

EXON

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Lords of War

Correlli Barnett on successful wartime leadership

Staying in the Black

Richard Meddings on surviving a financial crisis

Leading Change in Myanmar

Can Daw Suu oversee constitutional reform?



Portrait of a Leader

Joseph Nye on the changing face of leadership

PLUS: Exeter selects new Rector, Lord Hurd reflects on Prime Ministers Heath, Thatcher and Major, WEPO alum becomes youngest US Senator, the surprising talents of JRR Tolkien, Exeter's fundraisers climb to new heights, and more...

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Editorial



MATTHEW BALDWIN,
COMMUNICATIONS
OFFICER

A year from now Rector Frances Cairncross will retire from Exeter College and we will welcome her successor, Professor Sir Rick Trainor. This might be an especially good moment, therefore, to discuss "leadership", Exon's theme this year.

Exeter's Sub-Rector and Fellow in Biochemistry Dr Maureen Taylor describes the process of recruiting Exeter's next Rector and Professor Trainor looks forward to taking over the reins. But this opportunity to exercise good leadership would not have been possible were it not for Walter de Stapeldon; an extract from the College's 700th anniversary commemorative book looks at the man who had the vision to found Exeter College and pave the way for thousands of students to flourish.

The JCR President, Edward Nickell, writes about leading – or supporting – the undergraduate student body, while History finalist Nicholas Altham recounts Lord Douglas Hurd's reflections on working with three Prime Ministers from a talk he gave in the Rector's Lodgings during Hilary.

Military historian Dr Correlli Barnett examines the qualities that make for success or failure in wartime leadership, Richard Meddings, the Group Finance Director at Standard Chartered, considers five lessons in leadership from the financial crisis that allowed Standard Chartered to survive where other banks fell, and political scientist Professor Joseph Nye contemplates the nature of leadership and power today.

Law scholar Andrew McLeod reports on proposed changes to Myanmar's constitution. Closer to home, Exeter's Academic Dean Dr Chris Ballinger ponders the (at times slow) reforms of the House of Lords. In both cases good leadership is required to implement change, and good leadership is, at least in part, the objective of those changes.

I am grateful to everyone who has contributed to Exon this year. I especially wish to thank student interns Fiona Potter and Grace Maher, whose assistance and knowledge have been invaluable, and Isabelle de Grave who has shown great leadership to coordinate the magazine's production so effectively. ♥

Rector's Letter

FRANCES CAIRNCROSS, RECTOR

Leading an Oxford college requires an understanding that it is a workers' cooperative

When I first arrived at Exeter College, my friends pointed out a linguistic hint on the bridge I was crossing. I came from a lifetime in journalism; here I was, plunging into academia. Yet when journalists think someone is making a nit-picking argument, they say dismissively, "That's rather an academic point," and when academics feel that one of their colleagues has written a superficial article, they dismiss it as "journalistic". How could such different worlds coincide?

The answer for me reflects the kind of leadership that an Oxford college requires. Journalists are not usually team players: they can be prima donnas, and generally know vastly more about their field than the person who edits them. Academics have some of the same characteristics. Both need the sort of leadership that respects their individual skills and knowledge, while trying to persuade them to work together for the good of the whole enterprise.

Moreover, leading an Oxford college requires an understanding that it is a workers' cooperative, effectively owned and managed by the Rector and Fellows sitting on Governing Body, where a 26-year-old Junior Research Fellow can effectively cancel the Rector's vote. So it is more a case of *Le Monde* than News International, and requires discussion and persuasion rather than command. The head of one college once told me, "You can run a college as a chief executive or as the head of a family. I believe in the first approach." He left shortly after.

The past year has been dominated by three main issues: winning planning permission to build our Walton Street site (which we hope to have in September); planning for the celebrations of our 700th anniversary; and choosing my successor (a process from which the incumbent Rector is traditionally excluded).

