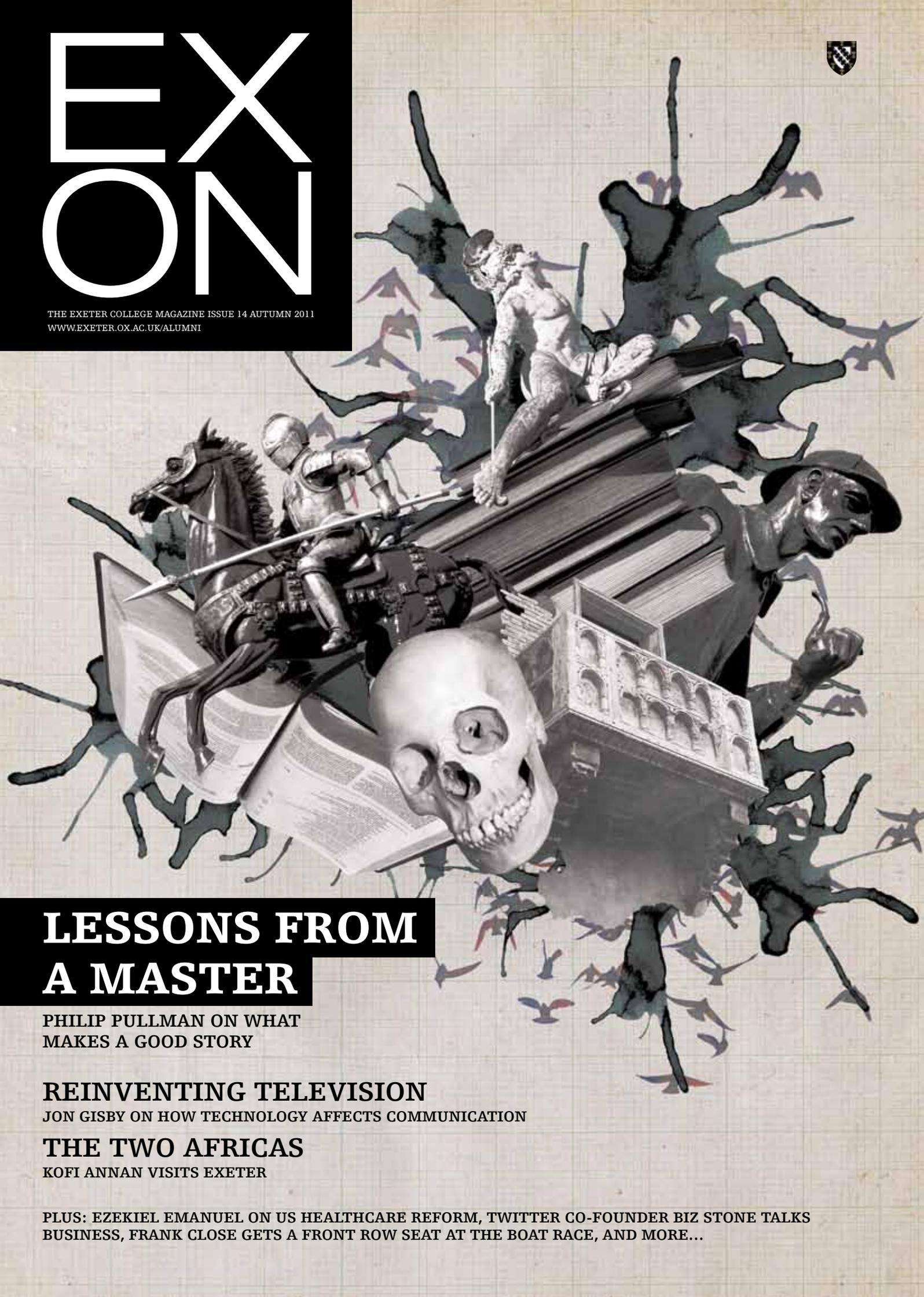


# EXON

THE EXETER COLLEGE MAGAZINE ISSUE 14 AUTUMN 2011  
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## LESSONS FROM A MASTER

PHILIP PULLMAN ON WHAT  
MAKES A GOOD STORY

## REINVENTING TELEVISION

JON GISBY ON HOW TECHNOLOGY AFFECTS COMMUNICATION

## THE TWO AFRICAS

KOFI ANNAN VISITS EXETER

PLUS: EZEKIEL EMANUEL ON US HEALTHCARE REFORM, TWITTER CO-FOUNDER BIZ STONE TALKS BUSINESS, FRANK CLOSE GETS A FRONT ROW SEAT AT THE BOAT RACE, AND MORE...



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# Editorial

Since arriving in post three months ago, I have been aware of a tremendous responsibility to deliver Exon on time and to a standard of which the College can be proud. Punctuality can be measured, but what of quality? The question I have tried to consider throughout has been "what is Exon's purpose?"

To entertain, certainly. Unquestionably to educate as well (in my first meeting with the magazine's long-standing publisher, Jonathan Simmons, I was told that Exon was "unashamedly academic"). But Exon's true *raison d'être* is, I believe, to keep the channels of communication open between Exeter College and her Old Members and friends.

How fitting it is then, as if to keep this purpose permanently in mind, that the theme of this year's Exon should be communication. In a rapidly changing world of blogs and posts, on-demand media and 24/7 news feeds, online petitions and pay-per-view TV, not forgetting newspapers and novels (both available digitally, lest they should fall behind), Exon is contributing a verse. This year the magazine features news of noteworthy College visits from alumnus and author Martin Amis, the co-founder of Twitter, Biz Stone, and the former Secretary-General of the UN, Kofi Annan; details of the University's recently launched online video channel and the new Blavatnik School of Government; and discussion of the future of communication for BAA, newspapers, television, and novelists.

Of course the communication has been two-way. I should like to thank the Old Members, students, and staff who have contributed to this year's Exon, most notably the student interns Matt Stokes, Katharina Neill, and Joel Richardson. I also encourage readers to send in their news and feedback; both are received with pleasure. I hope after reading the magazine you feel entertained, enlightened, and wholeheartedly part of the Exeter community.

Floreat Exon! ♥

Matthew Baldwin  
Communications Officer  
development@exeter.ox.ac.uk

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Managing Editor: Becky Lee  
Assistant Editor: Joel Richardson  
Designer: Gemma Fountain  
Assistant Designer: Sarah Welton  
Exeter College Editorial Team:  
Matthew Baldwin, Frances Cairncross  
Interns: Katharina Neill, Matt Stokes

# Rector's Letter

Frances Cairncross, Rector

It seems appropriate that this year's issue of Exon is built around the theme of communication, since one of the main tasks of the College is to teach and promote the skills that communicating requires. In a tutorial, students have many opportunities – vastly more than in any other kind of university education I know – to learn to present their arguments in writing and in speech. And the best tutors are the ones who communicate to their students a passion and deep understanding of their subject.

This year, their work has borne fruit: we have had the best crop of Firsts for a decade. That is gratifying for our students, and not just because it shows that they are clever and hard-working: some of those don't get Firsts, but go on to do very well in the world. More important, the knowledge that you have a First from Oxford gives a self-confidence that few other achievements can deliver. But it is also gratifying for our tutors. Each year, I am impressed by the amount of effort and energy tutors devote to their students to ensure that they do their best in University exams.

**“The College's 700th birthday is now just three years away. I have now been Rector for exactly 1% of the life of the College, and I feel a certain awe as that milestone approaches.”**

Our students have had other triumphs this year. Perhaps the most striking were on the river. For the first time ever, we had a student in each of three winning University boats: Benjamin Myers in the Blue Boat, Benedict Snodin in Isis, and Rhian Wood in Osiris. But we also had musical triumphs. For instance, Alexei Kalveks led Out of the Blue, Oxford's excellent male a capella group, to the semi-finals of Britain's Got Talent (you can watch it on YouTube). And the Chapel Choir took Venice by storm,

ending a successful tour by singing at mass in St Mark's Cathedral.

Now we are looking forward to two milestones. One will be our occupation, in autumn 2012, of our new site on Walton Street. True, it will be some time before the buildings are refurbished or rebuilt and ready for our students. But we are now choosing and briefing the architect, and so we feel as though we are at last really on our way to creating

We began with a talk on the prospects for Africa by that great Ghanaian and public servant, Kofi Annan, former Secretary-General of the United Nations. We are planning more over the next three years.

We will try to make sure that we continue to communicate with you as both these moments arrive. Apart from this magazine, you receive the Register, a publication with a different flavour and role, intended to be more of a record



our new quadrangle in the heart of Oxford. We want, of course, to fill it with many more activities than it will hold – "It's not the TARDIS," we keep telling ourselves. But that merely adds to the sense of excitement and creativity that this wonderful project generates in us all.

The second milestone will be the College's 700th birthday, now just three years away. I have now been Rector for exactly 1% of the life of the College, and I feel a certain awe as that milestone approaches. We are working on ways to ensure that we greet the next century with suitable ceremony. One part of the celebrations will be a number of lectures by distinguished guests, some of them alumni or friends of the College.

of the passing years, and the Donors' Report. If you are online, we can send you a quarterly electronic news bulletin. This year, we experimented with a short film about the Annual Fund, made by one of our former graduate students who was once herself a television presenter. And we have, in the past year, given our web site a new look. Do let us know if you like it.

We hope that, as a result, you will feel still fully involved in the College and its plans. You are an Exonian for life. You may miss those tutorials and the fun of rowing and singing with other students. But just be grateful that you no longer have to take those exams! ♥



## A Day in the Life of the Junior Dean



From herding Darth Vaders into the Chapel, to tackling harassment, the Junior Dean describes the challenges of her rewarding first year.

**Michelle Fernandes, Junior Dean (2008, Psychiatry)**

When I took up the position of Junior Dean last October, I was convinced that there was little left in this world that could surprise me. Having lived in six cities across three continents, worked 36-hour shifts as a hospital intern, and endured six months of secluded existence during my field work in a tiny village in rural India, I was confident that I had seen it all. Now, however, I am convinced that one of the only certainties in this job is, paradoxically, surprise. Ten months down the line, I live to tell the tale.

Junior Deans are a fundamentally Oxonian concept where senior graduate students are given the responsibility of managing a college's disciplinary and welfare issues in conjunction with the administration. These positions are hard sought after and most Oxford colleges now have at least one Junior Dean. However, juggling pastoral care, committee meetings, fire marshalling, first aiding, disciplinary action, and bop patrolling is as demanding as it is rewarding. I dare say that few have the privilege of witnessing more student acts of resourcefulness, innovation and creativity than a Junior Dean.

To me, a day in the life of a Junior Dean is a testimony to Murphy's Law. For when things can go wrong, they most certainly will, and usually all at once. One of my fondest memories

“When things can go wrong, they most certainly will, and usually all at once.”

(though largely in retrospect) was a “Light Side versus Dark Side” bop in Michaelmas. Essays, November rain and a watchful porter notwithstanding, the bop was a success until the stroke of midnight. And then it began. There was a scurry and a panic, music was being turned off and turned on again, students ran amuck across the grass, some sang, some danced and others wept while an agitated porter and an even more agitated Junior Dean tried desperately to institute some semblance of order.

It was then that the deafening sound of the fire alarm stopped everyone in their tracks. Within minutes, bemused firemen informed the 200 Star Wars characters filling the Chapel that it was a false alarm. But not everyone wanted to leave, as I found Darth Vader at the piano, Master Yoda waltzing with Queen Padmé by the altar, and the pews lined with rows of Luke Skywalker, Princess Leias, Obi-Wan Kenobis, and Han Solos.

However, it is in the less light side to the job – student health, academic problems, harassment and financial

hardship – that I am most grateful for the support of the people I work with: the Rector, Sub-Rector, Chaplain, porters and indeed all the staff of the College. Be it discipline or welfare, at midnight or at dawn, being a Junior Dean is one of the most fulfilling, interesting and eventful experiences I have ever had.

The good-cop, bad-cop routine may not be everyone's cup of tea, but I enjoy my work, getting to know the Exeter College community and helping out whenever I can. My responsibilities as Junior Dean have broadened my horizons and made me think about things very differently. I now realise that there is much more to running a college than meets the eye. The experience has helped me grow as a person and honed my abilities to multi-task, exercise resourcefulness and be flexible to the opinions of others.

On a more practical note, however, there was once a time when I believed that where there is smoke, there is fire. Now, after countless false alarms, I wholeheartedly acknowledge that there is a rather greater probability of toast or cigarettes being involved. ♡



Photo: Eleanor Franzen

From offering support to marshalling Jedi, no day in the life of a Junior Dean is the same

## A Very Exonian Boat Race



Physics Professor Frank Close raises a glass to the success of Exeter's outstanding University rowers.

**Frank Close, Emeritus Fellow in Physics**

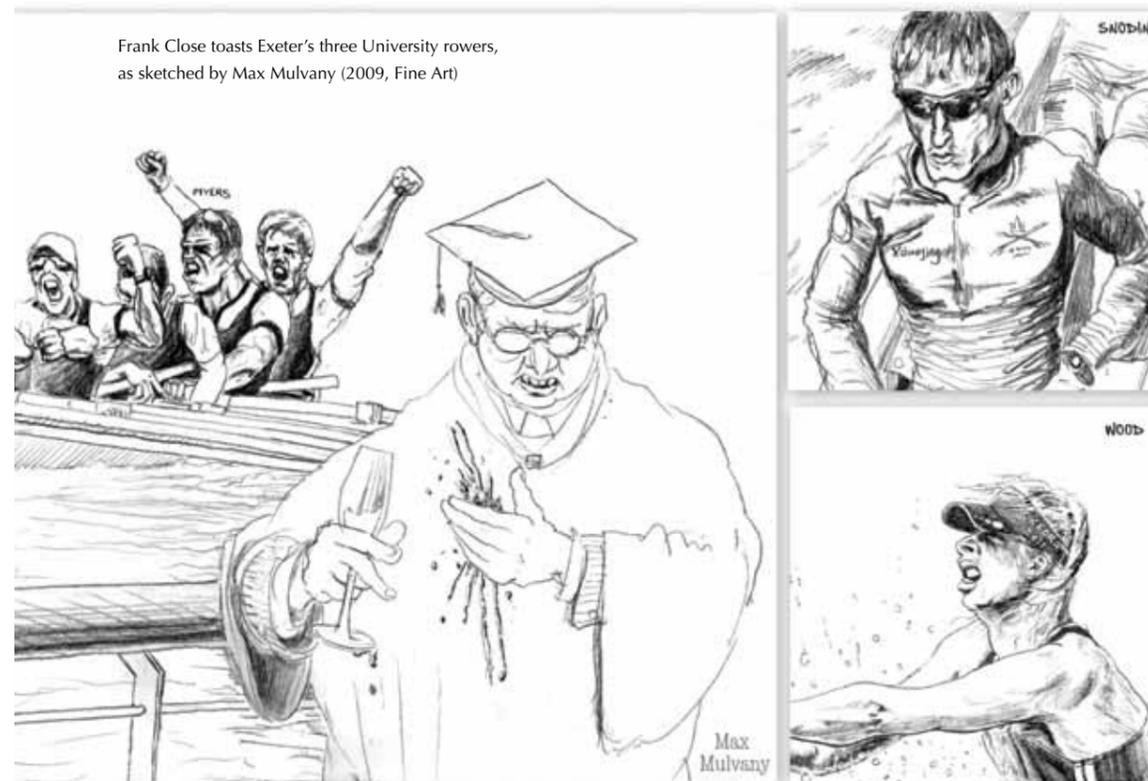
Exeter College was exceptionally well represented in the University boat crews this year. Rhian Wood (2008, Classics and English) rowed for Osiris, Benedict Snodin (2007, Physics) for Isis, and Benjamin Myers (2008, Physics), in the Blue Boat, was also President of the University Boat Club.

better recommendation I decided (to mix a few metaphors) to push the boat out and take the plunge. I had to agree with Mr Clarke's excellent judgment.

Isis and Goldie prepared to begin. The day was cold and breezy, the water choppy. I stood on the deck, poised to photograph Benedict either as he made his first strokes in the race or as the boat

“They're away, and I take half a dozen rapid photos as the crews head into the grey distance.”

Frank Close toasts Exeter's three University rowers, as sketched by Max Mulvaney (2009, Fine Art)



Traditionally, Heads of Colleges with students in the crew join the Chancellor and assorted dignitaries at the Boat Race on a barge moored just 20 metres from the start of the course. The Rector was unable to attend and kindly invited me, as Physics tutor to Benjamin and Benedict, to take her place.

The Chancellor, Lord Patten, greeted us with an optimistic assessment of Oxford's prospects, toasting the anticipated success with champagne. One of the guests was Oz Clarke, whose annual Wine Guide is a regular Christmas present. He took one sip, said, “That's good,” and as one can't have a

sank beneath the waves. Not only did the crew stay afloat, but they were past us at remarkable speed. News came through that Isis had won and we prepared for the main race.

The two stake boats held on while the coxes played chicken – hands up, hands down, not ready, ready. That much can be seen on television. But I soon saw what the television doesn't show: what happens just after the race has begun.

They're away and I take half a dozen rapid photos as the crews head into the grey distance. And then our barge is rocking as a flotilla of powerboats races off in hot pursuit.

I was aware of the boat containing the race referee, together with a couple holding families and dignitaries. But I had not expected the second tranche trying to keep up, the group of military security personnel (the race presents enormous security risks), or the RNLI speedboat.

As the armada surged up the Thames, their wash combined in a way that Physics students will recognise as “resonance”. The resulting walls of water kept hitting our barge, rocking it violently. At three storeys high, with a

well-stocked bar, we were massive. At the start line, however, the stake boats were being tossed to and fro, their occupants in danger of going overboard.

The RNLI boat did an impressive U-turn to rescue them. By the time this dramatic spectacle had ended, the crews were nowhere to be seen. Across the Thames, a huge screen displayed the television image, showing Oxford in the lead. And so it remained. Oxford won. Cue more champagne.

Well done Rhian, Ben, and Ben. ♡



## A Tale of Two Africas



In February the College hosted Kofi Annan as he spoke about the future of Africa. The Bennett Boskey Fellow discusses his speech and the continent's prospects.

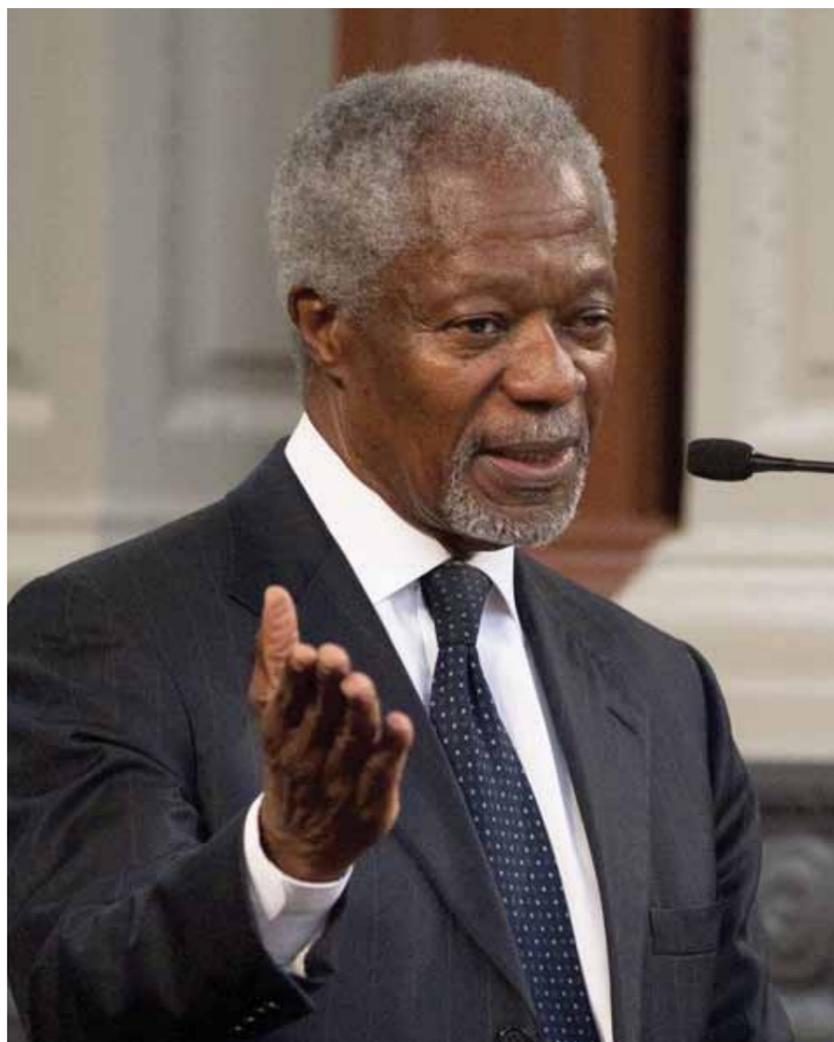
**Christine Cheng, Bennett Boskey Fellow in Politics and International Relations**

**F**or the inauguration of its 700th Anniversary lecture series, Exeter College was honoured to welcome Kofi Annan, Nobel Prize winner and former Secretary-General of the UN. Mr Annan spoke on "The Future of Africa: Challenges and Opportunities" in the Sheldonian Theatre before visiting the College for a formal dinner. A central thrust of the speech was deconstructing the perceptions of the continent in the "developed" world.

