniEvents

for a list of forthcoming events.



Visiting the College, Dining and Accommodation

You are welcome to visit the College at any time and we look forward to seeing you when you are next in Oxford.

You are entitled to dine in College (at modest charge) once each term.

To book in for lunch, please contact the Porters' Lodge by email at: lodge@gtc.ox.ac.uk or telephone +44 (0) 1865 274770 and let them know your matriculation year.

For more information on dining, visit the College website and go to College Life, Facilities, Meals.

We also have two guest rooms available which may be booked through Nick Martin in the Accommodation Office: nick.martin@gtc.ox.ac.uk or telephone +44 (0) 1865

274795. Depending on the time of year, it may be possible to book other rooms as well.



General College Facilities

If you wish to use other facilities, such as the library or squash and tennis courts, please contact Alumni Relations Coordinator Rachel Lindenbaum at alumni@gtc.ox.ac.uk.

Magazines and Newsletters

You will receive the printed annual *GTC Magazine* to your home address and the twice-yearly *e-InTransit* newsletter to your email address, so please ensure we have up to date contact information for you.

Careers Advice and Mentoring

If you would like to talk with a member of the GTC alumni community for some advice or mentoring, please contact Rachel Lindenbaum at alumni@gtc.ox.ac.uk.

Update your Details

To ensure you can enjoy the benefits of being an alumnus/na, please help us to keep your details up to date, so we can send you invitations to events and news from the College.

On the reverse of the address sheet enclosed with your *GTC Magazine*, we have added the contact information we have for you. Please check this and let us know if this is incorrect or you have anything to add: you can mail it back to us, or contact us by email at alumni@gtc.ox.ac.uk or by telephone +44 (0) 1865 284556 and we will be happy to update your record.

You can also update your contact details online: go to Alumni and Friends, update your details

We are always interested in hearing from you about where you are and what you are doing. Please share news with us for College publications and the website.

Oxford University Alumni Card

Don't forget that as an alumnus/na of Oxford University, you are entitled to a range of additional benefits.

The Oxford Alumni Card gives you discounts on accommodation, eating out, entertainments, University merchandise and travel. To find out more about the card and associated benefits, visit the Oxford University Alumni website.

The Oxford University Society runs a Travel Programme for Oxford alumni, offering opportunities for educational and recreational travel in the company of other alumni. For more information see the Oxford University Society Travel Programme pages on the University website at www.ox.ac.uk.

For more information regarding alumni relations activities and benefits, contact Rachel Lindenbaum at alumni@gtc.ox.ac.uk, tel + 44 (0)1865 284 556 or visit: www.gtc.ox.ac.uk/Alumni.



Facebook and LinkedIn

Are you on Facebook or LinkedIn? You can now stay connected with College news and events through the GTC alumni groups on both social networking sites.

Visit our Facebook page at:

www.Facebook.com/GTCAlumni

Join the GTC LinkedIn group: go to www.linkedin.com and search for Green Templeton College

CONTACT US

We are located on the first floor of Fellowship House and always welcome a visit.

Ali James, Development Director
(from 5 November 2013)

Rachel Lindenbaum,
Alumni Relations Co-ordinator
rachel.lindenbaum@gtc.ox.ac.uk

Hilary Tonks, Development Assistant
hilary.tonks@gtc.ox.ac.uk

Development Office
Green Templeton College
43 Woodstock Road
Oxford OX2 6HG
E.development.office@gtc.ox.ac.uk
T + 44 (0) 1865 274797

GREEN TEMPLETON MERCHANDISE AND MEMORABILIA

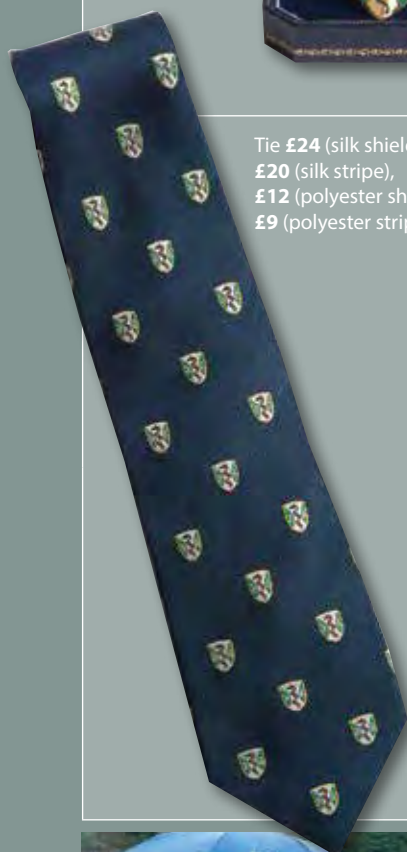
The College has a varied range of gifts featuring the GTC shield for sale, from clothing such as ties, scarves and hooded sweatshirts, to pens, mugs, keyrings and USB sticks. They make ideal gifts or mementoes of your time here in Oxford. A selection of items is featured on this page.