Walton Street has involved much work and worry: our design is large and ambitious, and some of our neighbours have strong reservations. But the more we refine the design, partly to meet their concerns, the more we feel that this will be a wonderful building, and will transform the way the College thinks about itself and the way it



is regarded by the rest of Oxford. In particular, we hope that we will be able to do things that are now impossible, whether it be staging a large dramatic work, making use of the rapid development of digitally delivered educational resources, or housing and displaying our great collection of rare manuscripts and books in circumstances that do it justice.

The plans for our 700th birthday have also been changing: when it became clear that many of our alumni wanted most of all to come to the anniversary Ball or to the Foundation Day on 4 April, we altered the programme to put more emphasis on these occasions. But there will be many other opportunities for celebrating the College's intellectual life, such as the programme of symposiums that our younger Fellows have been arranging. We will also have two wonderful books about the College to record its remarkable history: the first one, which I have edited with the help of Hannah Parham, John Maddicott, Christopher Kirwan and others, out this autumn; and the second, an important scholarly work by Dr Maddicott, out next year. And then, of course, there is the Long Walk (see page 19).

As for the choice of Rector, the Fellows shrewdly encouraged the short-listed candidates to meet me. I was really delighted when they selected Professor Sir Rick Trainor. This senior academic, with his vast range of experience, is the ideal person to take the College forward into its next century. Just as the Walton Street site will give the College opportunities that have not yet been available, so the appointment of Professor Trainor will give it someone of the stature and contacts to take its activities to new heights. Floreat Exon, for another 700 years! ♥

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Election Ahead



As Rector Frances Cairncross enters her final year at Exeter's helm, Exeter's Sub-Rector **MAUREEN TAYLOR (FELLOW IN BIOCHEMISTRY)** describes the search for a successor.

Photo by Nathalie Gordon



Professor Trainor with Chandresh Kumari Katoch, India's Minister of Culture

too young nowadays, we try to stick to the spirit of the statute in selecting someone with a distinguished record of achievement and strong empathy with academic values. The statutes also decree that the current Rector must not participate in the selection of their successor. It falls to the Sub-Rector, helped by a small committee of Fellows (the Bursar, Ms Johnson, Dr Dabhoiwala, Professor Steane and Dr Hiddleston), to oversee the process.

First, the committee had to decide whether to use a search firm or simply to advertise. The College has not used head-hunters for selection of previous Rectors but use of such firms is now common by Oxford colleges. We chose to use Odgers Berndtson. Diana Ellis and colleagues from Odgers began by talking to Fellows, staff, students and alumni to learn about the College – how we see ourselves and what we expect from a Rector. The committee also thought carefully about these issues while producing the Candidate Brief (further particulars by another name). We particularly liked one Fellow's characterisation of the College as "breezily progressive". We can't know what calibre of candidates might have applied without headhunting, but in the end we had a group of impressive people to choose from, each greatly interested in becoming Rector. Many of them had been students at Oxford or Cambridge and appreciated the special nature of the tutorial system. Applicants were particularly excited by the prospect of

developing the "Third Quad" on the Walton Street site and had gained the sense that Exeter has a vision for the future.

The committee, joined by the Director of Development, selected a long-list of 13 candidates for Odgers to interview, gathering detailed information to report back to us. Six candidates were then seen by the Governing Body. After a day of interviews, six were whittled down to four. The four final candidates each came to the College for a day of meetings and dinner in Hall. These visits were not part of the interview process but were to provide an opportunity for candidates to learn more about the College. Inevitably, though, candidates must have felt they were being judged by everyone they met. Lunch with a group of undergraduates, led by Edward Nickell, JCR president, certainly provided an opportunity for the students to assess the strengths of each candidate, while the graduate students did the same over tea. Final interviews, followed by voting, took place on 29 May.