When most Westerners think of Africa, the images most likely to spring to mind are those of child soldiers, malnourished children, blood diamonds, and dictators who have been unwilling to give up power. From colonialism to the Rwandan genocide to the spread of AIDS to the exploitation of the continent's vast mineral resources, the story of Africa that has been told in the West has usually been one of victimisation and despair.

This is a narrative that Kofi Annan, a native of Ghana, has long been familiar with. In his speech at the Sheldonian, Mr Annan presented a different Africa: one of economic success and optimism. He made a convincing case that Africa should be seen as "a continent of opportunity – the last emerging investment frontier."

**// When most Westerners think of Africa, the images most likely to spring to mind are those of child soldiers, malnourished children, blood diamonds, and dictators who have been unwilling to give up power. //**



Kofi Annan in the Sheldonian Theatre

You might think that Mr Annan, as an African, is predisposed to see his continent favourably, but here is some compelling evidence (taken directly from his speech) to buttress his case:

- Real GDP in Africa grew by nearly 5% annually between 2000 and 2008 – twice the level of the previous two decades
- According to the African Development Bank, six African countries are forecast to enjoy growth this year above 7%, 15 countries above 5%, and 27 countries above 3%

- Direct foreign investment has soared from \$9bn in 2000 to \$52bn in 2011
- The IMF predicts the continent will have as many as seven of the ten fastest-growing economies in the world over the next decade

These statistics suggest fantastic levels of economic growth spread across the continent.

Mr Annan is not the only one who believes that Africa offers enormous investment opportunities. Stephen Jennings, the chief executive of Renaissance Capital, a research and

investment company, pointed out in a recent talk he gave in Oxford that "detailed analysis by the World Bank, IMF, global investment banks and, most recently, McKinsey & Company, means that there is now little debate on the speed, breadth and other key dimensions of Africa's economic renaissance thus far."

Yet even as Mr Annan was giving his speech on Africa's future of prosperity, the headlines from the continent at the time focused on the then-president of Côte d'Ivoire, Laurent Gbagbo, and his refusal to cede power to his rival, Alassane Ouattara. That country was subsequently plunged back into a brief, but very bloody civil war. For the citizens of Côte d'Ivoire, Mr Annan's optimism would have looked wildly misplaced

And yet these two Africas clearly co-exist. How can the narrative of the optimistic and soon-to-be prosperous Africa be reconciled with that of the dangerous and dysfunctional Africa? Let me offer two possibilities.

The first one comes directly from Mr Annan's speech: there is enormous variation across Africa's 54 nations. Botswana, with its stable democracy and four decades of impressive economic growth rates, receives scant media attention compared to the Democratic Republic of Congo with its stories of mass rape, Coltan looting, and recurring civil war. Stereotypical news stories about the problems of one African country tend to infect people's opinions of the continent as a whole, but curiously, as Mr Annan pointed out, the reverse is rarely true. The fact that good news rarely makes the headlines contributes to our skewed perspective of what Africa is like and how dramatically it has changed, even in the past decade.

But there is also a second explanation that may prove to be more useful for understanding this supposed dichotomy – corruption. Even as the continent has benefited from huge gains in GDP, the distribution of that wealth has accrued



The real Africa?

disproportionately to African political elites. In many (but not all) cases, these elites abused their political power and made themselves and their family members very rich.

**// How can the narrative of the optimistic and soon-to-be prosperous Africa be reconciled with that of the dangerous and dysfunctional Africa? //**

It is these kinds of abuses of power that sow the seeds of future discontent among the young men (and some women) who might consider taking up arms against the government. The utter failure of the state to care for its citizens even while others have grown obscenely wealthy has only perpetuated political

instability and insecurity in some cases.

Nigeria is a case in point. It has experienced sustained real GDP growth for at least a decade, but those gains have not been equitably distributed across society. Indeed, a recent *New York Times* article has suggested that about \$22bn of government oil revenues has vanished into thin air. In the meantime, this fight for resources has led to persistent low-level conflict between well-armed local militia groups and the government in the Niger Delta region.

With new investment coming from China and other high-growth economies, a worldwide commodities boom, and increased political stability, there is ample opportunity for all Africans to benefit from this newfound prosperity. However, the question of whether Africa will ultimately fulfil its potential is best summed up by Mr Annan:

"Wherever people live, they want their voice to be heard, their rights respected, and to have a say in how they are governed. They yearn for decent jobs, opportunity, and a secure future for their children. They believe that the rule of law must apply to everyone, no matter how powerful... It is this generation – their dynamism, their determination and ambitions – which is, I believe, the major reason for confidence in Africa." 

Dr Cheng writes a politics blog at [christinescottcheng.wordpress.com](http://christinescottcheng.wordpress.com)



## Finding the Real America



The North American Travel Scholar gets to grips with corporate law across the United States, but still finds time for tennis and Tex-Mex.

**Luke O'Leary (2007, Literae Humaniores)**

**B**efore coming to Oxford, North America was, in my mind, a continent of stereotypes. Living in Williams House in Oxford allowed me to see deeper, and the aim of my scholarship was to explore American corporate law and experience for myself the culture I had heard so much about from my friends.

The scale and pace of everything in New York is striking; I am accustomed to the hustle and bustle of London but New York is different and it is addictive. My conversations with alumni in the law industry and in finance provided me with a down-to-earth view. In the corporate world, especially in New York, work comes first: long, hard hours and family and social sacrifices must be expected. As long as you are conscious of this and prepared to put in the extra effort, I was told, you can make it to the top.

How to get that career started? On a trip to Cape Cod I received a memorable piece of advice: if you want something, go and get it. This sounds straightforward, but such a go-getting attitude is far more prevalent across the Atlantic. Following this advice in the past nine months has transformed my approach to work, life, and especially the milkround.

My hosts in New York were extremely hospitable, taking me to a box at the US Open tennis and introducing me to the city's nightlife at the West Village pub Kettle of Fish and a midtown jazz bar.

Just as the culture of a US and UK law firm differs, the culture of law firms across the US differs, too. This was conveyed to me by my host in San Francisco, who had started out with a London firm before moving to several locations in the States. Ultimately, I was

told, it comes down to a lifestyle choice. Whilst I am currently desperate to experience the East Coast corporate lifestyle, later in life I might find myself desiring the greater quality of life in San Francisco.

In Boston I attended a class on

Contract Law with a friend at Harvard. The Socratic teaching method was interesting, being similar in some ways to a tutorial. Harvard's enormous endowment means the facilities are top quality – the Law Library alone is a giant four-storey building. This

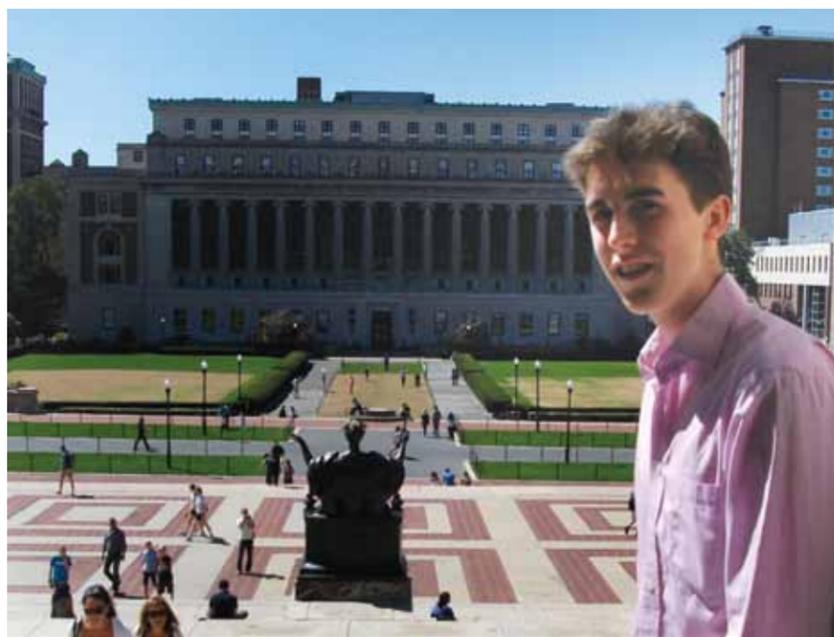
education comes at a hefty price but the quality of it is undeniable.

My penultimate stop had received quizzical remarks along my journey, but Austin provided the most pleasant surprise of the trip, and the real American experience I was searching for. The "Authentic Texan" included Tex-Mex cuisine, College Football,

kayaking on Lake Austin, a Motown gig, a BBQ at The Salt Lick, and a major shooting trip. The sense of local pride that I observed in Boston and Seattle was even greater here, and my host was delighted that a travel scholar had ventured inland.

My final internal flight took me to Washington, DC. Working at Patton Boggs, I was glad to experience DC's vibrant, young professional scene. I was taken to a Nationals baseball game, but the highlight was the morning I came into work out of a tropical rainstorm and was greeted with the words, "Here's an umbrella, we're going to the Hill." The Hill turned out to be Capitol Hill, where I attended a meeting with staffers for House Representatives Spencer Bachus and Phil Gingrey.

I had mixed feelings about returning home. I was leaving behind friends and a country I had come to love, not least because of the hospitality I had received. I would like to thank all the alumni who went out of their way for me. Was American corporate law for me? There are certainly many appealing aspects to it. As the 38th governor of California once said: I'll be back. ♡



Luke O'Leary surveys Columbia University, New York

## Metallic to Medieval: Bringing the US Air Force to Exeter



Between an early morning trip to watch the Royal Wedding and the opportunity to escort Kofi Annan, the Alberta Bart Holaday Scholar takes full advantage of his time at Exeter. **Bradford Waldie (2010, African Studies)**



US Air Force Cadets; Bradford Waldie on the far left

**A** year ago, I took my last look at the vaulted metallic spires that adorn the United States Air Force Academy's celebrated chapel. A few months later, my eyes turned upward again as I admired the soaring spires that define the Oxford skyline. Since that first day, my time in Oxford has been filled with opportunities and excitement that I never expected. Whether it was sporting, academic, or extra-curricular activities, Exeter has been at the centre of a year of unforgettable experiences.

A heavy emphasis on athletics at the Academy instilled an appetite for competition that Exeter more than satisfied. An early introduction to the Boat Club during Freshers' Week and a quick time-trial on the erg landed me on the Exeter Men's Novice Boat and filled my mornings with serene outings on the Isis. The old hands of the Exeter College Boat Club managed to work out the many kinks in our technique and transformed eight new Exonians from novices to Nephthys Regatta champions in a matter of weeks. The chance to represent Exeter out on the river was a fantastic way to start off my year.

Exeter also provided the highlight of my academic experience. As I had

undertaken an MSc in African Studies, the Rector asked me to assist in escorting Mr Kofi Annan around the city during his visit to the College. The multiple opportunities to talk to him about his experiences and his thoughts on the future of Africa are cherished recollections. The sound of the roaring applause that erupted for Mr Annan as I followed him into the Sheldonian Theatre is a memory that will not soon fade.

Finally, Exeter provided a fair amount of fun to round off an already extremely rewarding experience. The bops, balls and Formal Halls all made an already wonderful year even more pleasant. Informal get-togethers with other Exonians were also enjoyable, even when it called for a 3am bus ride down to Westminster Abbey to watch the Royal Wedding. The students of Exeter College are of the most extraordinary quality and our activities resulted in a camaraderie that matched the calibre of friendship I had enjoyed at the Academy.

After only one year my time in Oxford has provided unrivalled opportunities for growth in all areas of my life. Despite years of dedication to my studies, only after completing a Master's degree in Oxford did I finally understand how to

love learning. As I look to the upcoming year and the opportunity I will have to take up another degree programme in Global Governance and Diplomacy, I look forward to another year filled with unparalleled experiences.

I am not the first student to shift my focus from metallic to medieval spires. Thanks to the great generosity and continued kindness of Bart Holaday, Exeter College and the Air Force Academy have enjoyed years of association.

**“The sound of the roaring applause that erupted for Mr Annan as I followed him into the Sheldonian Theatre is a memory that will not soon fade.”**

Without hesitation I can speak on behalf of all of the former and future Holaday Scholars in expressing gratitude to the faculty and staff at Exeter College and especially to Mr Holaday for making all of these opportunities possible. ♡



## Communicating in a New World



A College-funded internship gives Josie Thaddeus-Johns the spark of inspiration needed to move from panicked graduate to digital media professional.

**Josie Thaddeus-Johns (2006, Literae Humaniores)**

In the last few months of my degree I was, like most finalists, a frantic ball of energy, trying to cram as much work as possible into 24-hour chunks. Four years of studying Classics had made me a lot clearer on the significance of women in the Roman imperial family in the first century BC, but hadn't given me a sense of where I could fit into a world of work that was, by all accounts, becoming tough to enter into. With a clear idea of what I didn't want to do, which inconveniently enough seemed to include almost all of the milkround companies, I found myself approaching my finals with a mild panic about what lay beyond trashing.

My first step after returning to London was an internship for Exon at its design agency, Public Zone. I had worked on Isis magazine in my time at Oxford, and had done an internship with British Airways's High Life one summer, so I felt this would be a great opportunity that could give me a chance to work out what else was out there.

Public Zone mainly works with digital clients from charities and governmental organisations, so when I wasn't subediting articles for Exon, I was able to soak up the "new media" atmosphere. Friday breakfast meetings were a real treat, where someone in the company would give an insight into recent developments in their area, and I learned about all sorts: from the creative director's ideas for upcoming pitches to an account manager's take on the ownership of data by social networks. It fascinated me, making me wonder why I hadn't considered a career in the digital world before. I began to feel that looking for work in the traditional media of paper and ink was investing time in the wrong business when my talents, simply by virtue of being young and digitally aware, could be better realised elsewhere. My writing and editing skills began to seem less important, and digital technology became paramount in my job search.



“It's great to know that your work is going to help others, even if what you're doing is only a small part of that process.”



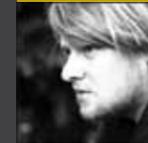
“I learned about all sorts: from the creative director's ideas for upcoming pitches to an account manager's take on the ownership of data by social networks.”

However, one of the great things I learned from working with Public Zone is how important it is to believe in what you're doing. I worked with Horsmouth, an online mentoring forum that allows people to resolve problems by chatting to people who have been through similar experiences. This showed me how the web is uniquely able to connect people. It's great to know that your work is going to help others, even if what you're doing is only a small part of that process.

I was therefore overjoyed when my manager sent me a tweet (how very new media!) telling me he knew of a job at Mumsnet that would be perfect for me. Mumsnet is all about the collective wisdom of parents helping others to overcome parental challenges, although they also do a sideline in asking politicians awkward questions.

I've worked at Mumsnet for six months now, and have just played an integral part in launching Gransnet, which aims to provide advice, support, and representation for the UK's 14m grandparents. I get to use my editorial nous and I'm helping people to help others. It's a great place to work, and they're always on the lookout for people who want to get behind the scenes of a digital revolution. Upon graduating, I had no idea where my path would lead, but it's great to think how quickly things can change. Who knows where it will lead next? ♥

## An Open Tutorial: Morality and Story-telling



Why is giving to charity right? The William Kneale Fellow discusses the controversial links between fiction and moral discourse.

**Antony Eagle, William Kneale Fellow in Philosophy**

Stories needn't display their "fictionality" on their surface. Written in ordinary natural languages, they generally needn't exhibit any distinctive grammar or meaning. One could imagine a naïve but precocious child picking up a copy of *Bleak House* in Blackwell's and mistaking it for a historical work on the Court of Chancery. Their mistake is not one of linguistic competence, but rather that of erroneously thinking that *Bleak House* was believed by Dickens to be factual. Their mistake is to take *Bleak House* to consist of assertions, when it does not.

This rather prosaic phenomenon opens up an intriguing possibility. If grammar and meaning alone are insufficient in determining whether a sentence is an assertion, then perhaps some sentences are, despite appearances, not assertions at all. Perhaps some ordinary discourse is rather more like story-telling than we normally assume.

Some philosophers have thought this about moral discourse – talk about which actions are "right", or "virtuous", or "permitted". While moral claims look like ordinary declarative sentences – "Giving to charity is right" is rather like "Giving to charity is popular" in structure – the aim of making moral claims appears not to involve stating truths, but rather involves motivating certain behaviours. The meaning of "Giving to charity is right" is that there is a certain queer kind of property, rightness, and that a certain type of action possesses it. But when I utter that sentence, I need not commit myself to any beliefs about the existence of such a property – instead, perhaps, I express my motivation to give to charity, and to

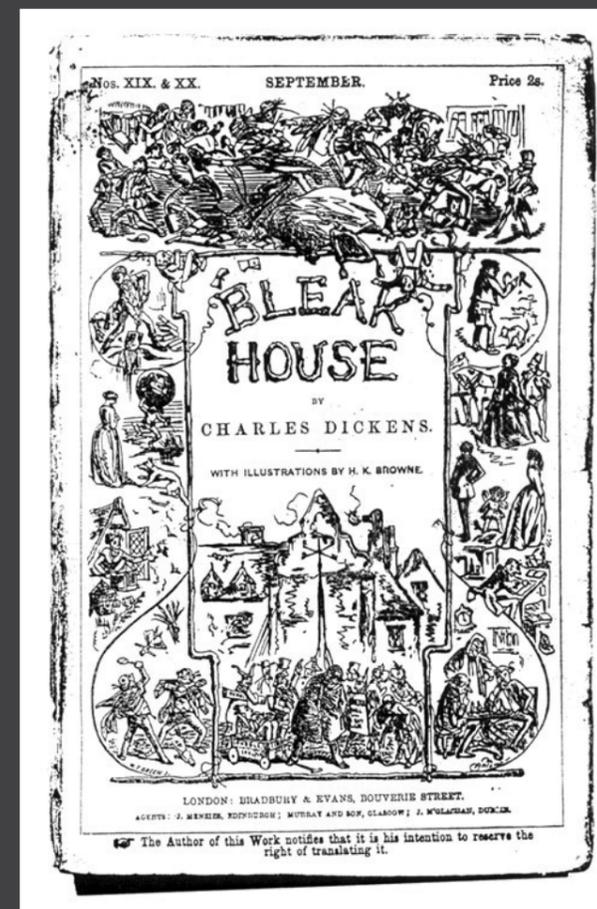
encourage you to share that motivation.

The view that moral discourse is, in some relevant respects, like fictional discourse is called, obviously enough, "moral fictionalism". Perhaps the most pressing problem for the moral

community of hunter-gatherers, where a successful hunter can either gorge himself, thus feeding one member of the community to excess, or share with others, thus granting survival to every member.) But selfish individuals have no personal incentive for such altruism, regardless of the overall outcome. So how could helping behaviour evolve and persist in a community?

Joyce's answer is: because moral judgments claim that certain actions are objectively and impersonally encouraged or forbidden, someone who hears a moral judgment is prompted to believe that certain behaviours are objectively demanded of them. If the actions that are encouraged include the helping behaviours, then making moral judgments will tend to cause the presence of helping behaviour in the community. So – in a nutshell – the practice of making moral judgments in the form of declarative sentences exists because it encourages helping behaviour in individuals, which in turn generally enhances the relative success of communities in which it exists.