Cufflinks **£16**



Silk bow tie **£22** (shield), **£20** (stripe)



Tie **£24** (silk shield),
£20 (silk stripe),
£12 (polyester shield),
£9 (polyester stripe)



USB stick (4GB) **£6**



Lapel Pin **£2.50**



Tiffany-style keyring **£5.50**



Spring photographic print
by Eva Timothy (unframed) **£30**



Umbrella **£15** and woollen scarf **£26**



Hooded sweatshirt **£22**



Fairtrade cotton book bag **£3.50**

To see the full range of items for sale and to buy any of the items shown, please visit our new online shop at: <http://tinyurl.com/d3enwnj>

DATES FOR YOUR DIARY 2013 – 2014

Saturday 21 September 2013

Alumni Reunion at Green Templeton College

Our annual gathering of GTC alumni and friends at the College during the University alumni weekend, with a special programme of events and activities, followed by a drinks reception and dinner in the Radcliffe Observatory.

Wednesday 6 November 2013

Wine-Tasting at Le Pont de la Tour, London

Please join us at Le Pont de la Tour for a Sommelier-led wine-tasting between 6.30pm and 8.30pm.

The evening will begin with a welcome from GTC Principal, Professor Sir David Watson and will be followed by a tasting of about 45 minutes with the Sommelier guiding you through six specially-selected wines. After the tasting there will be more wine on offer, along with non-alcoholic drinks and sharing platters of cheese, olives, Iberico ham and fresh figs. There will be ample opportunity to circulate and talk to fellow guests.

Please note that space in the Wine Cellar is restricted so regrettably tickets are limited to alumni only on this occasion.

Tickets: £25 per person. Please book online at: <http://tinyurl.com/047nler>

Venue: Le Pont de la Tour, 36d Shad Thames, London SE1 2YE.

Dress: Smart casual.

Wednesday 13 November 2013

Barclay Lecture at GTC

Join us at 6pm for the annual Barclay Lecture when our guest speaker will be Dame Helen Alexander, Chairman of UBM plc, the Port of London Authority (PLA) and Incisive Media.

More details to follow.

The Lecture is supported by the Barclay family in memory of Clifford and Evelyn Barclay.

Venue: E P Abraham Lecture Theatre, GTC.

Registration is essential: please email events@gtc.ox.ac.uk / 01865 284550.

Thursday 21 November 2013

McGovern Lecture

Professor Christoph Gradmann, University of Oslo is our guest speaker for this year's lecture in the history of medicine which is entitled *A Spirit of Scientific Rigour: Koch's Postulates and 20th Century Medicine*.

Join us at 6pm in the E P Abraham Lecture Theatre, GTC.

Thursday 12 December 2013

Varsity Rugby Match at Twickenham

The pinnacle of amateur and student rugby in the 132nd clash between Oxford and Cambridge. Oxford, after three wins in a row, have the momentum – can the Dark Blues do it again?

Kick-off is at 2pm.

Monday 27 January and 3, 10, 24 February 2014

Green Templeton Lectures 2014: *The Tyranny of the Normal*

In 2014 our flagship lecture series will focus on aspects of the medical humanities, with four distinguished speakers addressing the question of 'norms' (including appearance, contentment, behaviour and performance) as they relate to GTC's focus on human welfare.

All lectures start at 6pm. Check the GTC website for speakers and lecture titles as they are announced.

Venue: E P Abraham Lecture Theatre, GTC. All welcome.

February 2014

Drinks reception for alumni in London

Join us for a lively evening hosted by GTC Principal Professor Sir David Watson from 6.30pm. This has become a popular fixture in the GTC alumni events calendar so please book early to ensure your place.

Date and venue to be confirmed: check the GTC website for updates.

21 – 23 March 2014

Inaugural Oxford Asia Weekend, Hong Kong

Next Spring will see Oxford University come to Hong Kong for the first ever Oxford Asia Weekend. For more information, visit the University of Oxford China Office website: www.oxfordchina.org

Sunday 6 April 2014

The 160th Oxford and Cambridge Boat Race, London

Cheer on the Dark Blues from the safety of the Thames riverbank!

Saturday 12 April 2014

North American Reunion in New York

As part of the biennial Oxford University North American Alumni Reunion (11-12 April), we will be hosting a celebratory dinner on 12 April with St Cross, Wolfson and Kellogg Colleges.

Venue and details to be announced: check the GTC website for updates.

28 - 31 May 2014

Summer Eights at Longbridges Boathouse

Enjoy all the rowing action and cheer on the GTBC crews as they race on the Isis! Join us at Longbridges for drinks and a barbecue on race days.

June 2014

Summer Garden Party at Green Templeton

Enjoy the beautiful college grounds, music, entertainers and afternoon tea. Fun for alumni and family, as well as GTC fellows, students and staff.

Saturday 20 September 2014

Alumni Reunion at Green Templeton College

Please join us for the annual gathering of GTC alumni and friends at the College during the Oxford University alumni weekend. There will be a special programme of events and activities, followed by a drinks reception and dinner in the Radcliffe Observatory.

For more information about these events, please contact:

Rachel Lindenbaum,
Alumni Relations Co-ordinator
E: alumni@gtc.ox.ac.uk
T: +44 (0)1865 284556

Or visit www.gtc.ox.ac.uk/AlumniEvents

Please note that all dates and details are correct at the time of going to press but may be subject to change. Please check the Green Templeton website www.gtc.ox.ac.uk for the latest information.



GREEN TEMPLETON COLLEGE | OXFORD

www.gtc.ox.ac.uk

Green Templeton College
Woodstock Road
Oxford OX2 6HG
Tel +44 (0) 1865 274770

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