Recently, several other colleges have been appointing new Heads. We have heard rumours of divisive arguments and Fellows failing to engage. Not at Exeter. Almost all of the Fellows made time for the interviews and dinners, and the discussions were civilised. While other colleges were anxious to appoint their first female Heads, we have already had two distinguished women Rectors in Marilyn Butler and Frances Cairncross, so could be more relaxed on that score.

We are grateful to all the applicants who took part in the time consuming selection process. In Professor Trainor we are confident that we have the right person to lead the College into its eighth century. However, the Statutes don't allow us to pre-elect to the Rectorship sooner than one year before the current Rector retires. So on 10 October, the Fellows will gather once more for the formal vote to pre-elect Professor Trainor. ♥

With the retirement of our Rector Frances Cairncross at the end of September 2014, the College has this year been engaged in finding her successor. We have chosen Professor Sir Rick Trainor, currently Principal of King's College London. In selecting a new Rector we are bound by the College Statutes. Statute II.I says the Rector "must be above the age of 30 years, and distinguished for literary, scientific, or academical attainments, or for services rendered to education in the University or elsewhere." Although we can't exclude candidates for being

In Professor Trainor we are confident that we have the right person to lead the College into its eighth century

Coming Home to Oxford



RICK TRAINOR reflects on a dynamic career as a historian and academic leader that has led him across Britain and back to Oxford, as he prepares to join Exeter College as Rector in 2014.

It is a great privilege to introduce myself to the Exeter community as the prospective successor, from October 2014, to Frances Cairncross as Rector. It is a wonderful opportunity to look forward to joining this great college, particularly during its 700th anniversary year.

When I arrive in the autumn of 2014 I will be "coming home" to Oxford, though I will have been away 35 years to the day

When I arrive in the autumn of 2014 I will be "coming home" to Oxford, though I will have been away 35 years to the day! Having been an undergraduate at Brown University, I came to Merton, where I read Modern History as an American Rhodes Scholar in the 1970s. After finishing the first part of my graduate work in history at Princeton (where I met my wife Marguerite Dupree, also an American-born historian of the UK and also an Oxford DPhil), I was a research student at Nuffield, a junior research fellow at Wolfson and a "lecturer" at Balliol (where I gave many tutorials but no lectures). In the interim I have kept in touch with Oxford as an honorary fellow at Merton and through the experiences of our children, Richard (2006, Hertford (PPE)) and Meg (2010, Magdalen (English)).

Born and raised in the US, my career as a historian and academic leader has taken place in the UK, of which I am now a dual citizen. In 1979 I became a lecturer in the Department of Economic (later Economic and Social) History at

the University of Glasgow, where Frances Cairncross's late father, Sir Alec, was a very active Chancellor. Having gained a taste for "administration" as the director of an early project introducing computers to university history teaching, I became Dean of the Faculty of Social Sciences and then Vice Principal, acquiring a personal chair of social history along the way. At Glasgow I taught the economic and social history of modern Britain and continental Europe and published on the social history of British elites, especially on the origins and impact of the leaders of industrial towns and cities.

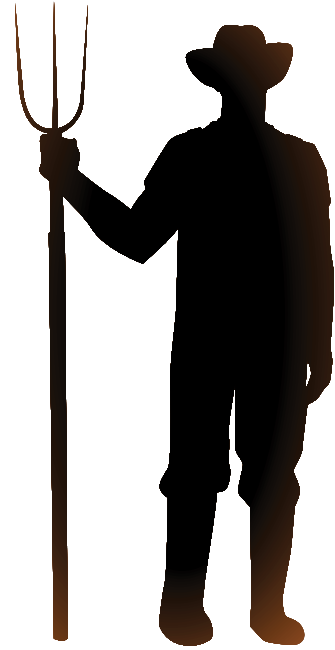
In 2000 I became Vice-Chancellor of the University of Greenwich, a former polytechnic housed in the baroque splendour of the Old Royal Naval College. Four years later, I was appointed Principal and Professor of Social History at King's College London. King's, in effect an independent research university within the very loose structure of the University of London, now has 25,000 students (40 per cent of whom are postgraduates) across a very wide range of subjects, and since 2008 has awarded degrees in its own name. Building on firm foundations, King's has advanced considerably in size and academic stature during the last decade, not least because of energetic fundraising and internationalisation. Between 2007 and 2009 I was also President of Universities UK, the representative organisation for the heads of all UK universities, and led a drive to promote UK academic ties abroad, especially with the United States. I was knighted in 2010. Although academic leadership positions have slowed down my scholarship considerably, I remain active and am president of the leading learned society in my field, the Economic History Society.