This evolutionary account of moral judgments is very controversial, of course. And attentive readers will already be devising objections to the proposal I described. Though I have my doubts, moral fictionalism is a potentially promising way to retain the distinctive grammatical and regulative character of our moral discourse, without committing ourselves thereby to any queer moral facts. ♥



First edition of *Bleak House*, by Charles Dickens

fictionalist is: if the point of moral utterances is to motivate certain behaviours, why do they take the potentially confusing form of a declarative sentence?

Richard Joyce, in his 2006 book *The Evolution of Morality*, suggests that consideration of the evolution of "helping behaviour" can help answer this question. Helping behaviours are acts that are beneficial to others, but somewhat detrimental to the actor. They can be of great benefit to a community as a whole. (Think of



## Valencia and Catalonia: Where a Language Lives on Love



An undergraduate linguist uses the JL Gili Bursary to visit Spain and research the resilience of the Catalan language in the face of oppression and globalisation. **Kent Li (2009, Modern Languages)**

**P**orque la gente lo quiere. "Because the people love it." This is how Señora Selva explained to me the enduring vigour of Catalan when faced with the severe repression of Francisco Franco's dictatorship. I was spending a month of the Easter vacation doing research on the reasons for the survival of Spain's second language, and Señora Selva was one of the most informative Catalan respondents to my questions.

The generous provisions of the JL Gili Bursary in Catalan Studies enable Exeter students to undertake research projects in any region where Catalan is spoken. Following discussions with my tutor, Dr Tyler Fisher, I decided to conduct research on the linguistic situation of the Catalan language during and after the decades of Franco's regime. How did it survive a period when speaking Catalan in public could lead to arrest? To carry out such research, I visited several towns and

cities in eastern Spain – Valencia, Castellón de la Plana, Barcelona, and Girona – to interview elderly, local Catalan

speakers about the language's history in the 20th century.

### Presuppositions about linguistic and political affiliations do not reflect the complex reality.

As a Hispanist and linguist, this research was of paramount significance to me. It allowed me to speak in Spanish with people directly involved in the controversial perpetuation of a repressed language, which not only meant linguistic practice for me but also valuable experience handling highly sensitive matters at the heart of a local culture.

As I collected native speakers' views of the language, I gained insight into the current situation of Catalan. The language itself is bound up in Catalan regionalism, national politics, and even personal identities. I learned that facile assumptions which pit

Catalan speakers against Castilian speakers, or presuppositions about linguistic and political affiliations, do not reflect the complex reality. The official prohibitions of Catalan, as I discovered to my surprise, did not ultimately impede its growth and development. Many Catalan people naturally continued to use the language at home, where their children also learned it. In some cases, people who were kind enough to answer my questions in Spain's parks and plazas did not claim to be exclusively Catalan, but rather both *catalán y español*. At the same time, many of them avidly professed their love for the local culture and language.

In our increasingly globalised world, larger dominant cultures threaten to engulf smaller, local ones. Such cultural erasure also means the disappearance of minority languages. Señora Selva's moving proclamation of the Catalans' love for their language – a love of their cultural heritage – compelled me to reflect on how local traditions endure in our society. In the face of homogenising pressures, they survive only when sustained by the sort of strong affiliation I found among my Catalan respondents.

Several of them fervently identified with their cultural heritage, claiming Catalan to be an integral *parte de nosotros* (part of us).

I would like to take this opportunity to record my most sincere gratitude to the donor of the JL Gili Bursary, the late Elizabeth Gili, who also gave me the contact of a close friend of hers in Barcelona, Amèlia Trueta, without whose help this trip would not have been as rewarding.

Kent Li at Valencia's Las Fallas festival, which pokes fun at modern culture



## Tapping the Secrets of the Universe



The Large Hadron Collider is at the forefront of current scientific research. Graduate student Sarah Livermore introduces her work as one of several Exonians involved in the project. **Sarah Livermore (2008, Particle Physics)**

**I**n the past five minutes, 100 metres below the Swiss-French border, around 500bn sub-atomic particles have been smashed together at nearly the speed of light. Impressive numbers are par for the course here at CERN's Large Hadron Collider (LHC).

For this reason, since I moved here in autumn 2010, life has often seemed surreal, but always incredibly exciting. I will be leaving next spring, when I submit my thesis on the search for new particles which live for such a brief period of time that we have to detect their presence through their unique signature of decay products.

### Exeter is certainly one of the most well-represented Oxford colleges here.

Although the UK is one of the largest member states of CERN, I work with people from across the globe, including Canadians, Swedes, and Spaniards. Most of my work involves writing software to analyse the vast amounts of data flowing out of the detector, amounting to a 40-mile high stack of CDs per year. However, the data are actually stored at computing centres across the world, which are all part of "The Grid". The results are ready a few hours after we send them to these remote computers – and hopefully they will soon contain some exciting new findings!

The LHC and its four particle detectors are in operation 24 hours a day. I work on the ATLAS detector, which requires a team of 11 experts in the control room at all times, and many more on call around the clock. Since I arrived at CERN, I have become trained as an expert on the tile calorimeter, a giant barrel weighing over 5,000 tonnes which lies three metres from the collision point and allows us to measure the energies of certain particles. Working in the control room is a vital job and a great way to learn about the detector operation, although I'm not always so enthusiastic after a night shift!

At CERN we are very aware of the keen interest that the public has in our research, and there are some excellent interactive exhibits and a strong outreach programme. Our dedicated Press Office ensures results are disseminated as clearly, yet as accurately, as possible. This is of utmost importance for allaying fears that the LHC could create black holes.

The Press Office was very busy recently when the ATLAS collaboration suspected that the Higgs boson, the so-called "God Particle", had been observed, but further analysis of the results revealed this to be a false alarm. In the understandable rush to be the first to publish results, findings must still be fully verified before they can be

released. I recently took a group of Greek teenagers to the ATLAS control room. After a brief stunned silence, they soon returned to a non-stop flow of questions, some of which I struggled to answer. Particle physicists of the future, no doubt!

Exeter is certainly one of the most well-represented Oxford colleges here: Professor Frank Close, an Emeritus Fellow, is currently working on the production and study of antimatter and Christina Williamson (2006, Physics) took part in the highly competitive summer student scheme last year. As CERN continues to explore previously untouched realms of high energy physics, Exeter physicists will continue to be at this cutting edge.



Sarah Livermore in front of the Large Hadron Collider



## BizStone@Exeter



The co-founder of Twitter, Biz Stone, visits Exeter College to discuss the web site that is changing the world, 140 characters at a time.

Matthew Baldwin, Communications Officer

**“Y**ou need to be willing to die to live.” Or, in more entrepreneurial terms, “in order to succeed spectacularly, you need to be willing to fail spectacularly.” That was the first maxim from Biz Stone, the co-founder of social networking and microblogging site Twitter, when he visited Exeter College in June.

Mr Stone’s own definition of a successful company, as he described to a fascinated audience in the Saskatchewan Room, was one that could change the world, build a viable business, and have fun while doing it. Mr Stone recently left Twitter to focus on philanthropic activities, but the enjoyment that he took from working on the web site was evident in every moment of his speech. He admitted that from a very early stage he had become emotionally invested in the product; that he wanted to work on it no matter how many people told him it would fail.

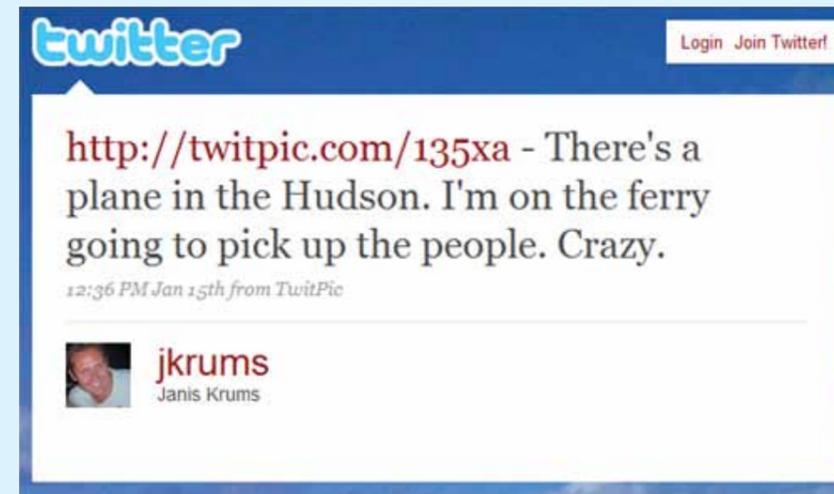
That Twitter has changed the world is equally evident. Its 200m users generate 350m tweets (text-based posts of up to 140 characters) and 1.6bn search queries worldwide every day. According to Pear Analytics, 37% of these tweets are purely conversational, while 40% are pointless babble, but nevertheless the way that the world’s news is transmitted, digested, and even created has shifted radically in recent years. When US Airways flight 1549 ditched in New York’s Hudson River in January 2009, Twitter users had spread the miraculous story around the globe approximately 15 minutes before the mainstream media began to report it. When asked whether he had any objection to Twitter being used for trivial posts such as what people are eating for breakfast, Mr Stone argued that not only should people follow whatever interests them, but that regular tweeting of even the mundane makes people fluent tweeters when extraordinary events unfold. Whether natural disasters or political rallies, people are now used to receiving the

live accounts of witnesses to news events anywhere on the planet. Twitter has even been proclaimed for facilitating revolutions, including in Moldova, Iran, Tunisia, and Egypt, as the discontent of a vociferous few snowballs into mass demonstrations and activism.

Whether Twitter is truly a viable long-term business is more debatable, with some commentators questioning the company’s lack of revenue. Indeed, during a Q&A session after Mr Stone’s speech, the question “how is Twitter going to make money?” was boldly put to him. The answer is that Twitter made improving uptime (the time that a web site operates without outages) its top priority in its early years, ahead of generating revenue. But in mid-2010, after considerable improvements to the infrastructure of the site, Twitter began selling unconventional advertising

**“Mr Stone’s own definition of a successful company was one that could change the world, build a viable business, and have fun while doing it.”**

space. Rather than banner advertisements, Twitter sells the promotion of tweets, trends, and user profiles. In other words, companies can pay to make their Twitter profile more prominent when users browse and search the site, rather like Google’s AdWords. The company made revenues of \$45m in 2010, and is projected to earn \$150m in 2011.



Twitter reported on the Hudson River crash 15 minutes before the mainstream media

In 2011 a private market auction valued the company at \$7.8bn.

In Mr Stone’s speech, he repeatedly spoke of the importance of doing something meaningful, of believing in what you are doing, and of being a force for good. His messages to businesses: that altruism pays compound interest; that the only deal worth doing is a win-win deal; that if you do all right by your customers, your business will

do all right too. Beyond that, Mr Stone expressed his belief in the fundamental benevolence of man; that giving people a tool like Twitter allowed them to prove this every day, whether using the web site to overthrow oppressive regimes, to organise relief during natural disasters, or just to share a joke. “If Twitter was to be a triumph,” he said, “it was not to be a triumph of technology; it was to be a triumph of humanity.”

twitter

**Biz Stone**  
@biz San Francisco, CA  
Co-founder of Twitter, Inc.  
bizstone.com

**Altruism**  
pays compound interest

in order to **succeed spectacularly**  
you need to be willing to **fail spectacularly**

**Tweeting the mundane**  
makes you better prepared for tweeting the **extraordinary**

Photo: Joi Ito

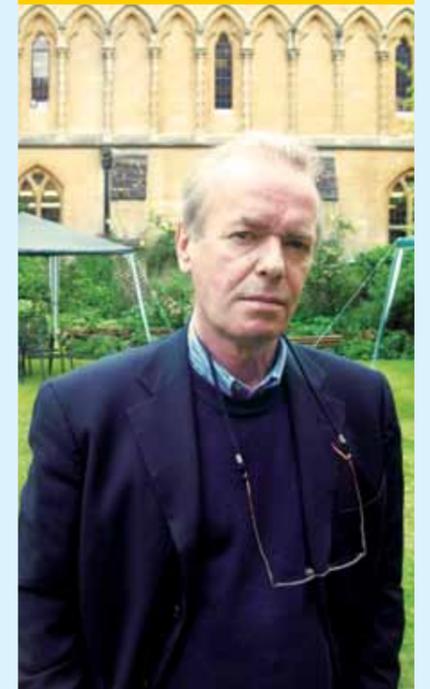
## Inspirational Alumnus Returns



Rhys Maliphant  
(2010, English)

Trinity Term saw the return of the novelist Martin Amis (1968, English) to Exeter College for the first time since his graduation. The author described his experiences as a writer and his often scathing views on literature in general. Surprisingly, the infamously curmudgeonly author seemed more than a little nervous to begin with, but relaxed swiftly and fielded questions from the packed Saskatchewan Room after his edifying speech.

One of the College’s most famous and wayward Old Members, Mr Amis has rarely been out of the public eye since the publication of his debut novel, *The Rachel Papers*, over 30 years ago. He has gained particular acclaim for his “London Trilogy,” including *Money*, which was named one of *TIME*’s “All-Time 100 Novels.” Following the talk, Mr Amis signed books in the Rector’s Garden and mingled with those who hope to be the next generation of Exeter’s impressive literary tradition.



Mr Amis in the Rector’s Garden



## Dancing in the Quads



Improvised jazz and an unusual treat for Exeter College Chapel, as the Turl Street Arts Festival continues to flourish.

**Arthur Sawbridge (2009, English)**

The annual collaboration of Exeter, Lincoln, and Jesus Colleges in Fifth Week of Hilary Term enjoyed another successful year. Despite the ubiquitous posters around Oxford, it was the sound of New Orleans jazz parading through the front quads of the three colleges that finally alerted their communities to the event.

Later on Saturday evening, the Ken Colyer Trust Band, joined by Exonian improvisers after an afternoon workshop, played to a packed (and dancing) Hall, before the crowds enjoyed the newly formed Exeter College Funk Band and the Donut Kings in the Undercroft Bar.

Meanwhile, Jesus College curated an exhibition of work by Turl Street students

and Lincoln staged an original play, *A Row of Parked Cars*. The Exeter College Chapel was also the venue for four exceptional vocal and instrumental recitals, and the Festival's culminating event: an amassed choir of Turl Street students singing Handel's rarely performed *Alexander's Feast* under the baton of Tom Hammond-Davies. ♡

## La Vita è Bella for the College Choir



The scenic villages, lakes, and historical landmarks of northern Italy give Exeter College Choir something to sing about during their latest tour.

**Rhian Wood (2008, Classics and English)**

After a year's break, Exeter College Chapel Choir has been once again touring the world and gaining international fame. This year we went to the Lombardy region of Italy and stayed in a small town called Lazise, just a few hours away from the historical cities of Verona and Venice. Here we were warmly welcomed by the extrovert Franco: owner and chef extraordinaire of our hotel for the week, *Albergo da Franco*.

On a day-trip to Verona, after enjoying *gelati* and admiring the Roman amphitheatre and medieval architecture, we performed a concert at the Santa

Anastasia church which was met with much applause. The following day we spent the afternoon on the beautiful peninsula of Sirmione where we discovered the Scaliger castle and the remains of a Roman villa coined the Grotto of Catullus, and swam in the clear blue waters of Lake Garda. In the evening, we gave a concert in the village of Castelnovo where the local *prete* had advertised our coming by means of a megaphone stuck out of his car window. Our performance was met with a standing ovation and heartfelt congratulations from an old

member of their church choir, particularly for our rendition of Rossini's *O salutaris hostia*.

Later in the week we sang mass and a concert at the local church in Lazise and concluded our tour by participating in one of the many Sunday masses taking place in the breathtaking St Mark's Cathedral in Venice. Here we were greeted by two members of the Choir's very own Oxford fan club: Helen Orchard, Chaplain of Exeter College until the end of Hilary 2011, and the College Bursar, William Jensen. All were delighted to see them and they listened rapturously as we sang Charles Stanford's *Beati quorum via* and Poulenc's *Salve Regina* in the Cathedral's fantastic acoustic environment. Many thanks to our organ scholar, Joshua Hales, for his hard work before and during the tour. We look forward to just as much fun next year! ♡



St Mark's Cathedral in Venice

## New Graduate Accommodation Opens



Following its official opening, the residents of Exeter House are making the most of their new home.

**Barbara Havelkova, Exeter House Warden (2008, Law)**

Students, staff, and alumni gathered in east Oxford in October 2010 to witness the official completion and opening of Exeter House. This dedicated graduate accommodation is located on the Iffley Road, directly opposite undergraduate

Regular social events are organised on the site by the Exeter College MCR, such as movie nights, seminars with Exeter College Fellows, barbecues, and parties. //

accommodation at Stapeldon House and close to the University's sports facilities. It was formally opened by Mark Houghton-Berry (1976, Literae Humaniores) and his wife Meganne.

The Exeter House complex was designed by Anthony Pettorino, a young and rising Oxford-based architect. Over a period of two years, two Victorian houses and a former chapel and school building were redeveloped and five new blocks were built around three quadrangles. The complex offers accommodation to 110 graduate students in single study-bedrooms, the majority of which are en-suite and grouped into apartments with shared kitchen and dining facilities. Flats for couples and small families are also available. The residents of Exeter House further benefit from communal kitchens,

two common rooms, laundry facilities, bicycle racks, and extensive landscaped gardens including a cloistered quadrangle. There is a Porters' Lodge and on-site Warden to increase security and further the collegiate atmosphere. Regular social events are organised on the site by the Exeter College MCR, such as movie nights, seminars with Exeter College Fellows, barbecues, and parties. Exeter House offers the collegiate ideal of a sociable, supportive, and protected environment in which to live and study.

The redevelopment of the site cost £7.5m, a large part of which was financed by the generosity of Exeter's alumni and friends. Generations of Exeter's graduate students now have bright and modern facilities to enjoy, putting the College at the top of the league for accommodation. ♡



Clockwise, from top right: the architect's design; the completed building; students enjoying their new garden; benefactor Mark Houghton-Berry (1976, Literae Humaniores) formally opens the redeveloped Exeter House



## Lady Bannister Opens Renovated Gym

James Misson (2010, English)

The College was delighted to welcome Sir Roger Bannister (1946, Physiological Sciences) and Lady Moyra Bannister through its doors during Trinity Term. A lucky handful of students witnessed Lady Bannister unveiling a commemorative plaque in the refurbished College gym bearing her name. This was followed by a relaxed photo opportunity with the sporting legend and his wife, along with his son Clive (1977, PPE) and grandson Conrad.

Sir Roger is famous not only for being the first athlete to run the mile in under four minutes in 1954, but also as a distinguished neurologist: a welcome testament to today's students that a successful balance between academic and extracurricular life is indeed possible.

“Sir Roger is famous not only for being the first athlete to run the mile in under four minutes in 1954, but also as a distinguished neurologist: a welcome testament to today's students that a successful balance between academic and extracurricular life is indeed possible.”

Lady Bannister was thrilled to have the subterranean gym named after her, and had specifically requested the installation of a ballet bar. The new treadmill and rowing machine will ensure that athletes of all varieties are well catered for. ♥



Photo opportunity with the sporting legend and his wife



## Football

Joshua Brocklesby (2009, History)



The promotion-winning team

ECFC had an exceptionally successful season, securing a promotion to the Premier Division for the first time in its history. The fact that the first team retained only seven players from last year was more than compensated for by a promising intake of freshers.

We were initially unsure of what to expect from a team with so many new faces. However, with impressive kit and equipment from our newly-acquired sponsors, Origin, a hard-fought victory over St John's in the opening match of the season filled us with optimism. Magdalen handed us our first defeat, and established themselves as our fiercest rivals. We finished Michaelmas Term in second place, but at a substantial disadvantage to Magdalen.

Hilary Term witnessed the best term of college football produced in my time here. We met Magdalen again, apprehensively conscious that only an ECFC win could prevent our opponents from lifting the title. It was a fantastic game, attended by the President of Magdalen himself, but one in which he was to be disappointed. Our 4-3 triumph extended our winning streak to five games and, now two points behind Magdalen, put us within touching distance of the title. Sadly it wasn't to be. We dropped points for the first time in 2011 with a 2-2 draw against LMH, and despite a spirited 3-0 victory over Corpus Christi/Linacre, ultimately finished a point behind the champions, Magdalen. Nevertheless, the prospect of top-tier college football next term is an exciting one.

“Hilary Term witnessed the best term of college football produced in my time here.”