Exeter appeals greatly to me not only as one of Oxford's oldest and most accomplished colleges but also as one

of its most dynamic, diverse, open and international. The spectacular academic, public affairs, alumni and fundraising achievements of recent years, and the brilliant acquisition of the prospective "Third Quad" in Walton Street, make it possible to aspire to even greater prominence in the years from 2014. Academic life will become even more competitive internationally in that period, and Exeter, like Oxford more generally, will need to be especially resourceful in dealing with issues such as the increasing importance of support for an ever more varied and talented student body. In this process I shall need the support of Exeter's distinguished and harmonious Fellowship, its highly successful and cosmopolitan undergraduates and postgraduates, and its exceptionally loyal and generous Old Members. I look forward to the challenge! ♥

Exeter appeals greatly to me not only as one of Oxford's oldest and most accomplished colleges but also as one of its most dynamic, diverse, open and international

Farmer's Son to College Founder



Ahead of the College's 700th anniversary, **JOHN MADDICOTT (EMERITUS FELLOW IN MEDIEVAL HISTORY)** considers the life and death of the man who led the way for generations of Exonians.

Walter de Stapeldon, the son of a Devon small farmer, was educated at Oxford. He says so, in the College's foundation charter, drawn up in April 1314 and still in the College archives. "The University of Oxford", he says "which so greatly advanced us in the study of letters when we were young, nourished us, and promoted us, though we were unworthy". Stapeldon's rise, to become Bishop of Exeter, diplomat and Treasurer of England, turned very much on his Oxford degree.

By the time he was elected Bishop of Exeter in 1307, Stapeldon was probably in his mid to late forties and about two-thirds of the way through his life. Three features of his character stand out: he was clearly both clever and learned; he was a good practical man of business; but his character was also marked by a streak of hard acquisitiveness which led him towards the accumulation of wealth and property.

Stapeldon's election as bishop led him in two directions: first, into politics and diplomacy, and, second, into the management and pastoral care of a particularly difficult episcopal see.

Politics meant that he was in London two or three times a year. Edward II's accession in 1307, the year of Stapeldon's election, marked the start of a dismal period in English history. The King was idle and incompetent. Robert Bruce

was leading the Scots towards victory in the North, and Bannockburn in 1314 was one of the greatest English military disasters of the Middle Ages. The King's favourites were a constant cause of trouble. And to cap it all, one of the worst famines of the Middle Ages devastated the country between 1314 and 1317, causing hundreds of thousands of deaths.

ff He saw the practical value in learning, but he also set value on learning almost as a good in itself, as a means of training the rational intellect

Stapeldon was often present at court, although his role was increasingly that of diplomat and ambassador, deploying his close knowledge of Roman law and skills in advocacy.

As for the diocese of Exeter, it was remote, large, difficult to get round, and poor – the second poorest of all the English dioceses. One project particularly dear to Stapeldon was the rebuilding

of his cathedral. He pressed forward with the replacement of Exeter's old Norman cathedral by the latest Gothic model. A great deal of the Cathedral today is Stapeldon's work, notably the huge wooden episcopal throne, 60 feet high to the top of its spire, built with oak from the episcopal estates, and described by Pevsner as "a monument of unprecedented grandeur". The bridge between Stapeldon's local and pastoral concerns and the College is his interest in education and learning. Behind it lay the need to produce an educated parish clergy. Since 1298 priests had been allowed to use the income from their benefices to support them while they took time off to study at university. But to do this they needed a licence from their bishop; and Stapeldon granted more of these licences to study than any other bishop for whom we have figures. Here was a bishop who saw educated priests as a basic means towards the Christianising of the laity.