Unfortunately we must bid farewell to a number of our most talented and loyal servants, including Joe Knox, Luke O'Leary, and our former captain, Adam Halewood, who between them have amassed a remarkable 120 caps. We are grateful for the efforts of all our leavers. However, the future seems bright, and we hope next year brings not only new challenges and faces but also new achievements! ♥



## Rowing

Charlie Howell (2008, Literae Humaniores)

Although it is easy to have forgotten Michaelmas by June, the year started well for the Boat Club with the Men's IV winning its events at Nephthys Regatta and Wallingford Head. Exeter fielded five novice crews: we met Trinity in the Men's Novice final of Nephthys, avenging the 2009 crew's defeat against that college with a comfortable win. Unfortunately the Women's Novice As faced the eventual winners early on. Similar bad luck and a few well-timed crabs prevented progress past the second round of Christ Church Regatta, despite memorable performances from both Novice B crews.

“The Novices ended the term on a high, rowing over as the fastest novice college crew at Head of the River.”

This year's Hilary Term was an improvement on last year's – a gross understatement for the Women's squad, whose two Vllls both rose on the charts, the first VIII bumping into Division One and earning blades along the way! Faced with numerous challenges throughout, the Men were content to have held position after seven races at the top of Division Two, although the lower boats slipped several places.

The Novices ended the term on a high, rowing over as the fastest novice college crew at Head of the River.

Trinity Term was even more of a mixed bag. Due credit goes first to the Women for their two bumps in Summer Eights despite an early klaxon on the first day, but both Men's crews got spoons. They will be back with a vengeance next year.

Special mention must go to Exeter's three returning squad rowers, all of whom rowed in Summer Eights – Rhian Wood, Ben Snodin, and Ben Myers (in Osiris, Isis, and the Blue Boat respectively) – and also to Chris Arnold, the Women's Coach, who withdraws from the position this year. ♥



The blades-winning Women's First VIII



## Rugby

Tom Blight (2009, PPE)



Another successful season

We have managed to become one of the most successful college sides in the University, while retaining the social atmosphere that has come to be associated with the club.

We triumphed in all ten of our league matches, a first for Exeter, which also led to a double-promotion from Division Three to Division One. We rarely looked back after setting the tone for the season by turning up with around 30 players for our opening game against Jesus. Notable high points in the league matches include a last gasp victory against St Peter's, after trailing with 15 minutes left to play, and impressive wins against both University and St Catherine's – two of the real heavyweights of the collegiate league. Our second victory of the year over Worcester sealed our unbeaten record and granted us our second promotion.

“We triumphed in all ten of our league matches, a first for Exeter, which also led to a double-promotion from Division Three to Division One.”

The Cuppers Tournament unfortunately brought us back to earth; an initial two-week break because of cancellations meant we were underprepared to face Brasenose in the quarter-finals. We battled hard but were ultimately defeated in a match that was far tighter than the result would suggest.

Special mention must go to Dugald Macdonald, Sam Hitchings, and Tom Hatfield, who all represented the University this year, and our President, Robbie Cowan, who scored a try in the Rugby League Varsity Match. Thanks go to all our leavers, who have formed the backbone of the team this year, and who will be sorely missed.

We are extremely excited about next year and are confident that a strong batch of freshers will step up to new challenges and ensure that the progress instigated by our leavers was not in vain. ♥

## Keeping Oxford Exceptional



Helen Watson, Fellow by Special Election, explains the decision to raise fees and discusses what this means for the poorest students.

**Helen Watson (1988, Music), Director of Planning and Resource Allocation, University of Oxford**

Much media coverage was generated by the publication in July by the Office for Fair Access (OFFA) of the 2012/13 home undergraduate fee levels and related "Access Agreements" of 123 English universities. OFFA is the public body charged with promoting and safeguarding access for all to higher education. An "access agreement" with OFFA is required from each and every publicly funded university or college wishing to charge more than the government's basic fee. It must set out intentions in terms of outreach, financial support for students and so on. These requirements have actually been in place since OFFA was founded and the first "variable" fees were set for 2006/7, with a basic level of £1,000 and a maximum of £3,000 (figures

which have been raised each year with inflation). But they returned to prominence in November 2010, when the Government announced a new base fee level of £6,000 for 2012/13 and an upper cap of £9,000, which could be charged in "exceptional" circumstances, together with a reshaping of the student loans system.

OFFA's data reveal that over a third of English universities have set a basic £9,000 fee for all courses, including all of the Russell Group and all except one member of the 1994 Group. So "exceptional" circumstances appear to have pertained fairly widely.

This has come about largely because we have seen a radical reduction in public investment in higher education. The October 2010 Comprehensive Spending Review saw funding for research being frozen, while in other areas the sector faced a £2.9bn reduction in higher education funding, phased in over the four years to 2014/15.

At Oxford, our fee setting was informed by calculations which indicated that the University would need to charge a fee of £8,000 a year to each cohort of home/EU undergraduates from 2012/13 onwards simply to make up for this loss of public funding. And that would still not include the cost of any additional spend on access. Competition law ensures that universities cannot communicate on the subject of fee setting, so we cannot know what discussions took place across the country. However, in terms of the loss of government funding, we know that all institutions are in a broadly similar position.

At Oxford specifically, our world-class education system means that only half the costs of an undergraduate education have ever been met by the combination of fees and government funding. The new system does little to change things. In agreeing a fee, the University's Council noted that a lower fee across the board would simply increase the reliance on cross-subsidy and endowment, to the detriment of other activity. It was also noted that a decision to charge less than the highest fee to those students who can afford it would be an effectual undifferentiated

subsidy to all home/EU undergraduates regardless of household income.

The decision to charge the maximum permissible fee offers the opportunity to provide generous support to those students who need it most. This commitment is reflected in the figures published by OFFA. Oxford's average fee, after fee waivers and bursary support for lower income groups are taken into account, will be £7,549 – the third lowest in the Russell Group. On current data, one in six students would receive a fee waiver and a quarter would receive a bursary. And these numbers are likely to increase – our commitment to widening access to Oxford from under-represented groups is reflected in our commitment to spending to promote access. At 50% of additional fee income, that will be nearly double the average for all English universities. ♥

## Blavatnik School of Government Unveiled



A generous donation from Leonard Blavatnik funds a pioneering new institution.

**Alexander Barrett (2009, PPE)**

In today's inter-connected world, governments are facing increasingly complex challenges. Economic crises, social upheaval, and rapid technological change make for difficult policy dilemmas requiring a global approach. No surprise, then, that public servants and politicians are, to a greater extent than ever before, looking for a training that provides an understanding of both global context and a wide range of subjects, in order to arm them with the skills and abilities needed.

As a result of this demand, and a major donation from US industrialist and philanthropist Leonard Blavatnik (one of the most generous donations the University has ever received), Oxford is opening the Blavatnik School of Government. It will welcome its inaugural class in 2012 on the School's Master's degree course in Public Policy. The one-year course will focus heavily on practical policy applications and skills that can be directly applied to governmental or non-governmental work.

In light of this, one might be surprised by the breadth of the course, which takes an interdisciplinary approach, recognising that leaders now have to understand science and medicine as well as a full range of subject areas, including philosophy and history. However, the energetic new Academic Director of the School, Professor Ngaire Woods, points out that these areas are taught with practical applications very much in mind. The philosophical arguments underpinning many modern policy debates such as universal healthcare are explained, whilst a basic understanding of science and medicine is vital for critically assessing many conflicting policy options, from environmental sustainability to health and education policies.

The School will eventually be located on the Radcliffe Observatory Quarter. Oxford has long had a history of training future leaders, boasting 26 Prime Ministers and over 30 other world leaders. With this new School, it appears that there may be many more to come. ♥



The generous benefactor





## New Pro-Vice-Chancellor on Fundraising, Alumni, and Getting Books to Children



In October 2010 Professor Nick Rawlins became the University's Pro-Vice-Chancellor for Development and External Affairs. Here he discusses his impressions of the role so far with **Mark Gilbert (2008, Mathematics)**

**MG** When you became the University's Pro-Vice-Chancellor for Development and External Affairs, what did you hope to achieve?

**NR** I came in when the University was about to announce it had raised £1bn for the Oxford Thinking campaign. The landscape looked challenging and I wanted to make sure we didn't stop there. I thought it an extraordinary opportunity to change the future of the University, and I wanted to be involved.

**MG** What have you achieved so far?

**NR** The achievement is a team achievement. Half of the money raised for the University campaign has come through the college side. My success, I hope, has been enhancing the links between colleges and the University.

**MG** What do you enjoy most about the job?

**NR** Meeting amazing people. Also the small things – when things just go right. For example, the University runs a residential summer school for children from schools that wouldn't normally send pupils to Oxbridge. A lot of these schools have very limited libraries, so I asked Oxford University Press to provide the students with books. "It would be a pleasure," came the reply. In terms of a £1.25bn campaign, that's not a big deal, but to those pupils, and to me, it meant a lot.

**MG** As an associate head of the Medical Sciences Division and a Fellow at Wolfson, how do you balance the Pro-Vice-Chancellorship with your other responsibilities?

**NR** The Pro-Vice-Chancellorship is the main drive of what I do. I try to keep a day a week for the lab, and give occasional tutorials because I enjoy it and there are certain areas where I've got added value. In terms of lectures and

scientific meetings, I have to be exceptionally organised to make time for them.

**MG** Why is Oxford's relationship with its alumni so important?

**NR** Our alumni are our public face; if they don't know, understand or like what we do, that seems to me a mistake. They are an extraordinary source of ideas and support, some of which is financial (alumni contribute around half of what comes into the fund). Our alumni are also a huge part of what we offer our current students, and maintaining those connections is essential.



Nick Rawlins

**MG** Why is fundraising so important to the University?

**NR** Since its foundation the University has depended on philanthropy. Today, even with other sources of income, the University spends around £80m a year of its own resources in order to preserve its world-class standards of education.

**MG** What are the challenges and benefits of fundraising within a collegiate university?

**NR** The collegiate system creates a sense of belonging – a shared experience

that you want people to enjoy – which can facilitate fundraising. But colleges, faculties, museums, and libraries can start to compete for funds. We try not to tread on one another's toes and to offer something for everyone. Whatever the interest, the University has a relevant campaign. The key is making sure everyone can find the campaign that suits their interest.

**MG** How do you see Oxford's role in the world?

**NR** The University has huge outreach. There are the students that the University teaches from around the world. Then there are research programmes, some of which employ hundreds of people overseas. Oxford University Press extends that outreach to millions of readers: just think what OUP contributes in terms of English language teaching. You only have to look at the number of global leaders who spent time at Oxford – around 30, of one sort or another – to see how far-reaching Oxford's contribution is.

**MG** How do you see the University within the city of Oxford?

**NR** You walk through Oxford and the University is all around you. The University and OUP are two of Oxford's biggest employers; the museums attract millions of visitors each year; thousands of the University's students are part of organisations that interact with the local community. At every level there is great collaboration between the University and the city. It brings Oxford to life. People come here from all over the world. These fascinating people – students, tourists, academics, and business people – are constantly renewed, and that is why Oxford will never become dull. ♥

## We Bleed Dark Blue: Women's Rugby at Oxford



The President of the Oxford University Women's Rugby Football Club discusses the sport's growth, reputation, and future after a year of mixed fortune.

**Victoria Elliott (2007, Education)**

**"R**ugby? Not proper rugby? With tackling and scrums? For girls?" This is a fairly typical response when I tell people what I do with my spare time. Yet rugby is one of the fastest growing women's sports in the country; last year England hosted the World Cup and finished runners-up to the All Blacks. Unsurprisingly, Oxford is ahead of the curve; the 25th Women's Varsity match will be contested next year in Dark Blue territory. Rugby has been a major part of my life at Oxford, and since October 2010 I have been part-time Education DPhil student, part-time President of the Oxford University Women's Rugby Football Club.

Our team is at something of a disadvantage: the opportunity to play rugby at school is a rare one for girls, and many of our recruits are complete novices, learning to pass backwards, run forwards, and tackle hard. We bond quickly, especially among the forwards – after grabbing hold of someone else's waistband to bind them tightly, it's hard to be stand-offish.

The OUWRFC committee has breathed new life into Cuppers, with clusters of colleges designed to ensure that there are enough teams for matches. Exeter's conglomeration, the Eagles, came second this year, and I

look forward to the day when Exeter women can dominate the most vibrant tournament ever.

I shall not be among them, though – both my Oxford career and my rugby career are over. The latter is due to a torn cruciate ligament, snapped in training. Looking after the club from the side of the pitch has made for a challenging and sometimes frustrating season (chasing bullocks off the Marston pitch springs to mind!).

Continued training, despite the pain, earned me my Blue as a Varsity sub – the proudest achievement of my four years at Oxford. One thing is for sure: women's rugby is definitely proper rugby. ♥



On the charge



OUWRFC in action





## Eccentricity Exhibition



The Museum of the History of Science, on Broad Street, displays inventions from some of Oxford's less conventional alumni.

**Matt Stokes (2010, Modern Languages)**



Photo: MHS

The type bars and manual for the impossibly intricate Chinese typewriter

“There was never a genius without a tincture of madness,” said Aristotle. Neither, one can safely say, has ever been lacking amongst the dreaming spires. Most of us will have experienced an Oxford eccentric – the oddball student, the whimsical College tutor or the idiosyncratic Librarian – and this year Oxford’s Museum of the History of Science, next door to Exeter College in the Broad, has dedicated a small but fascinating exhibition called “Eccentricity” to some of these people.

On show are some of the stranger objects from the museum’s collection which – like many of their inventors – are rather unconventional, and therefore rarely exhibited. For example, three Oxford inventors, not content to limit their use of mechanical technology to clockwork, developed a mechanical fly trap, a pigeon-race timer, and a “bird-scarer”; another, Stanley Jevons, created the “logic machine” – a keyboard which could supposedly answer any question and which some consider to be an (albeit rather distant) precursor to the computer.

Also on display is a collection of several typewriters amassed over the

years, none more eccentric than the Chinese typewriter, fitted with thousands of tiny squares, each with a different character. Contemplating learning to touch-type on this contraption, however, made me glad the technology didn’t catch on.

**“Most of us will have experienced an Oxford eccentric.”**

The exhibition also chronicles the lives of some of Oxford’s most famous eccentrics, such as Charles Babbage, who was constantly ridiculed for never managing successfully to build any of his remarkably forward-thinking inventions. Another is Frederick Soddy, who rewrote Descartes’s Circle Theorem in the form of a poem and thereby usurped the name, creating “Soddy’s Theorem”. It is hardly surprising to learn of Charles Dodgson’s scientific eccentricities when we realise that he also wrote, under the pseudonym Lewis Carroll, a book as eccentric as *Alice’s Adventures in Wonderland*.

It is only fair that Oxford’s eccentrics should have their time in the limelight:

who knows, after all, whether in 200 years an Exonian currently flicking through the pages of this magazine might themselves be the subject of a similar exhibition? ♥



Lewis Carroll is one of many featured eccentrics in the exhibition

## Oxford on YouTube



The University of Oxford celebrates the launch of an online video channel. **Christopher Eddie, University of Oxford Public Affairs Directorate**



The first step for a future Exonian?

In October 2010 the University of Oxford took a further step into the world of online media with the launch of [youtube.com/oxford](http://youtube.com/oxford) – the University’s own YouTube channel. It follows the huge success of iTunes U, a distribution system that has allowed Oxford to reach an audience of millions by posting online videos of lectures, museum exhibitions, university tours, revision sessions, master classes, debates, and much more. Within two years of its launch, more than 10m videos were downloaded from the University of Oxford section of iTunes U. We hope that the YouTube channel will mirror this achievement.

The content on both sites overlaps, but the University hopes to attract a wider range of viewers to the Oxford YouTube site. iTunes U is particularly popular with current students and graduates, and is often regarded primarily as a source of education rather than more broadly information and entertainment. YouTube, on the other hand, is more popular with teenagers and so presents an opportunity to reach prospective students. Already among the most popular videos on the

Oxford YouTube site are “How to apply” and “How to choose a college”. These colourful, informal animations explain the application process, and are particularly helpful to students who come from schools and families that are not familiar with the process. Viewers can explore the University and experience lectures, and thus prospective students who are unable to attend an Open Day can still glimpse what it would be like to study at Oxford. The YouTube channel therefore helps the University to attract disadvantaged students and overseas students alike.

The site is expanding, with plans for more videos targeted at current and prospective students, such as study skills lessons and discussions on student life. The channel will also be of interest to anyone who wishes to stay in touch with developments at Oxford. We are developing a project which will show the immense wealth of art and artefacts that are not on public display in the University’s museums, and further lecture series and talks by famous speakers will follow. ♥

## How to Write the Bible

**Tim Hele (2007, Chemistry)**

This year sees the 400th anniversary of the King James Version of the Bible, which the Bodleian Library commemorates with an exhibition bringing together for the first time many of the original artefacts used in the translation process.

The earliest known attempt at a translation of the Bible into English – Old English – was in approximately 1000AD, when scholars inscribed an earlier illuminated Latin manuscript (the Vulgate) with English words above the original Latin, leading to a literal rather than idiomatic translation. As the centuries progressed, the first full translation of the Bible into English emerged in the 1300s with the Wycliffite Bible, probably written in Oxford. The “Great Bible” of 1539 is also on display at the Bodleian’s exhibition, although it seems to be more concerned with politics than piety; on the title page Henry VIII is more than twice the size of God and surrounded by adoring crowds shouting “Vivat Rex” and “God save the Kinge.”

The King James Version (there is no evidence it was originally called the Authorised Version) was compiled by roughly 50 scholars, including Thomas Holland, erstwhile Rector of Exeter College and an ardent opponent of Catholicism (see page 49).

Printing such a large and complex work was fraught with difficulty. Errors were common in early editions, and the Bodleian shows an extremely rare copy of the “Wicked Bible” of 1631, where Exodus 20:14 reads “Thou shalt commit adultery.” Most were burned.

The enduring legacy of the Bible is also presented, including Handel’s conducting copy of *Messiah*, and a first edition of *Paradise Lost*. More than anything, the exhibition shows the rewards of sustained and detailed scholarship, something that is just as relevant today as it was in the times of James I. ♥



# How to Tell a Story



Looking beyond literary pretensions, the author of the *His Dark Materials* trilogy and *The Good Man Jesus and the Scoundrel Christ* explores the art of story-telling. **Philip Pullman (1965, English)**

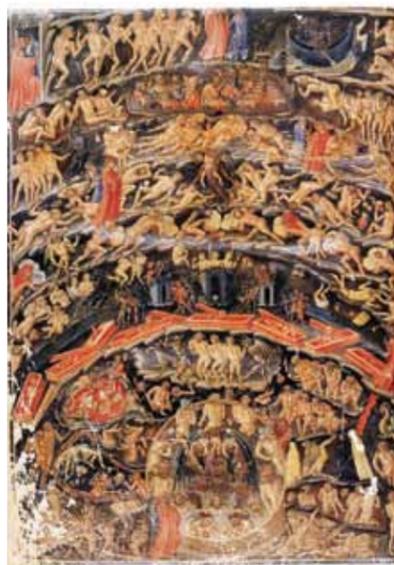
I should point out that the title of this piece is not “How to write a novel.” I can’t tell you how to do that, because there are as many ways of writing good novels as there are good novels. Some good novels are also good stories, but some are not, and some good stories are not novels at all. They might be plays, or films, or folk tales. My concern here is stories rather than novels, though if a good novel also happens to be a good story, so much the better. As for whether a book can be a bad novel but a good story, that’s another question entirely.

If you want to tell a good story, the first thing to do is make sure you have a good story to tell. You don’t have to invent every story you work with; and in fact if you choose a story that has already been entertaining people for hundreds of years, you’ve got a fair chance of making it work. As for where to find one, there are plenty of good stories in the great treasury of folk tales and mythology, not to mention Shakespeare, not to mention the Bible. You can tell Bible stories without believing in God: after all, no-one expects the teller of a story about Apollo to believe in that deity; and Yahweh is too interesting a character – capricious, vindictive, and sentimental – to ignore. And don’t forget that the origin of your story is only that: a starting-point. *Romeo and Juliet* went on to become *West Side Story*, but it had passed through several other incarnations before it was *Romeo and Juliet*.

“If you want to tell a good story, the first thing to do is make sure you have a good story to tell.”

I spoke about choosing a story, but quite often, in fact, we don’t choose the story: it chooses us. We find ourselves drawn to it without knowing why. We circle around it obsessively; it won’t leave us alone; we have to tell it or

burst. If we don’t always consciously choose our story, however, we can still choose how to tell it. If we’re like most clever people our first efforts will be complex and knotted and full of striking literary effects, just to demonstrate how brilliant we are, how unlike other less gifted and interesting writers. To put the



From top: *Inferno* – *The Divine Comedy* by Dante (Bartolomeo Di Fruosino); *The Canterbury Tales* by Geoffrey Chaucer; illustration from an antique edition of Shakespeare’s *Plays* (London 1839)

cap on our originality, we’ll tell the story in the present tense. No-one else has ever done that.

Once we’ve got that literary spasm out of our system (and it gets us all at first) we’re free to deal with our next story in a more effective way. We’ll know that’s starting to happen when we begin to find the events in the story more interesting than our own gifts. I say the events, because that’s what stories are made of. They’re not made of moods or memories or impressions or metaphysical speculations or deep studies of character; novels, and great novels, may be made of such things, but stories aren’t. Nor are they made of words, though poems are. Stories are made of things happening. You could say (I often do) that the best way to tell a good story is to think of some interesting events, put them in the order that best brings out the connections between them, and then relate them as clearly as you can.

A skilful story-teller will also know at which point the story begins, which isn’t necessarily with the first event. After all, the events that make up *Hamlet* begin with the murder of Hamlet’s father by his brother Claudius. That was the initiating event, wasn’t it? Didn’t that set everything else in motion? Well, yes, but think how much better Shakespeare’s opening is. Some sentries guarding the castle are waiting apprehensively in case a ghost, which they’ve seen before, appears again. And it does. It’s the ghost of the late king, and... Well, we know what happens next, but we still want to see it happen, every time. And when we finally reach that murder, which happened before the beginning of the play, it’s made even more impressive for us because by that time we know that the murderer is watching as it’s acted out in front of him. We know what Claudius doesn’t, and we can hardly wait to see what he’ll do when he sees his own crime depicted before the whole court.

That’s a good example of what I mean by putting interesting things in the best order. Why, it’s almost as good as

Alfred Hitchcock.

How does a good story-teller keep our attention throughout a story? Largely by making every action, every event, have a bearing on the main shape; by seeing the connections that exist between this event and that one, and by helping the audience to see them too. This is as true of great novels like *Middlemarch* or *Bleak House* as it is of great short stories like Conan Doyle’s *The Adventure of the Speckled Band*, and of Homer’s *Iliad*. The literary art, to read what critics say about novels these days, is largely a matter of writing beautiful sentences. The story-telling art is different.

There’s one other thing I want to say about story-telling here, and that has to do with description and atmosphere. It’s important, because it has a bearing on the nature of the event you’re relating: a murder in a back street is not the same sort of thing as a murder in a senior common room; a journey made by moonlight is different from a journey made in the blaze of noon. I’m all for

atmosphere, but that doesn’t mean the more description the better. Sometimes a phrase or two is enough, but if we want the audience to see things (and Joseph Conrad thought that was the most important thing to aim for) we have to offer them something to see. The question is how much, and when to stop. I like to bear certain questions in mind when writing a scene: who is present? Where are they? What time of day is it? What’s the weather like? Where’s the light coming from? The point is not to treat it as a checklist and diligently answer every question, but to remember that things like that are useful in helping the reader see what we’re describing.

When we’ve told a few stories with reasonable success (at least, without everyone we know begging us to stop) we might begin to see what sort of story-teller we are. I was very lucky: I was able to tell stories to the children I was teaching at a time when my mind was still elastic enough to notice things and adjust them, and when no-one

“A murder in a back street is not the same sort of thing as a murder in a senior common room; a journey made by moonlight is different from a journey made in the blaze of noon.”

in authority had forbidden me to do it. I learned a great deal, not least that I can tell adventure stories but not domestic ones. I also learned the enormous value of telling stories that are good in the first place. If I had to do it all again, I’d still start with Homer. Few people have ever told stories better than he did, and he’s been out of copyright for a very long time.



The Great Red Dragon and the Woman Clothed with the Sun (a William Blake illustration for the Book of Revelation)



## Writing the World



In 2010 Amy Sackville received the John Llewellyn Rhys prize for her debut novel, *The Still Point*. Here she explores what story-telling means to her.

**Amy Sackville (2002, English Studies)**

**R**ight at the beginning, so we're told, was the Word. And then more words followed the one Word, and more, a great cacophony of a world, a never-ending story, always revised, retold, reworked with every teller. Human beings tell stories; it's what we do, to make sense of things. Not just the grand narratives, but every little metaphor, joke, anecdote, lie; identities, memories, histories, relationships: these are the stories we write all the time. And this is the process that interests me as a writer: how do we use language to understand ourselves; how is our world not just described by stories, but constituted by them?

For me, writing is about this attempt

to make sense, and it is also about interrogating the possibility of adequately doing so. It may be that a simple, linear narrative will not fit; that our experience, our identities, our realities, are plural, fragmented, complex; so we go on inventing new forms in which to tell our stories, but the impulse, I think, remains the same.

A story is nothing in a vacuum; it must be told, to someone. Whether it's a poet singing myths to his listeners with his lyre, a satirist passing his pamphlets to a select coterie, a novelist writing for an unknown stranger curled up on the sofa with a paperback (or cramped into a train with their Kindle), or, indeed, a

blogger drip-feeding a narrative to their online audience... The mode of communication may change, and will go on changing, and certainly a story is shaped in part by its medium and by its reception. But in any form, story-telling is, I think, an attempt to capture experience so that we can communicate it to another, however fleeting the impression. Even if the gaps and the omissions and the inconsistency form part of the weave, even if it's a tatty and snagged thread that we must work into a holed and puckered fabric, we are compelled to keep spinning our yarns. And there's another metaphor; that's another story. ♥



Illustration: Gemma Fountain

## Story-telling in a Crisis: Getting the Right Message Out



Nigel Milton, Director for Aviation, Policy, and Political Relations at BAA, assesses the struggle to communicate during last winter's snow crisis.

**Nigel Milton (1990, Jurisprudence)**

**O**n 16 December last year, BAA received weather forecasts of snow at Heathrow Airport. The airport's operational teams were confident they could cope – a press release had been issued a few weeks earlier trumpeting the size and efficiency of the snow plough fleet. Two days later, the Christmas plans of hundreds of thousands of travellers were in tatters as the unprecedented rate of snowfall on 18 December overwhelmed the airport's snow-clearing capabilities and the world's busiest international airport closed down.

The independent inquiry that was set up in the aftermath found significant operational weaknesses but it also concluded that the situation was exacerbated by "unclear and uncertain communications caus[ing] incorrect signals and messages to go to airlines [and] passengers." So what went wrong and why was BAA unable to get the right messages out?

As anyone who regularly uses Heathrow knows, this wasn't the first time the airport had experienced significant problems. But in reality, this scale of disruption is rare and each crisis is completely different. Many of the lessons that had been learnt from previous crises were, in fact, applied very well during the snow. For instance, the difficulties surrounding T5's opening had shown the importance of BAA taking responsibility for events early on, even though the smooth running of

Heathrow depends on many different stakeholders. Passengers do not want to see a big public squabble about who was to blame. So BAA took the decision to accept responsibility and apologise to passengers. Inevitably, this meant BAA became a scapegoat and airlines took every opportunity they could to lay the blame at the operator's door, with Virgin even announcing it would be withholding its airport fees until after the inquiry.

The T5 crisis had also taught BAA the importance of opening up all of its communication channels quickly to provide round-the-clock information. So, when the snow crisis hit, the communication teams sprang into action. Call centres were activated to take customer calls. Tweets and Facebook statuses were furiously typed. Links with government officials were activated. Extra resources were drafted in.

If all the communication channels were running so smoothly, why was there so much criticism of BAA that it was not communicating clearly with passengers and airlines? Although BAA was talking (and apologising), it was not in control of all sources of information and some of the messages that were being communicated were no more helpful than: "contact your airline for more information." The key thing learned from this crisis is the need to get quality information out there. BAA was not helped by over-optimistic operational reports which resulted in several changes in plans to reopen the airport.

This lack of clarity in terms of information became one of the key reputational problems. The airport as a whole did not have a clear picture of the flight timetable to provide to passengers. This was not rectified until overnight on Monday, when a BAA team created the first reduced-capacity schedule in Heathrow's history. This started to draw the sting out of the story.

**// Passengers do not want to see a big public squabble about who is to blame. //**

Once the story had been rolling for a few days, the media coverage of the crisis started falling into a well-established pattern: while the actual event was covered in detail by the broadcast media, the print press wanted to discover fresh angles and went off on tangents to find them. With normal operations resumed, the spotlight started to shine on the chief executive, Colin Matthews, and his remuneration, at which point BAA decided to announce that he would be forsaking his bonus because of the crisis, making £10m available for new snow-clearing equipment, and launching an inquiry into the matter. Finally BAA had regained control of the media agenda. ♥



Photo: MTaylor848



# A Message for the Medium: Stories in an Internet Age

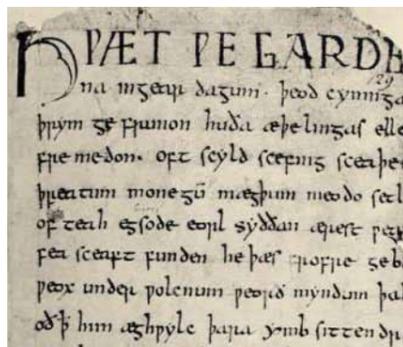


Former Channel 4 Director of Future Media and Technology, Jon Gisby, presents a digital revolution in story-telling, and examines how broadcasters are trying to keep up. **Jon Gisby (1987, History)**

You never forget a good story-teller. They may be a pub raconteur, an award-winning author, a campaigning journalist or (just maybe) an Oxford don. They thrive on the connection with their audience, tailoring their stories and the way they tell them based on instantaneous reaction. Over the last 500 years, technology has helped them to reach bigger audiences. The printing press, radio, movies, and television have ensured their stories are recorded for history, and shared and enjoyed by millions. But story-telling at scale has diminished the connection with each member of the audience. Digital technology has the potential to reinvent this connection by combining the reach and diversity of print and broadcast with intimacy, interaction, and participation.

Broadcasters are working hard to determine how best to tap into this unprecedented opportunity. At their core, media companies (and broadcasters in particular) strive to find the best story-tellers in every possible genre and help them reach the widest possible audience. Channel 4's founding remit reflects this well: to find voices and stories that were not being heard and help them to get on air. Its unique model has delivered some of the UK's most compelling, creative, and commercially successful programmes of the last 30 years. At the core of the organisation is a select group of commissioners who work with great story-tellers, of both fact and fiction, to bring their often challenging narratives to the mainstream. The process is deceptively simple: a schedule is shaped, often up to two years in advance, briefs are written, proposals submitted, and a lucky few are commissioned. Once the programme is broadcast it hopefully garners enough viewers to earn the money needed for next year's budget, and (in Channel 4's

“Story-telling and technology have always gone hand in hand.”



case) makes some constructive trouble to inspire change.

Behind the contracts, edit suites, and ad breaks, there is real magic in the creative process. The commissioning teams are alchemists, often fusing together producers and directors, writers and production crews, on-screen talent and technicians. This process can't be bottled because it relies on febrile and fragile ingredients: creative ideas, relationships and team dynamics, and often large-scale operations. The outcome is rarely predictable. Great narratives can be poorly told, or not resonate with the audience, while weaker ones can sometimes become hits. The only general truth seems to be that the most outstanding content has often had the least audience research, and is unlikely to be part of a prevailing Zeitgeist. Instead it draws its impetus from the vision and passion of a handful of story-tellers.

Story-telling and technology have always gone hand in hand. From cave paintings to Gutenberg's presses, the Coronation to 3D dinosaur documentaries, the best technology available has been harnessed to maximise the reach and impact of the content. Part of my role at Channel 4 was to explore the latest technological innovations to ensure that our content remained engaging and relevant for an audience that was increasingly online. This meant making our programmes available via the internet, experimenting with digital services and games, and using social media such as Facebook to get closer to our audiences.

Our first priority was making our programmes more available. Until fairly recently, television was transmitted into people's homes using technology first invented in the 1920s. Digital technology is far more versatile, and the internet in particular has enabled viewers to watch content on demand. Channel 4 has long been a pioneer in this area, becoming the world's first

broadcaster to put all of its programmes, including its archive, on the open internet. This generated and fed a voracious appetite from our viewers. Last year, more than 300m programmes were watched on 4oD, a service which didn't exist at the start of 2007. For some of those titles, around a third of those in the audience are now only watching the content via their computers.

But distribution of existing shows was not enough – because the audience's expectation of what the content should be is changing. To understand this best, we need to look backwards. Some of the earliest television dramas were stage plays filmed from the front row of a theatre. But as dramatists understood what broadcast television could deliver, they created drama tailor-made for the medium. Shortly afterwards, *Coronation Street* and *Doctor Who* appeared.

We therefore experimented with digital services and games by nurturing a new generation of story-tellers who were not traditional programme makers, but who were passionate about the creative potential of the internet. Our focus was providing complementary material for our main shows. Our *1066* online game, for example, was launched alongside a

“The journalists on Channel 4 News have started using blogs and Twitter, discussing stories and leads with individual viewers.”

drama-documentary about the Norman invasion. It was played more than 10m times in its first seven months, often by an audience that can no longer be reached by history documentaries. The web site for *Embarrassing Bodies* has now become an invaluable medical encyclopaedia, live online clinic, and a hub for a compassionate and self-supporting community. *Battlefront* enabled a select group of teenagers to bring their campaigns to national attention via social networks and a series of TV programmes, and provided an online tool kit for thousands of others to do the same.

Finally, we explored how social media could help us get closer to our viewers, and particularly our fans. Social networking sites are making audiences more visible and vocal, and their opinions harder to ignore. There are now more than 3m fans of *Skins* on Facebook.

“With every technological shift we reinvent how stories are told.”

All of them are eager to get as much material as they can about the show; some of them actively suggest storylines and music; each of them is contactable by the show's writers and actors. The journalists on Channel 4 News have started using blogs and Twitter, discussing stories and leads with individual viewers. And for some of Channel 4's shows, the majority of the audience is

simultaneously using social networks via laptops or mobile phones. Sites such as Twitter and Facebook are therefore enabling programme makers to gauge the reactions of their audience in real time in ways that would have been familiar to Shakespeare watching the groundlings from behind the proscenium at The Globe.

Story-telling is as old as civilisation, but with every technological shift we reinvent how stories are told. We are still in the early days of digital technology but its impact will be profound. It is enabling stories to be created and shared in new and more powerful ways, and it is becoming possible to interact in real time with an audience of millions all over the world. In short, story-telling is becoming participative again. For this reason I passionately believe that the best stories of our lifetimes are yet to come.

## Embarrassing Bodies

WATCH NOW ABOUT SERIES & EPISODES OFFICIAL SITE HEALTHCHECKER

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## Philanthropy in the Fee-paying Era



Exeter's Director of Development explains how the new tuition fee charges will not change the College's need for support from its next generation of alumni.

**Katrina Hancock, Director of Development (1998, Earth Sciences)**

Exeter depends on philanthropic income to subsidise the costs of undergraduate education. The tutorial system is the most intensive and valuable form of education in the world, but also one of the most expensive at around £16,000 per student per annum. As government funding is gradually phased out, student fees will typically rise from slightly over £3,000 to £9,000 in 2012. Neither the funding nor the fees comes

close to covering the true cost. Nevertheless, students who incur tuition fees may feel that they have paid for their education and therefore "owe" their college nothing further. Despite assurances that the average graduate earns more over a lifetime than the average non-graduate, these students will feel poor as they start to repay their debt.

In light of this, many think that the next generation of alumni will be less willing to give back, but experience with the youngest generations of alumni at Exeter, together with established trends in America, suggests this will not be the case, provided that the College approaches fundraising in the right way while students are at College and when they become alumni.

First, Exeter students need to be aware that the College and its benefactors are subsidising not only those on bursaries and fee waivers, but every single student. Every student benefits from sponsored tuition, subsidised accommodation and activities, along with the added value of the collegiate community, because a previous generation has made it possible. Students should graduate with an understanding of this social contract that exists within the Exeter family: each generation helps take care of the next.

Secondly, students and young alumni need to understand the cumulative impact of modest annual giving. That many do understand this is already demonstrated in Exeter's annual Leavers' Gift: a hardship bursary funded by

graduating students. A generation that has felt the impact of fees will understand the pressure this places on students and, given the right motivation, will want to help alleviate the burden. However, there will probably be a lag before this cohort can make significant gifts, so the College must encourage

**"This year, 57% of Exeter's newest alumni made a gift, despite paying fees."**

participation and regular, cumulative giving that will have a greater long-term impact. To do this, Exeter should

continue to build a genuine two-way relationship with its young alumni, actively supporting and engaging them in the years after graduation.

This year, 57% of Exeter's newest alumni made a gift, despite paying fees. Although the income generated is not yet prodigious, their participation rate is. By engaging each new generation of alumni, and maintaining that relationship, the College can expect to see high participation in every year group in the future with, perhaps, a shift in the value of giving so that it peaks later in life: low value giving for the first ten years, slightly higher giving in the form of monthly donations after that, and then peaking around 35 years after graduation when student debt and the majority of other responsibilities are discharged. The abolishment of the mandatory retirement age may even result in prolonged high-level giving as alumni continue to draw a salary into their 70s and beyond.

This is not just a dream, it is the model that private not-for-profit institutions in the USA exhibit despite their (even higher) fees. They find that, provided their students had a recognisably valuable experience and were aware that their education was subsidised, they will give back quickly and substantially in order to "repay" their education and to ensure that the next generation will also be supported. I hope and believe that Exeter's students – the next generation of alumni – will want to do the same. ♥

UNDERGRADUATE DEGREE	
TUITION FEES <sup>1</sup>	£27,000
3 @ £9,000	
MAINTENANCE LOAN	£16,500
3 @ £5,500	
INTEREST RATE	8%
RPI <sup>2</sup> + 3%	
<b>SUBTOTAL</b>	<b>£50,800</b>
GRADUATE JOB	
SALARY	£23,000
REPAYMENT <sup>3</sup>	£0
INTEREST <sup>5</sup>	£2,540
MANAGERIAL JOB	
SALARY	£43,000
REPAYMENT <sup>3</sup>	£3,800 <sup>4</sup>
INTEREST <sup>5</sup>	£4,064
EXECUTIVE JOB	
SALARY	£66,355
REPAYMENT <sup>3</sup>	£4,064 <sup>4</sup>
INTEREST <sup>5</sup>	£4,064
DISCRETIONARY CHARITABLE DONATION...?	

<sup>1</sup> WHERE HOUSEHOLD INCOME IS GREATER THAN £42,600  
<sup>2</sup> RPI AT TIME OF GOING TO PRINT IS 5%  
<sup>3</sup> AUTOMATIC LOAN REPAYMENTS ARE 9% OF SALARY ABOVE £23,000  
<sup>4</sup> LOAN WILL BE WRITTEN OFF 30 YEARS AFTER GRADUATING IF NOT PAID OFF EARLIER  
<sup>5</sup> AFTER GRADUATING, INTEREST RATES RANGE FROM RPI TO RPI + 3%, DEPENDING ON PERSONAL INCOME. AMOUNTS SHOWN ARE BASED ON A TOTAL DEBT OF £50,800 AND DO NOT REFLECT FURTHER INTEREST THAT MAY HAVE ACCRUED POST GRADUATION

## Not So Different, After All



The College and its age-old rivalries unite students and alumni during 2011's record-breaking Telethon campaign.

**Katharina Neill (2010, Classical Archaeology and Ancient History)**

When I first applied for the job as a student caller for Exeter College, I had no idea how much of an impact those two weeks were to have on me. The prospect of calling people and asking them for money seemed more than just a little daunting and I avoided picking up the phone for my first call as long as I possibly could. Alongside the embarrassment of "The Ask" (as we call it) I feared bad reactions of the people at the other end of the phone.

I was proven wrong very quickly. It got easier and easier and I soon found myself genuinely enjoying the experience. We had a great response from the participants, not only concerning the money. Of course, fundraising is the idea behind a Telethon and I am proud to say that the 2011 Telethon broke all records, but other things seemed just as important to me. Getting in touch with alumni of so many

different age groups and hearing about their stories was truly inspiring. We were touched by the excitement with which some alumni greeted our call and were told many funny anecdotes.