The foundation of Exeter College was, of course, Stapeldon's greatest contribution to education and learning. The original endowment of the young College was pretty thin. It conspicuously lacked land, largely because Stapeldon had very little land to give, and the College had to compete with his other priorities: the year in which he gave

about £55 to the College was also the year when he gave nearly £700 to the Cathedral building fund. But the fact that Exeter had an endowment, however slim, meant that Exeter could make available what was essentially a free education for poor but able students.

The foundation charter of 1314, which digresses at length on the value of learning, gives some idea of Stapeldon's larger aims. He saw the practical value in learning, but he also set value on learning almost as a good in itself, as a means of training the rational intellect. He also had one very personal motive. In the original statutes, Stapeldon laid down that for as long as his foundation should exist it should be known as "Stapeldon Hall". By about 1470 "Stapeldon Hall" had permanently given way to "Exeter College". Stapeldon's foundation was to be a living memorial to himself – and even if its name has changed, so it remains.

In the last phase of his life, between 1320 and 1326, Stapeldon became ever more embedded in the world of politics and government. From 1322 to 1325 he was Treasurer of England and right at the heart of Edward II's regime. But his high place at court was to do for him. Edward II's last years were probably the nearest medieval England came to a tyranny. Political violence, brutality and corruption were the order of the day. As Treasurer, Stapeldon

was responsible for collecting royal debts. In addition, he used his office to pile up a fortune for himself. One chronicle calls him a man "greedy beyond measure".

In 1326 Queen Isabella, who had fled her hated king for France, landed in Suffolk with an army. Stapeldon was denounced as an enemy of the Queen, and his house by Temple Bar was looted and burnt by the London mob. Stapeldon immediately made for the safety of the Tower. But his way was blocked by the crowds and he then turned desperately to St Paul's for sanctuary. Outside the north door of the Cathedral he was caught, dragged from his horse, stripped of his armour, and beheaded with a bread knife. A man called Robert of Hatfield later confessed to cutting off his head, and another man to supplying the bread knife. The body was thrown into a pit, and the head sent to the Queen, but both were later reunited and buried in Exeter Cathedral in March 1327.

Stapeldon's career has the ingredients of a classic tragedy. From an unpromising background in the wilds of North Devon, he had hauled himself up by his own talents and through his Oxford training. Yet Stapeldon's abilities were his undoing. If he had kept clear of politics and the court, he might have been remembered simply as a generous benefactor to education and a virtuous and vigorous

ff He was caught, dragged from his horse, stripped of his armour, and beheaded with a bread knife

pastor. As it was, his abilities exposed him to the temptations of wealth and power which in the end cost him his life. ♥

The above is an abridged extract from the forthcoming book *Exeter College: The First 700 Years* which is available to order by calling +44 (0)20 7336 0144. The *Exeter College: The First 700 Years* article is itself derived from a lecture given by Dr Maddicott. Dr Maddicott expands on Stapeldon's career in his book, *Founders and Fellowship: The Early History of Exeter College, Oxford, 1314–1592*, to be published in 2014.



Walter de Stapeldon's tomb, Exeter Cathedral

Political Portraits



On a visit to Exeter College Douglas Hurd discussed the Prime Ministers he worked alongside, drawing a picture of the people behind the public personas. **NICHOLAS ALTHAM (2010, ANCIENT & MODERN HISTORY)**

I first met Douglas Hurd at a book signing in 2008 when he was promoting his biography of Sir Robert Peel. We met several times more after I came up to Oxford in 2010, and in Hilary of 2013 I persuaded him to give a talk at Exeter. His lecture concerned the leadership styles of three rather more recent premiers whom Lord Hurd had known first-hand.