**"My love for this College grew more and more as I talked to the people it had already influenced."**

Our favourite came from a gentleman indulging in the playful rivalry held with Jesus College that was a frequent topic of conversation during the campaign. Having somehow obtained a flock of pigeons, he fed them for a week on laxatives just to release them above Jesus College during a black-tie event. Whether this story was indeed true was not of importance to us. It was the connection between the alumni and us

that counted. We, too, "hate" Jesus College and wish we had the creativity to think of pigeons as ammunition! And what created this connection? Exeter College. This experience made me realise just how big a part of my life Exeter is and will be.

My love for this College grew more and more as I talked to the people it had already influenced. I now appreciate the importance of this connection. It is what makes this place what it is. We are one group of people, young and old, having the same experience. Whether we received money or not, the call itself was the important part. Reminding the alumni of their good times here and making us see the greatness of it all: that is why many of Exeter's student callers joined the current fundraising campaign – the 1314 Society, celebrating the college's 700th birthday. We now see the importance of giving back after receiving so much. ♥

## Happy Holidays



Fun, thrills, and copious chocolate for disadvantaged children, courtesy of Exeter's student-run charity.

**Alice Loughney, ExVac President (2008, Law)**

Beyond the "dreaming spires" is a whole other Oxford. The Exeter College Vacation Project (ExVac) funds, organises and staffs holidays for Oxfordshire's children who are in most desperate need of a break. Some live in severe financial and social deprivation. Others must care for ill or disabled relatives. All of the children we help deserve to have a week with nothing to concentrate on but having fun.

After phenomenal fundraising efforts, this year ExVac was able to run two holidays. In total we provided fun-filled weeks for 32 children (and 16 student leaders!). A change of location to the West Midlands avoided London premiums so that more money could be spent cramming each week with activities. We enjoyed day trips to

Dudley Zoo, Cadbury World, and Drayton Manor Theme Park, to name just a few. The centre which provided accommodation for the groups also offered a wonderful range of activities such as water sports and even dry-slope tobogganing. Pottery painting provided

a change of pace that even the "coolest" kids loved.

This could only happen because of the very generous support Exonians have shown to the Project. From volunteers to donors, ExVac is something we can all be proud of. ♥



Some of the children who have been helped by ExVac, pictured with student leaders

## The Power of Matched Giving



Exeter's Development Officer explains how even the smallest gifts can end up making a big difference. **Emily Watson (2002, Literae Humaniores)**

A growing trend in fundraising is optimising donations through matched giving. This can achieve much more than mere incentive to reach a financial target: matched giving is a fantastic way of encouraging gifts, especially from those who feel that, because they are not in a position to give a significant amount, they may as well not donate at all.

On the recent Telethon, we experimented with matched fundraising in peer groups, where generous donors from specific years agreed to match every pound donated by first-time or lapsed donors from those years. In this way, donors were reassured that they were not alone in giving and that even a small gift would be of value to the College.

This pattern is mirrored with our major donors, who do not wish to feel that they are alone in supporting Exeter. For example, Sir Ronald Cohen (1964, PPE) made a gift of £1m towards both the History and the Economics Fellowship campaigns, with the proviso that other alumni contributed towards the remaining £250,000 for each post. Both campaigns successfully reached their target, with 21 and 51 first-time donors respectively.

Some of our donors are able to take advantage of corporate matched giving schemes. A number of companies have a policy of encouraging philanthropy among their employees by agreeing to match pound for pound any charitable donations. As well as allowing their employees to maximise the value of their gifts, companies are able to support the causes important to their staff. Exeter receives donations of this kind from alumni at Deutsche Bank, Goldman Sachs, Pepsi, and Morgan Stanley.

In 2008 the Government launched a scheme to increase philanthropic giving to institutions of higher education, by matching gifts from new donors and

from those who had not given for at least three years. There was a cap on the total amount each university could claim from matching public funds, and for Oxford that was then divided between the University and colleges. Exeter easily exceeded the college cap of £12,925 in 2010, raising £180,000 in eligible funds – more than the funds raised by most UK

universities participating in the scheme. Another example of matched giving is Oxford University Press's sponsorship of the Clarendon Fund, which can provide up to 100 scholarships to outstanding international graduate students annually. In order to attract more new support for scholarships, colleges are asked to raise half the costs of a new Clarendon scholarship. As a result, £1m raised by the colleges this year has funded 12 new scholarships.

Intergenerational matching is yet another way in which Exeter College seeks to increase participation among its alumni and to engage its newest group of donors. The Leavers' Gift scheme, which is organised by a group of finalists each year, encourages every student leaving to make a small donation. Two generous Old Members have agreed to match the total amount raised by the leavers each year, so that every pound donated is worth three. This year, 57% of leavers took part, raising £1,107 which was then trebled.

You will often have heard that every gift to Exeter is valuable. Matched giving shows how true this is. Even if you feel that you cannot give very much, your gift may inspire someone else to donate and leverage money from other sources. This is why participation is so important and why we ask for gifts as small as £1! There are many ways to encourage philanthropy and to ensure that higher education benefits as much as possible from your generosity. ♥

**“You will often have heard that every gift to Exeter is valuable. Matched giving shows how true this is.”**

## Leaving a Legacy...



A departing finalist explains how the recent leavers are supporting those students who need it most. **Becca Rees (2008, English)**



The Leaver's Gift ensures trashing will not be a finalist's last good memory of Exeter

If you ask any of the Exonians who have just left the College's comfortable quarters what sticks most in their memory about their final term, they would probably say something like “Library!... Finals!... Trashing!” Certainly, those are the things that dominated our last few months at Exeter. However, we have left a memory that will continue to renew itself for those who remain.

**“We persuaded nearly 60% of leaving students to raise over £1,000, which will treble once it is matched by two alumni.”**

Every year, the leaving students donate money to the College which is matched by two alumni to form the Leavers' Gift, an important part of the College's Annual Fund. This year, however, we had a more specific idea about fundraising for this gift, and several students teamed up with

the Development Office to raise money for the Hardship Fund, which supports Exeter students who need financial assistance in order to make the most of their studies.

This proved to be a very attractive way to fundraise. Those who might have otherwise shied away from giving to the bigger pot of money were happy to give money to a specific cause – and especially one that had made a difference to students that they knew.

By e-mailing finalists, initiating conversations, and pigging information about giving to the hardship fund, we persuaded nearly 60% of leaving students to raise over £1,000, which will treble once it is matched by two alumni, and create six new Hardship Bursaries for students next year. This incentive enabled students to see the immediate difference that financial support to the College can make, and has hopefully initiated a relationship between Exeter and its leaving students that will continue to bear this kind of generous fruit in the future. ♥

## ...Reaping the Rewards



One student describes the vital role that hardship bursaries have played in allowing him to make the most of his time at Exeter. **Karl Dando (2009, English)**

When Martin Amis spoke at Exeter last term he described how he was drawn initially to the College because of its relative “anonymity”. The Rector, of course, was quick to bristle at this, but it does foreground an important point: for many, applying to Oxford was and is still a process obscured by stereotypes and misinformation. Among these is the notion that Oxford is only for students from privileged backgrounds. The fact that Exeter can boast generous financial support for its students is vital in disproving this misconception. Against growing concern about the cost of higher education to students, it is crucial to Exeter's continued success that the College can guarantee that financial assistance is available if needed; that a student's wealth (or that of his parents) should never be an obstacle to joining or flourishing within the Exeter community.

I have been at Exeter now for two years, and have received financial help in both. Some silly element of pride would prefer otherwise, but the fact is that for me, as for so many others, it has been entirely necessary. The specifics of my situation are somewhat unusual, but the result is common. Student loans help cover day to day costs, but what of study materials for the following term or a deposit and agency fees for next year's

accommodation? Vacation residence brings further expense for those who need to study away from home. The shortfall each term impacts, domino-like, on the next, so that assistance from the College and University really is needed. This is particularly true given the intensity of the Oxford workload, which often demands that students devote much of their vacations to preparatory work for the next term, rather than take on paid work, and so a choice is forced: financial or academic comfort?

The College's financial assistance services all aspects of university life, allowing students to make the most of every opportunity Oxford offers. For instance, every August the Oxford Revue – the University's sketch comedy group – takes a show to the Edinburgh Fringe. This year the group is comprised largely of Exeter students, each of whom has been awarded an Arts Grant to help fund the project; for this, I thank anyone who has donated in the past, and encourage all to do so in future. Exeter's charitable generosity defines its character, and I know I'll do my part in later years to ensure future generations of students can continue to rely on and enjoy what makes our College special: its inclusiveness. ♥



Exeter's members of the colourful Oxford Revue have received Arts Grants



# Exeter Excelling Campaign Update



The Campaign has had an outstanding year, but unity and resolve will be needed to overcome fresh challenges and ensure Exeter continues to excel.

**Mark Houghton-Berry, Chair of the Exeter Excelling Campaign (1976, Literae Humaniores)**

The headline event of the academic year 2010-11 has been the Government's "reforms" to the funding of British Universities. It is fair to say that these measures have not received universal acclaim. Pressed to find something positive therein, one can at least say that they have served to highlight more than ever the crucial importance of financial support from Exeter's friends, and most particularly her Old Members, to the College's continued success.

We are glad to report that such support has been forthcoming, and the Campaign continues to make good progress. Qualifying funds raised for the 700th Anniversary now total £15m. This is in itself a considerable achievement, and one that every single contributor should take great pride in. However, of course, there remains a great deal still to do.

Highlights for the year include (but are not limited to):

- A legacy creating and funding a graduate scholarship in Byzantine studies
- An anonymous six-figure gift to support the teaching of English
- A donation to support the work of the College Chaplain
- A gift to fund the refurbishment of the gym on the Turl Street site
- Several major unrestricted gifts which the College will put towards the cost of developing the Walton Street site
- Two unrestricted gifts which have been used to catalogue the Library's Hebraica collection and to put a new PA system in the Hall

These individual gifts illustrate the range of different areas in which people are choosing to help the College, and themselves represent just a proportion of the donations and pledges that we have received. All of us connected with the Campaign are tremendously grateful for each and every one of them.

However, if there is one theme that I would choose to highlight as the 700th Anniversary looms closer, it is that of participation. Although large single gifts are an absolutely crucial part of the fundraising effort, it is mass participation that is the strongest signal of Exeter's long-term health. This is true both because such participation signals the broad support of the alumni base for what the College is seeking to achieve, and also because even the smallest gifts, made on an annual basis, accumulate over time to become very significant totals in their own right. It must also be stressed that annual giving can be used to fund current expenditure directly (rather than to support an endowment, only the returns of which are available to be spent). Not everyone can afford to give capital sums of £10,000 or higher, but an annual contribution of £250 (with Gift Aid) can be equally valuable to the College in terms of the spending it makes possible right now.

That is why the Annual Fund is a key area of focus for next year. We have told you before that Exeter

has the second-highest participation rate in the University, and while this is a considerable achievement, it is (clearly) not quite as good as it could be!

**“If there is one theme that I would choose to highlight as the 700th Anniversary looms closer, it is that of participation.”**

The Rector's recent video message issued the challenge to try to overtake University College, and the Development Office will be pushing hard, with your help, to meet this challenge. Almost £2m of the total I quoted above comes from the Annual Fund, and since this area of giving is already on a strong upward trend, that total understates its current importance to us.

The Campaign Committee fully supports this focus, and that is why it has agreed to fund a significant matching challenge for this next year, payable as and when we can rise to the Rector's challenge and achieve the highest participation rate amongst all colleges. It goes without saying that this cannot be achieved without your help, and I hope you will join me next year in helping to achieve this goal. ♥



The Soncino Bible is one of many rare books that have been catalogued thanks to the Campaign

# Teaching Fund Offers Hope for Humanities



Funding from Oxford University Press is helping Exeter to provide exceptional teaching in German and English today and in perpetuity.

**Katrina Hancock, Director of Development (1998, Earth Sciences)**

Government support for higher education teaching has reduced substantially in recent years, and continues to do so, placing pressure on universities to cut costs.

**“Exeter has successfully bid for fellowships in German and English to receive matched funding, and the challenge now is to raise £2.4m by the 2013 deadline.”**

The University of Oxford has found it increasingly difficult to guarantee the future of key teaching posts, particularly in the Humanities, with some posts being left unfilled for up to five years after being vacated in order to make savings. Colleges are left with a choice: fund the teaching post without a financial contribution from the University; or curtail the relevant subject indefinitely. The need to secure academic posts in perpetuity has never been greater.

In recognition of this, Oxford University Press has created a £60m Teaching Fund. For every £1.2m a college raises to endow a teaching post permanently, the Fund will contribute the remaining £800,000 required for a maximum of three posts per college, including up to two humanities subjects. Exeter has successfully bid for fellowships in German and English to receive this matched funding, and the challenge now is to raise £2.4m by the 2013 deadline.

The Teaching Fund is already having an impact on Exeter's fundraising and its provision of teaching in English, but in more ways than originally envisaged. Exeter received its first gift of £100,000 towards securing the English Fellowship earlier this year. As it will take some time to raise the remaining £1.1m required, the donors agreed that the College could hold the capital gift in full in its restricted permanent

endowment for the support of the Fellowship, but meanwhile use the annual income generated by the capital for the wider support of teaching English at Exeter.

The income is being used to fund a Graduate Teaching Assistant (GTA), who will work with undergraduates to sharpen their research and essay writing skills. Both students and the GTA will benefit – the one from tuition directed at core skills, the other by gaining valuable teaching experience. In addition, the dialogue between undergraduates and graduates will be improved.

The outstanding contribution from OUP will have long lasting effects on the University, funding some 75 teaching posts in perpetuity and helping to incentivise £90m of donations to the colleges. With the support of donors who care passionately about education, the provision of first-class English and German tuition at Exeter College, and the tutorial system, will be guaranteed. It is wonderful that results are already being seen. ♥

### Securing Fellowships in perpetuity has crucial implications now and in the future:

- Secures the tutorial system for all time, guaranteeing small class sizes and top quality education
- Ensures the College can always attract elite academics
- Reduces pressure on the College's overall endowment and annual expenditure, enabling it to enhance the support and social and academic opportunities on offer
- Helps Exeter to attract the very brightest students



New Graduate Teaching Assistant Michael Mayo will support Fellow, Jeri Johnson, in providing outstanding English tuition



# Walton Street Update: Examining the Architects



After a comprehensive initial investigation, Exeter has formed a shortlist of five architectural practices keen to design the recently acquired site.

**William Jensen, Bursar**

Since purchasing the Ruskin College campus on Walton Street in March 2010, Exeter College members, alumni, and friends have been involved in the exciting task of planning how Exeter's "Third Quadrangle" will be used.

After considering initial submissions from 19 architectural practices, a shortlist of five has now been drawn up. Representatives from each firm have

visited Exeter College and the Walton Street site, and have had the opportunity to discuss ideas with Fellows and students. They will submit their final proposals in late August. A selection of eminent alumni will then review the proposals, and it is intended that the designs will be displayed in London, Oxford, Singapore, Hong Kong, and New York City, as well as online, to enable all the College's Old Members

and friends to share their views.

All of the shortlisted practices have a record of producing award-winning designs. Everyone at the College is very excited to see the architectural proposals which are being generated by these five practices for Exeter's newest site, and by the end of September a winner will have been chosen, moving us one step closer to creating outstanding new facilities in the heart of Oxford.



Haworth Tompkins works in the public, private, and subsidised sectors with projects for schools, galleries, theatres, housing, and offices, including the London Library (below). It prides itself on putting great effort into understanding a building's context and the needs of its users, and has won over 50 design awards.



Wright & Wright Architects has built up a strong portfolio in higher education and cultural building as well as housing. The practice specialises in designing well-functioning, durable, and low-energy buildings using traditional materials in innovative ways. An example of its work can be seen at Corpus Christi College, Cambridge (right).



Alison Brooks Architects is the first UK architecture practice to have won Britain's three most prestigious awards for architecture – the Stirling Prize for the Accordia housing development in Cambridge (2008), the Manser Medal for Salt House in Essex (2007), and the Stephen Lawrence Prize for Wrap House in London (2006, left).

Eric Parry Architects is an established and award-winning practice. It was responsible for several prestigious developments in London and Cambridge (Pembroke College) and for cultural venues such as the Holburne Museum in Bath (above) and the restoration and renewal of St Martin-in-the-Fields Church in Trafalgar Square.



Richard Sundberg Architects is a Seattle-based practice with an international reputation for museum, civic, and residential buildings. Richard Sundberg designed the Wing Luke Museum of the Asian Pacific American Experience (left), which won a 2010 Chicago Athenaeum American Architecture Award. His practice has undertaken large projects for Seattle University and Seattle Public Library.



## The Eye of the Storm



This March saw the most powerful earthquake in Japanese history devastate the Tohoku region. The UK Ambassador to Japan shares his experience of the crisis.

David Warren (1971, English)

The magnitude 9.0 earthquake that struck the Tohoku region of Japan at 2.46pm on Friday, 11 March 2011 was the most powerful in Japanese history. I had just arrived at a major company I was visiting in Yokohama, south of Tokyo. You get used to mild, sometimes sharp, tremors if you live in Japan, but it was immediately obvious, even 250 miles away from the epicentre, that this was something more.

I headed back to Tokyo immediately. A 45-minute journey took six hours. Trains had stopped, the expressway was closed, traffic was gridlocked. Mobile networks were down, too: I was virtually out of contact for the whole journey, which I spent worrying about the Embassy (were staff and families safe?), about how many British people had been caught up in what looked like a major incident, and then, as I watched the flickering TV pictures on the car's

sat-nav, about the scale of the disaster as the full horror of the post-earthquake tsunami sank in.

**“A 45-minute journey took six hours. Trains had stopped, the expressway was closed, traffic was gridlocked.”**

I got back to base at 9pm. Aftershocks had been continuing all afternoon. Everyone was in protective helmets and visibility jackets – there had been two further evacuations since the original shock. My first caller was the Foreign Secretary, checking that everyone was safe, and then discussing what we would be doing with the Japanese Government

to contribute to the search and rescue operation and our consular response to help British people living in the regions concerned. At midnight, I did the first of a large number of UK media interviews, with BBC Radio 5 Live and Sky, sharing my personal impressions and ensuring that anyone in the UK worried about family or friends in Japan knew the number to call for information.

From the Saturday afternoon it was clear that a third crisis was developing at the Fukushima nuclear reactor, which had been overwhelmed by the tsunami. The Embassy had become an emergency centre, strengthened by teams of people from across the Foreign Office's worldwide network – 80 in all, eventually – who flew in over the weekend to help us.

There were immediate questions. How could we get our search and rescue team in quickly? How soon could we get

to the Tohoku region to look for British people? What travel advice should we be giving to potential visitors – and British residents in Japan? How serious would the nuclear incident prove to be, and how would that affect people living outside the immediate area? An Ambassador is a manager too, of a 120-strong Embassy team, mostly Japanese, many with families or friends directly affected by the disaster, all in different ways coping with a frightening experience.

I went with the first team up to Sendai, the main city in southern Tohoku, on Sunday morning. As we arrived, life looked pretty normal. Then we saw structural damage to buildings, long queues for food, people camping out in the lobby of the town hall. We checked hospitals and some evacuation centres – no reported British casualties. We confirmed that the young people on the JET (Japan Exchange and Teaching) Programme in the area were all safe and accounted for.

Over the next two days, when we got out to the suburbs more seriously affected and the coastal areas, we saw terrible devastation – piles of debris carried up the watercourses, towns smashed to matchwood by the force of the tsunami, whole communities obliterated. Everywhere, we saw extraordinary courage. I will not forget going to an evacuation centre in one town, where many local officials were missing following the disaster, but where those who remained still took time from providing shelter and comfort for their communities to help us track down any foreign residents.

The Japanese authorities' efforts to get the reactor under control became the media focus. Sir John Beddington, the British Government's Chief Scientist, had four tele-conferences with British groups in Tokyo. He was clear that even in the worst-case scenario, with a wind in the direction of Tokyo, health risks outside the exclusion zone around the reactor would be minimal. We tightened our travel advice slightly, as Tokyo itself was going through a difficult few days, with some food shortages and power cuts. We made iodine available as a precautionary measure. The Embassy stayed open throughout. We avoided precipitate action, while ensuring that everyone took sensible precautions. As

soon as we could relax the advice for all areas outside the earthquake-affected regions, we did.

Meanwhile, the social media were crucial in getting messages out to the community. We also used them to track down some of the 5,000 British people whose relatives and friends contacted us and whom we were able to find. The internet was a lifeline, enabling people to use Facebook or Twitter to reassure family, find friends, and just communicate. Skype offered a way for those with a smartphone and an internet connection to speak as well. We were eventually able to confirm that there were no British casualties.

**“The rest of Japan is not only safe, but desperately needs tourists and business visitors in order to help economic recovery.”**

As of late June, the confirmed death toll is 15,506; over 7,000 people from the area are still missing, and thousands remain in evacuation centres, although the Government is committed to getting them all into temporary homes over the summer. It will take many months before Fukushima is ready to decommission. British NGOs and companies in Tokyo have been active in relief work in the area, and I'm going up again in early July with our Minister from the FCO to see the affected communities as well as some of the long-term British residents who have now moved back to Sendai.

But I worry that there is still a sense in some countries that the whole of Japan has become unsafe. This is quite wrong. While no-one should go to the affected regions unless they absolutely need to, the rest of Japan is not only safe, but desperately needs tourists and business visitors in order to help economic recovery. So I shall go on doing my bit to get that message across. And the people of Japan know just how in awe we all are of the immense resilience and dignity they have shown during a period of unimaginable suffering. ♡



From the top: the crisis attracted global media attention; a US aid helicopter's perspective; the view facing survivors



Buildings were uprooted by the wave



# A Revolutionary Moment



Ezekiel Emanuel was at the centre of America's move towards universal free healthcare. Here he reviews the events, from the intricacies of the planning process to the delicious taste of success. **Ezekiel Emanuel (1980, Biochemistry)**

It was the night of 21 March 2010. I was sitting in the Speaker's box behind her husband and children, next to the head of the major American union (AFL-CIO). The House of Representatives was gathered for the final debate on the healthcare reform bill. When the final vote was tallied – 219 to 212 – we won. We jumped and embraced each other. I then headed over to the White House for another celebration. It was my first time in the second floor residence. I had a short exchange with the President on the significance of the reform.

Healthcare reform is an historical event. The United States had been trying to enact universal coverage since 1912. It had been defeated in 1948, 1972, and 1993. Finally it was passed. And the Affordable Care Act will shape the way healthcare is practised for 30 or more years.

What a tremendous honour to be part of the health reform team for the Obama Administration that passed the law. Over that time, I worked on various provisions of the law from how to structure the new exchanges for purchasing health

**“The United States had been trying to enact universal coverage since 1912. It had been defeated in 1948, 1972, and 1993. Finally it was passed.”**

insurance to the level of subsidies for people purchasing insurance; from new payment methods to policies to increase primary care providers; and many others.

One of the more interesting episodes of the reform effort was a debate between the policy people and the political aides over whether to remove the tax advantage of employer-provided health insurance or not. The political types were against. David Axelrod showed us a video compilation of the numerous commercials the Obama campaign ran against McCain on this tax issue. He argued that the President's veracity required he stand behind the position he so strongly advocated during the election. It also did not hurt that many of the President's strongest supporters, such as the unions, were against.

The policy wonks, such as my boss Peter Orszag and Larry Summers, believed that removing the tax advantage was wise. Everyone understood that this would raise much needed revenue to finance healthcare reform. It was a very

Photo: Pete Souza



Signing the bill



important debate. We argued for weeks. But what became clear was that the political operatives did not appreciate that in addition to the revenue aspects of the policy, there was also the fact that removing the tax advantage was the single most effective policy option available to achieve the President's goal of cost control. This turned out to be the winning argument. The President made changing the tax advantage a key requirement of reform legislation.

One of the more important aspects of the whole effort was the President's unshakeable resolve. At many points in the 14 months, everyone knew it would have been much easier to pass something less than universal coverage. In American politics, incremental reform is the norm. Indeed, healthcare is full of efforts to achieve universal coverage by incremental steps. Medicare – coverage for seniors – and Medicaid – coverage for the poor – passed in 1965 are prime examples. So too was the Children's Health Insurance Program passed by President Clinton in the late 1990s. But President Obama resisted another incremental solution. He stood firm and insisted on passing a comprehensive solution. Without his determination the

Affordable Care Act would not have been passed.

For me one of the more satisfying moments came as a result of a bet on healthcare reform. One evening in January 2010, three days after the surprise victory of a Republican in the special election to fill Senator Kennedy's Massachusetts Senate seat, I found myself at a dinner with the conservative Supreme Court Justice, Anton Scalia. We began discussing healthcare reform. In the course of the dinner I challenged the Justice to a bet that the Administration would pass healthcare reform.

**“One of the more important aspects of the whole effort was the President's unshakeable resolve.”**

The bet was for a dinner at a restaurant chosen by the winner. The Justice was honourable and he took me to dinner. It was a wonderful evening, despite strong philosophical and political differences. The Justice is fun and willing to discuss – and argue about – almost any subject from politics to judicial philosophy. But most wonderful was the sweetness of victory and being involved in something of such tremendous historical significance. Such achievements are what make life meaningful. ♥

## Healthcare reform: the facts

- Coverage will be extended to 32m previously uninsured Americans, boosting total coverage to 93% of the population.
- The new bill bans insurance providers from refusing coverage to children with a pre-existing condition, and from removing coverage once a person gets sick.
- The new central health insurance exchange allows individuals, families and small businesses to bargain collectively with insurers. This will reduce prices by 23% for the average family.
- The bill costs \$940bn over ten years, but the fees, taxes, and savings it generates are projected to reduce the deficit by \$138bn over the same period.

Sources: Daily Telegraph, US Census Bureau, The Cultural Health News Blog, Reuters



Photo: Infrogmation

The debate polarised public opinion



## The Death of the Newspaper?



With slumping sales and crumbling advertising revenues, is print journalism an endangered species?

Frances Cairncross, Rector

Every now and again, a student who knows my background in media comes to ask my advice on entering a career in journalism. I always begin by asking, "How many newspapers have you bought with your own money in the past six months?" Usually, the student replies (sometimes with a touch of smugness) "None. I read them online free." At this point I try to get the student to explain the business case that will keep him or her for the next 40 years.

The internet, which has transformed so many industries so quickly – music, travel, bookshops, films – is also transforming the press. It is undermining it in two ways. First, the advertisements that have been such an important source of revenue for the print media are moving online. This is especially true of classified ads, which are easier to search on the internet, and which have been sucked into sites such as netcars.com or monster.com. But display advertising has also been pouring on to popular web sites such as Facebook. Even without these long-term trends, the recession would have been eating into advertising revenues. For America's newspapers in particular, reliant on advertising for more than four-fifths of their revenues, this has been disastrous.

Meanwhile, readers – like those students – can see much of what they want online, often without paying, thus cutting off the other main source of newspaper revenue. Some newspapers, including *The Times*, the *Sunday Times*, and *Financial Times*, have introduced a pay wall to try to persuade readers to pay for what they read. Some have decided that, if you can't beat 'em, you should join 'em: both *The Guardian* and the *Daily Mail* have huge free web sites,

“Would it matter if news consisted largely of blogs, tweets, and the writings of unpaid volunteers?”

on which they run ads. This has some important results. For instance, *The Guardian* now has more online readers abroad than at home. But the initial idea that readers would migrate from a newspaper's web site to its print version is sadly untrue – online readers are more promiscuous than print buyers.



So what future do newspapers have? Many are struggling financially and some have closed. The Murdochs had reportedly considered shutting the *News of the World* even before the summer's phone-hacking scandal, because it was losing too much money. *The Times* has survived for the past decade on a Murdoch subsidy of around £40m a year. *The Independent*, which has

slashed staff more drastically than any other quality daily, still loses money. Despite shedding staff, newspapers are still overblown compared with online competitors: the *Huffington Post*, one of the best known online newspapers, employs a small fraction of the journalists on even the most tightly run British newspaper.

Among the possible futures for newspapers, one is that some will be financed by trusts and by philanthropy. Already, *The Guardian* is owned by a trust, set up by the Scott family to protect its independence and secure its sustainability. In the United States, several regional newspapers are being supported partly by philanthropy – as has long been the case with National Public Radio.

But it is just possible that enough people will want to continue to pay for news for some version of the pay wall idea to succeed. The arrival of the iPad, with its large and elegant screen and with a generation of users willing to pay for apps, has created a possible new market. Magazines such as *The Spectator* and *The Economist* look easy to read in that format. The long-term questions will be – who controls the distribution channel, and how much do newspapers have to give back to reach readers?

Would it matter if news consisted largely of blogs, tweets, and the writings of unpaid volunteers? In the crisis over phone hacking this summer, it was the persistence of a professional and highly experienced journalist – Nick Davies of *The Guardian* –

that finally brought the true story to the surface. It was journalists – also professionals, at least in theory – who hacked phones and bribed police. One of the worries for the future is whether we would still have plenty of journalists of the first sort, although nobody would regret the loss of the second kind. ♥

## Has Government Changed for Good?



More than a year on, how well has the coalition survived, and what does this mean in the long-run?

Michael Hart, Fellow in Politics

The Coalition has passed its first birthday. A government which few had wanted and many thought would collapse is still with us. If anything it is more firmly in control than at the outset. To the chagrin of its enemies the Government looks secure in Parliament in spite of its weak voting discipline. The early newspaper headlines, "Coalition split on..." have mellowed into "Coalition uncertain over..."

Yet the survival of the Government is unremarkable. It has a healthy majority in the House of Commons faced by a, possibly temporarily, unimpressive opposition. The broad sweep of its membership has allowed it to survive its own divisions (Liberal Democrats on the student tuition fees, Conservative backbenchers on the European rebate). And some of its shifts and reversals were more to do with the controversial policies whose consequences were ill-thought-out, such as the proposed

and now largely mangled NHS reforms. These are a mark of bad government, not coalition government.



Close colleagues?

Changes have been more subtle but substantial. First, David Cameron's declaration that this government would last five years, thereby giving up, at least in intent, the Prime Minister's power to determine the date of an election. Secondly, the Prime Minister's relatively reduced role in the Cabinet (though not in the House of Commons). Thirdly, the

organisation of government business in Parliament with the co-operation of the chief whip (Conservatives) and the deputy chief whip (Liberal Democrats). Fourthly, the increased potency of standing committees within the House of Commons. Those shadowing the Treasury, Health, and Defence (all chaired by Conservatives) have issued reports highly critical of aspects of the Government's policies. Previous governments have mostly ignored such reports, but not the new governance.

No matter how extensive the criticisms of government budgetary policy are, or how unpopular the Government becomes, at the next general election all the main parties will have to answer a simple question which they have not faced before: "Will you govern as part of a coalition?" None will wish to comment, but we know what the answer is. ♥

## Power in an Information Age



Joseph Nye, former Dean of the Kennedy School, Professor of Harvard University, and inventor of the term "soft power", discusses the changing nature of international relations. Joseph Nye (1958, PPE)

When I listened to AJP Taylor lecture in Schools a half century ago, he defined a "Great Power" as a country able to prevail in war. But in today's information age, power is determined not only by whose army wins but also whose story wins.

That is the argument of my new book *The Future of Power*. Two types of power shifts are occurring in this century – power transition and power diffusion. Power transition from one dominant state to another is a familiar historical event, but power diffusion is a more novel process. The problem for all states in today's global information age is that more things are happening outside the

control of even the most powerful states.

Today, it is far from clear how we measure a balance of power, much less how to develop successful strategies to survive in this new world. Most current projections of a shift in the global balance of power are based primarily on projections of economic growth. But as Hu Jintao told the 17th Congress of the Chinese Communist Party, China needs to invest more in its soft power. Polls show, however, that China steps on its own message when it puts people like Liu Xiaobo in jail.

States will remain the dominant actors on the world stage, but they will find the stage far more crowded and difficult to control. A much larger part of the

population, both within and among countries, has access to the power that comes from information. Governments have always worried about the flow and control of information, and the current period is not the first to be strongly affected by dramatic changes in information technology.

What is new – and what we see manifested in the Middle East today – is the speed of communication and the technological empowerment of a wider range of actors. An information world will require new policies that combine hard and soft power resources into smart power strategies. ♥



## A Culture on Thin Ice



Working in one of the coldest places on earth, Stephen Leonard is in a race against time to record an extraordinary language and way of life.

**Stephen Leonard (2004, General Linguistics and Comparative Philology)**

Living in the northernmost permanently inhabited settlement in the world, the Polar Eskimos of north-west Greenland are the last Arctic hunters to travel by dog-sledge and hunt narwhal from kayaks using harpoons. Their ancient way of life is now threatened by climate change and hunting restrictions. I spent a year living in the community, learning their difficult language and documenting what I could of their spoken traditions. Along the way, I had to overcome the challenges of three and a half months of darkness, temperatures as low as  $-42^{\circ}\text{C}$  outside and  $-14^{\circ}\text{C}$  inside my hut, starving polar bears, and the task of trying to integrate into a "closed" community where researchers can be the object of suspicion.

Their language, Inuktun, is spoken by just 770 people and is not understood by other groups in Greenland. It has no

standardised written form, is not taught in the schools, and is the language of neither the church nor administration. Its phonology is so aberrant that there is no agreement among locals on how to spell the simplest of words. Historically, Inuktun has been the vehicle for a rich tradition of story-telling. Globalisation, modernity, and rapid socio-economic change are exposing the community to complex pressures; the introduction of television in the 1980s and more recent digital entertainment has eroded this ancient cultural practice.

The stories are testaments to perhaps the last Arctic hunters and are inextricably bound to a life on the disappearing sea ice, the record of a semi-nomadic people who learnt to survive in one of Earth's most hostile natural environments. As well as a source of entertainment, they represent a pool of indigenous knowledge regarding

ice conditions, weather systems, place names, and the habits of sea mammals passed down from generation to generation. By recording some of this knowledge, I hope that I may have saved the voices of these Arctic hunters from vanishing completely with the ice. ♡

**“I had to overcome the challenges of three and a half months of darkness and temperatures as low as  $-42^{\circ}\text{C}$  outside and  $-14^{\circ}\text{C}$  inside my hut.”**

**Stephen Leonard's research is funded by the British Academy and the World Oral Literature Project.**



The Polar Eskimos of north-west Greenland are the last Arctic hunters to travel by dog-sledge

## Letting the Leopard Cross the Road



Quentin Macfarlane's trans-African journey exposes him to fascinating stories from diverse cultures, and provides him with some incredible tales of his own.

**Quentin Macfarlane (2006, PPE)**

When Pliny the Elder said, "Semper aliquid novi Africam adferre," he wasn't lying. As I drove from London to Cape Town between March and August last year to raise money for the Halo Trust, a charity which removes landmines, I was reminded of Pliny's words often.

**“Unicorn sightings have been reported, but don't dare suggest that it might have been a rhino or an oryx.”**

Africa is a continent full of so many different cultures, tribes, languages, scenes, and sights that it is puzzling that it is so often known as that singular noun. There are of course unifying features which, although they sound clichéd, are genuinely true: overwhelming hospitality, a vast array of beautiful wildlife, and touching smiles

on most people's faces. There is one more unifying factor: the love of a good story. Nowhere was this more apparent than in Ethiopia. Here myths blend into truth: the monastery of Debre Damos, standing impossibly atop an island of rock, was built with the help of a giant snake; the magnificent rock churches of Lalibela were built in the 12th century by men working in the day, and angels working at night; you can visit the Queen of Sheba's bath and stand 20 metres from the uninspiring building that holds the Ark of the Covenant; even unicorn sightings have been reported, but don't dare suggest that it might have been a rhino or an oryx.

Perhaps the best story from Ethiopia was one told to us by some young boys at the top of the 300-metre high rock face we had climbed to reach the tiny church of Abuna Yemata Guh. Standing further west in the crimson setting sun was a column of rock equal in height. The leader of the group, with a cross carved into his forehead displaying his dedication to the Coptic Christian faith,

pointed to it, and told us how he had led some German tourists up there a few weeks ago. "My goodness," I said, not really believing anyone could have possibly climbed this precarious looking rock. "It's strange what some people do for sport." The boy looked perplexed. "Sport? No. They climbed up there to catch the devil and take it back to German land."

I now feel a vague affinity for this young man and a pang of guilt for being so cynical. After all, when I tell people that we were once forced to stop in Northern Ethiopia by a leopard crossing our path, or that we met a man in Rwanda with a bullet hole in the centre of his forehead, who had somehow survived the genocide, they look bewildered. It was the same look, I suppose, that I had when hearing of the German climbers, and the devil in their rucksacks. ♡





## Behind the Veil



With France banning the burka, the author of *Veiled Threats? Islam, Headscarves and Religious Freedom in America and France* asks, can censorship be right? **Herman Salton (2007, International Relations)**

“Clothes make the man,” Mark Twain wrote. “Naked people have little influence on society.” He was right: we are largely what we wear. Clothing’s original function – to protect the body from the elements – was soon lost and clothes became the most visible way of communicating a variety of messages: social status (peasantry versus nobility, for instance), religious affiliation (with separate garments for clergymen), and even more basic differences such as sex (hence male and female attire). Like the aspects of status they represented, these clothing distinctions were rigid and hard to modify. They constrained far more than they emancipated. Once a peasant, always a peasant.

Like other forms of communication, the last decades have democratised clothing and turned it from something

largely acquired into a powerful tool of expressing a person’s shifting identities (note the plural). The symbolic nature of clothes remains, but they have become a symbol of emancipation rather than rank. And since women have historically borne the brunt of gender roles and social seclusion, they have gained the



■ Emancipation or social control?

most from this empowerment process. Whether the mini-skirt of the 1970s was a sign of female emancipation is disputed. What is sure is that clothing has become a highly dynamic tool of communication.

It is in this conundrum that the Muslim veil got stuck: between the potential rigidities of religion and the empowerment that the veil – like any other garment – can provide (a growing number of Muslim women wear it as a way of escaping their “male-dominated” worlds). This is a delicate tension that only the individual can solve.

As a result, legislating against this garment appears as patronising as obliging women to wear it. Veiling is a communication process which means different things to different people. Unless it is forced, it should be free from censorship. ♥

## Breaking the Goldfish Bowl



Patrick Heinecke discusses how radio is helping rural communities in Africa to understand and improve their circumstances.

**Patrick Heinecke (1959, Modern Languages)**

Heads held high, the junior secondary schoolgirls in their fawn and yellow uniforms marched militantly through the village of Sandema bearing placards with the slogans “WE ARE NOT FOR SALE!” and “STOP FORCED MARRIAGES!” It was the culmination of a wider campaign on Radio Builsa, “Voice To The Voiceless”, aimed at strengthening the capacity of civil society to lobby local government to fulfil its constitutional obligations. Schoolchildren devise and act plays dealing, *inter alia*, with teenage pregnancy, alcoholic parents, illiteracy, malaria and HIV prevention, and sexual behaviour – all part of the new, active social awareness that evolved since Radio Builsa was inaugurated in March 2008.

The Sandema I moved to in 1994 was a sleepy, obscure village where people knew very little about the outside world. All that has changed. Radio Builsa has gone from strength to strength and confounded those local sceptics who saw it as some castle in the air.

From 5am to 10pm every day, 20 volunteers operate the radio station which has become the region’s most powerful agent of change. It transmits to over a million ordinary people who interactively express their views, discuss public affairs, and are part of public decision-making, acting as a watchdog over government accountability and human rights. Every aspect of culture and community is openly explored – agriculture, environment, health, sanitation, fire-prevention, funeral rites, personal hygiene, local government,

education, maternal and infant mortality, to name a few. Light relief is provided by lively, humorous DJs playing a huge range of local and international music.

For three hours daily, Radio Builsa is linked via satellite to the BBC’s Focus on Africa and to CityFM, a highly professional radio station in Ghana’s capital, Accra, providing news on national and global current affairs. The project is expensive: monthly running costs exceed £600 while income from adverts and announcements is a mere £100, so we rely heavily on donors. The people of Builsa are no longer “fish in a well”. Their radio has transformed lives by creating a more knowledgeable and critical citizenry. ♥

**[To learn more about Radio Builsa or to donate, visit [www.sandema.org.uk](http://www.sandema.org.uk)]**

## Translating the Prophets



Four hundred years on, Alison Dight remembers the Exonian who translated the Bible.

**Alison Dight (2002, Theology)**

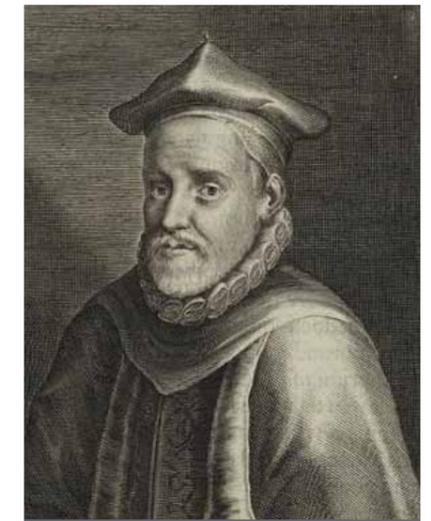
Marking the anniversary of the publication of a book is something of a rarity but 2011 is being celebrated as the 400th anniversary of what is still the most widely published text in the English language – the King James Version of the Bible. Exeter has its own particular reason for celebration as one of the scholars appointed to produce the text was Thomas Holland, Rector of the College from 24 April 1592 until his death on 17 March 1612.

Holland was in the First Oxford Company of translators – six academics from the University who, under the directorship of John Harding, Regius Professor of Hebrew and President of Magdalen College, were charged with working on the 16 prophetic books of the Old Testament from Isaiah to Malachi. An Oxford-educated man

graduating DTh in 1584, appointed Regius Professor of Divinity in 1589, and elected to a fellowship at Exeter in March 1592, he was known as a renowned scholar, an exceptional linguist, a gifted debater, and a stalwart Puritan. His friend and fellow translator, Richard Kilby, Rector of Lincoln College, paid homage to him at his funeral as “a shining bright lamp for his learning” whilst (perhaps with an eye on his own situation) lamenting that the world “did not reward him according to his worth.”

It is true that like many of the “black-gowned divines” who worked meticulously to produce the King James Bible, Holland’s name is largely forgotten, hidden behind the enormity of their achievement. But it may be that Holland himself, as head of an Oxford college, would in any case have preferred a different legacy; as, in the words of

Kilby, “a father of many sonnes, by scholasticall creation of them in the highest degrees of learning.” ♥



Thomas Holland, 1539-1612

## Exeter Floret in Saskatoon



The donation of a floret from the College Chapel cements the ongoing special relationship between Exeter College and Saskatchewan Province in Canada.

**Robert Sider (1956, Theology)**

The extraordinary relationship between Exeter College and the Province of Saskatchewan began with John Francis Leddy. After studying at Exeter as a Rhodes Scholar in the 1930s, he returned to the University of Saskatchewan in professorial and administrative roles. There he was involved for many years with the election of Rhodes Scholars from the Province, and so introduced a generation of newly elected Scholars to the College he had come to love.

Altogether, 30 Saskatchewan Rhodes Scholars have passed through Exeter College. After the Capital Campaign of 1985, the new lecture hall was named the “Saskatchewan Room”. It is decorated with magnificent photographs of the Province: vivid presences with

which lecturers must vie for the attention of students.

On 5 June 2011, this special relationship was celebrated by the dedication of a floret from Exeter College Chapel, rescued when its masonry was refurbished in 2008 and given to the Cathedral of St John the Evangelist in Saskatoon. Installed on a pillar in the nave, it faces a piece of masonry from Exeter Cathedral, thus symbolically framing the history of the College as marked by its original founding and its more recent development.

The first stone of the Exeter College Chapel was laid in 1856 by David Anderson, the first bishop of the Anglican Diocese of Rupert’s Land which then included the present Diocese of Saskatoon. It was appropriate, therefore,

“30 Saskatchewan Rhodes Scholars have passed through Exeter College.” ♥

that Bishop Thomas Morgan, retired Archbishop of Rupert’s Land, should preside and preach at the service for the Rite of Dedication. The choir sang *Jerusalem* to the music of Hubert Parry (1867, Law and Modern History), and Psalm 121, which has been said every day at the College since 1568. The readings were by Saskatchewan Rhodes Scholars Robert Sider (1956, Theology) and Henry Kloppenburg (1968, Jurisprudence). The event concluded with a hearty Floreat Exon. ♥



# Old Members' Association



Exeter's Alumni Relations Officer describes the ways in which alumni can keep in touch with the College, and the benefits they are eligible to enjoy.

**Hannah Leadbetter, Alumni Relations Officer**

**A**s an Exonian, you have lifelong membership of the College and are part of its forever growing family. There are plenty of ways to keep in contact with Exeter College once you have left. Here are all the details you need to stay involved.

## THE DEVELOPMENT OFFICE

Exeter's Development Office provides a link between the College and all of its Old Members, parents and friends. We aim to sustain and strengthen this link by hosting regular events, producing several publications each year, and maintaining the alumni web site. The Development Office also coordinates the College's fundraising efforts, and we are very grateful for all the support the College receives. In addition, the Development Office oversees the Careers Office, established to forge links between Old Members and current students.

We are always keen to hear from our Old Members by phone, e-mail or post. We are here to help with any enquiry or request you may have, from returning to Exeter for a visit to getting in touch with another Old Member. Our publications and e-newsletter also aim to share ideas between Exonians, so please do let us know your latest stories. Floreat Exon!

## BENEFITS

All Old Members, parents, and friends will receive our annual publications (Exon, Donors' Report, and the Register) and invitations to our many events – see the events list on the back cover for more details. There is an option to sign up to receive a termly electronic newsletter, *Exeter Matters*, and it is also possible to make use of the College's conference facilities should you, or your business, be interested. In addition, Old Members are entitled to the following benefits:

**Accommodation:** Old Members benefit from a discount on Bed & Breakfast in College at a rate of £50 per person per night in rooms with communal facilities and £68 per person per night for an en-suite room or the Fellows' Guest Room (prices inclusive of VAT). Normally, bookings can be taken only out of Full Term, and availability will depend on other residential bookings. Please contact the Assistant Steward on 01865 279654 or by e-mail at [meena.rowland@exeter.ox.ac.uk](mailto:meena.rowland@exeter.ox.ac.uk) to check availability and book a room. Old Members are also eligible for a discount at the Tower House Hotel on Ship Street, Oxford. Just tell them that

you are an Old Member of the College when you make your booking.

**High Table Dining Rights:** Please note that Dining Rights have changed: eligibility is no longer determined by possession of an MA, and Old Members can now bring one guest at their own expense. Dining Rights are now granted to all Exeter Old Members in good standing with the College from the term following the completion of their degree. These rights refer to the option to dine on High Table:

- Once a year at the College's expense (but the Old Member pays for wine and dessert)
- At two other times in different terms at the Old Member's own expense

For further information or to sign in for dinner, please contact the Development Office on 01865 279620. Details about dining possibilities can also be found on our web site at [www.exeter.ox.ac.uk/alumni](http://www.exeter.ox.ac.uk/alumni).

**Careers Support and Networking:** We try to offer continuing support to Old Members after they have left and are happy to set up careers advice meetings, particularly for recent leavers who might benefit from some words of wisdom from a more experienced Exonian. If you would like to offer careers advice to current students or recent leavers, or think you might need to receive some, do please get in touch with us. ♥



The Fellows' Garden



Formal Hall



An alumni event in the Rector's Garden

## Frequently Asked Questions

**What do I do to graduate?**

Those who wish to receive their degree certificate, either in person or in absentia, should contact the College Office (preferably by e-mail: [graduation@exeter.ox.ac.uk](mailto:graduation@exeter.ox.ac.uk); 01865 279648) for a list of Degree Days and to register. Degree Days take the form of a ceremony in the Sheldonian Theatre or Examination Schools, followed by an address from the Rector or a senior Fellow, presentation of degree certificates, and a buffet lunch or drinks reception in College. Candidates are allowed up to two guests (sometimes three, depending on the graduation date) for their family and friends to witness the ceremony.

**How do I get my MA?**

Those in possession of a BA or BFA may apply for the degree of MA in or after the 21st term after matriculation. To sign up to receive your MA, please contact the College Office (preferably by e-mail: [graduation@exeter.ox.ac.uk](mailto:graduation@exeter.ox.ac.uk); 01865 279648) for a list of Degree Days and to register.

**I want to sign up for High Table – whom do I contact?**

Contact the Development Office on [development@exeter.ox.ac.uk](mailto:development@exeter.ox.ac.uk) or 01865 279620.

**I want to bring some friends for a dinner in Hall – can I?**

Yes, contact the Development Office for more details and to arrange a date.

**I am interested in making a donation to College. What should I do?**

Please use the donation form enclosed with the magazine or visit [www.exeter.ox.ac.uk/alumni/supporting](http://www.exeter.ox.ac.uk/alumni/supporting). Alternatively call the Development Office on 01865 279620. The College is dependent on the support of all its Old Members, parents and friends and we are hugely grateful for the support received.

**I heard about a specific event that I'm interested in, but I have not received an invitation – whom should I contact?**

Contact the Alumni Relations Officer, Hannah Leadbetter ([development@exeter.ox.ac.uk](mailto:development@exeter.ox.ac.uk); 01865 279619). We often target event invitations at specific interest groups. Also, it is possible that if you haven't been invited, it is because our records for you are incomplete.

**I am interested in getting married in the Chapel/College – whom do I contact?**

Contact the Steward, Philip Munday (01865 279653) in the first instance to see which dates are free and then the Chaplain (01865 279610).

**How do I update my contact details?**

Contact the Information Officer, Elizabeth Spicer ([development@exeter.ox.ac.uk](mailto:development@exeter.ox.ac.uk); 01865 279664) or log on to [www.exetercollege.net](http://www.exetercollege.net) to request your password to the secure area of the web site where you can update your details.

## Development Office Contact Details

Write to: The Development Office, Exeter College, Oxford, OX1 3DP  
Tel: +44 (0) 1865 279620. E-mail: [development@exeter.ox.ac.uk](mailto:development@exeter.ox.ac.uk)

We look forward to welcoming you back!



Front Quad at night



## University of Oxford Alumni Benefits: Events



Whether you left this summer or 70 years ago, the University of Oxford Alumni Office hosts events for you.

**Rachel McDonald, Benefits and Services Officer, University of Oxford Alumni Office**

What do Tower Bridge Walkways, Shakespeare's Globe, and the Cabinet War Rooms have in common? They have all been venues for the annual Oxford10 Christmas Party, organised by Beth Tibble, Events Manager of the University of Oxford Alumni Office. This year's knees-up will be held at the London Film Museum, to which Oxford alumni will have exclusive access for the evening of 10 December. Party-goers will arrive in style with a red carpet entrance, and then enjoy drinks and canapés while exploring interactive galleries. Highlights will include a Star Wars photo booth, Stormtroopers to lead the way to the bar, and the dinosaur that featured in *Night at the Museum*. Although organised with the Oxford10 cohort (graduates of the last ten years) in mind, the Christmas Party will be open to all alumni.

The Alumni Office is also running a series of professional networking events

this autumn. These exclusive get-togethers at the Oxford and Cambridge Club on Pall Mall in London will offer Oxford alumni the chance to hear prestigious speakers and enjoy wine and food while meeting other

**// This year's knees-up will be held at the London Film Museum, to which Oxford alumni will have exclusive access for the evening of 10 December. //**

Oxonians. These events concentrate on particular sectors: among them in the past have been publishing, the film and television industry, business and finance, the not-for-profit sector, and medical sciences.

On 12 November, the National Museum of Wales, Cardiff, will host a study day for alumni interested in art, while December will see the Varsity Rugby match at Twickenham. Alumni are invited to come along for an informal picnic of game pie from the Covered Market and to cheer on the Oxford team.

To make sure you receive updates on details for all these events, please join the alumni events mailing list at [www.alumni.ox.ac.uk/events](http://www.alumni.ox.ac.uk/events).

Oxford alumni also enjoy a wealth of other benefits, including the Alumni Card, which provides discounts on a wide range of products and services, from books at Blackwell's to Truffle Trees in France. There is also the Travel Programme, which offers alumni and friends especially designed trips, accompanied by expert scholars and by local tour guides. For full details of all the benefits and services available to Oxford alumni please visit the web site: [www.alumni.ox.ac.uk](http://www.alumni.ox.ac.uk).



Alumni enjoy a past Christmas party at Shakespeare's Globe

## Published Exonians

Exonians keep up the College's outstanding reputation for producing writers, with works ranging from a political thriller to a challenging assessment of the Government's energy policy.



**James Steel (1990, History) Warlord**

After confronting a Russian dictator (December) and an ancient puzzle that could change the world (Legacy), hardened mercenary Alex Devereux is back. China intends to take over a region of the Democratic Republic of Congo, where the battle over mineral resources has left the country torn apart. Devereux is employed to fight against the warring militias and install stability, but finds himself on a mission harder than any he has faced before.



**Dr Shahzad A Rizvi (friend of Exeter) The Last Resident**

Set in India during the last days of British rule, this story of forbidden love between a British diplomat and a married princess presents a fascinating mixture of romantic novel, historical fiction, and fictional history. Accused of murdering his wife, the diplomat's only hope is the state's Prime Minister. But with battles of his own, including allegations of treason, is the PM powerless to help?



**Andrew Thornton-Norris (1987, PPE) The Ghost of Identity and The Walled Garden**

Mr Thornton-Norris has published two books in the past year. *The Ghost of Identity* is a novel exploring the chasm between today's materialist culture and the realities of the inner life of man. *The Walled Garden* is a collection of poetry on the central European tradition of Catholic and Classical culture.

**Bill Roberts (1979, Mathematics) Grand Tour Revisited**

This follow-up to *Thomas Gray's Journal* (an account of his journey to the Lake District in 1769) traces the tour of France and Italy the poet made from 1739-41. It contrasts present day reactions with those of Gray himself and presents a novel kind of travel guide.

**Mrinal Mukharji (1946, PPE) Ruminations of a Bureaucrat of Yesteryear**

After leaving Exeter College, Mr Mukharji served as a civil servant in India, rising to the rank of Secretary to the Government of India. Here he recalls the extraordinary changes to his country, as well as the obstacles to progress, that he witnessed from this unique standpoint.



**Christopher Ward (1964, English) Meaningful Work: How to Find Meaning in Work, and Make Work Meaningful**

This guide will help both employers and employees to find enjoyment in their work and increase productivity by understanding the importance of work in our lives and determining what really matters.



**David Merlin-Jones (2007, History) Chain Reactions: How the Chemical Industry Can Shrink Our Carbon Footprint**

Mr Merlin-Jones argues that the British government's initiatives to decrease the country's carbon footprint are economic suicide. They risk forcing the chemicals industry to emigrate and thus may deny the country one of its largest industries. Instead of blaming the chemicals industry for the problem, Mr Merlin-Jones argues that the industry can be part of the solution.



**Geoffrey Greatrex (1986, Literae Humaniores) The Chronicle of Pseudo-Zachariah Rhetor: Church and War in Late Antiquity**

*The Chronicle* is one of the most important sources for studying the history of the church from the 5th century BC to the reign of Justinian. Covering church and secular affairs, and drawing from formal documents and eye-witness accounts, this new translation is a valuable historical text.

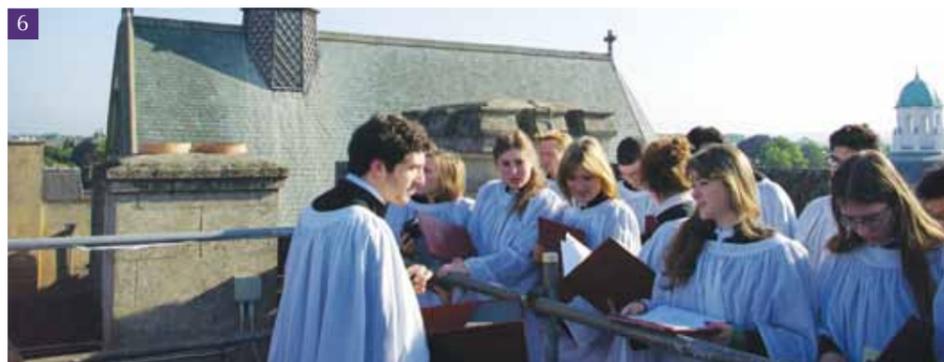
## List of Honorary Fellows

Mr Martin Amis  
 Sir Ronald Arculus  
 Professor David Armstrong  
 Sir John Ashworth  
 Sir Roger Bannister  
 Mr Alan Bennett  
 Mr Bennett Boskey  
 Dr Alfred Brendel  
 Dr Sydney Brenner  
 Professor Marilyn Butler  
 The Rt Hon Lord Justice Sir Richard Buxton  
 Sir Ronald Cohen  
 Professor Sir Ivor Crewe  
 The Hon Mr Justice Thomas Cromwell  
 The Very Reverend John Drury  
 Sir James Gowans  
 Lord Stephen Green  
 The Hon Mr Justice Hayne  
 Mr Mark Houghton-Berry  
 Sir Sydney Kentridge  
 HE John Kufuor  
 The Rt Hon Lord Justice John Laws  
 Professor Anthony Low  
 Mr Richard Mahoney  
 Sir Colin Maiden  
 The Reverend James McConica  
 Mr Stephen Merrett  
 Professor Joseph Nye  
 Mr Philip Pullman  
 Professor John Quelch  
 Mr Gordon Robertson  
 Professor Morton Schapiro  
 HM Sofia The Queen of Spain  
 Sir Kenneth Stowe  
 Admiral Stansfield Turner  
 The Rt Hon The Lord Williamson of Horton



# The Year in Pictures

A spectacular ball joins traditional celebrations in punctuating Exeter's year.



1. Commemorating the Women's First VIII's Torpids Blades
2. First year mathematicians ready for Prelims
3. Fireworks on the Quad to celebrate Diwali
4. Priscilla Tolkien (daughter of JRR Tolkien) visits Exeter during Michaelmas
5. Trashing
6. Ascension Day
7. A farewell tea for outgoing Chaplain Helen Orchard
8. Burns Night
9. Rowers on the river
10. Dancers at the Paradise Lost Ball
11. Students enjoying the Ball
12. MCR trip to Wytham Woods
13. The Exeter College Ski Trip



## EVENT DATES FOR YOUR DIARY 2011 – 2012

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TUESDAY 13 SEPTEMBER  
Singapore Event

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FRIDAY 16 SEPTEMBER  
Hong Kong Event

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SATURDAY 17 SEPTEMBER  
Association Dinner  
(Oxford Alumni Weekend)

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SUNDAY 2 OCTOBER  
Freshers' Parents' Tea

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TUESDAY 11 OCTOBER  
Gifted and Talented Event

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FRIDAY 28 OCTOBER  
Engineering Dinner

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THURSDAY 3 NOVEMBER  
Exeter @ Saïd

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FRIDAY 4 NOVEMBER  
Medical Society Dinner

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MONDAY 7 NOVEMBER  
Washington, DC Lunch

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TUESDAY 8 NOVEMBER  
New York City Drinks

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FRIDAY 18 NOVEMBER  
Physics Dinner

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TUESDAY 29 NOVEMBER  
Exeter in the City – Winter Drinks

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THURSDAY 8 DECEMBER  
All Sports Lunch (Varsity Rugby Match –  
Twickenham)

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TBC FEBRUARY  
Fortescue Society Dinner (London)

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FRIDAY 17 FEBRUARY  
Parents' Night – Dinner in College

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TBC MARCH  
Exeter in the City  
Spring Drinks

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SATURDAY 17 MARCH  
Gaudy for 1992-1994

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FRIDAY 23 MARCH  
Intercollegiate Golf Tournament

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SATURDAY 14 APRIL  
Oxford North American Reunion

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FRIDAY 27 APRIL  
PPE Society Dinner

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FRIDAY 4 MAY  
ExVac Dinner

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SATURDAY 12 MAY  
1314 Society Garden Party

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SATURDAY 26 MAY  
ECBCA Dinner

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SUNDAY 10 JUNE  
Commemoration of Benefactors

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SUNDAY 17 JUNE  
Leavers' Parents' Lunch

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MONDAY 18 JUNE  
Exeter in the City  
Summer Drinks

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SATURDAY 23 JUNE  
Gaudy for 1995-1997

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SATURDAY 30 JUNE  
Henley Royal Regatta

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For more information or to reserve a place at any of these events,  
please contact the Alumni Relations Officer, details below.