Addressing a packed audience in the Rector's Lodgings – including many alumni who had returned to Exeter for the event – Lord Hurd reflected on his time working for Prime Ministers Edward Heath, Margaret Thatcher and John Major. Through his illumination of their characters, Lord Hurd gave a flavour

of their leadership styles, while also considering how a person's background might influence management style and use of power.

Lord Hurd served Ted Heath as political secretary rather than as a government minister. This evidently allowed him a privileged standpoint, and it was clear that he sympathised with Heath a great deal. A musician, sailor and ardent European – the first Conservative leader without a moneyed or aristocratic background – Heath was in many ways a new sort of Conservative. His technocratic passion, believing himself to be right and requiring only that his party acknowledge that fact without equivocation, betrayed a lack of social awareness that proved fatal to his political career.

The centrepiece of the talk was Lord Hurd's depiction of Margaret Thatcher. He dispelled the common misconception that she wilfully overruled her colleagues, insisting that she was always ready to listen to informed arguments with full command of the facts. It transpired that one person in the Exeter audience had represented the General Medical Council in negotiations with the government over funding, so could share his own experience of Margaret Thatcher in argument. Once persuaded, she would often recite the convincing argument in subsequent conversation, convinced it was her own!

Even before Baroness Thatcher's death, and the revived interest garnered by her funeral, it was clear that the first female Prime Minister still fascinated anyone interested in recent British history. How had her gender affected Thatcher's leadership style? Lord Hurd insisted that she remained very much a woman in a man's world (the *Spitting Image* depiction of her wearing trousers and using urinals was probably more indicative of attitudes towards her, rather than of her own attitude or behaviour). She enjoyed dominating a government largely full of very well brought-up men, for whom the nanny and the matron were formative influences in life.

John Major received only brief treatment in Lord Hurd's talk: a very nice man, he was much more willing to listen than to talk, but not quite able to fill the shoes of a woman who had so dominated politics and the Conservative party for 15 years.

As for Douglas Hurd himself? He came across as a Thatcherite, but a quiet one, and without the uncompromising rhetoric. He was educated in the manner of the old Tory elite, at Eton and Trinity College, Cambridge, but with a more humble background. He agreed with John Major's political goal of a "nation at ease with itself", but had he won the leadership election in 1990, the divisive issue of Europe would probably have haunted a Hurd premiership as much as it did Sir John's. ♥

Through his illumination of their characters, Lord Hurd gave a flavour of their leadership styles



The Rector and Douglas Hurd

Learning to Lead

I have to be honest about what students think, while trying not to alienate the Fellows who ultimately make all the decisions



Pictured: Edward Nickell



From meetings with Fellows to days spent cleaning the JCR, **EDWARD NICKELL (2011, PPE)** describes his role as JCR President.

Leadership – the theme of this edition of Exon – is far too grand a word for what I get up to as JCR President. Providing an analysis of the JCR in terms of power and authority or corporate speak would be very pretentious. What I can give you is an insight into what my time as JCR President has involved.

JCR leadership is rarely glamorous. On the average day I "Re:" or "Fw:" about 40 e-mails. This is quick work for me now, though too much haste means that on occasion a Fellow will receive the sign off I intend for students, "Ed xx." If students have had a raucous night out, I'll normally be involved in tidying the JCR. I've done my share of DIY too, having developed a knack for the assembly of flat-packed furniture and fixing the Sky box cables. A willingness to help is just as important in leadership as it is in everyday life.

I hope that I've been unimposing during my presidency; being perceived as a leader would create an undesirable distinction between me and my fellow JCR members. Such a distinction would set me apart from them and undermine my representative role. It can be fun to achieve your own ideas for the JCR, but it's actually more useful to give the elected JCR Executive team and the JCR as a whole the space to decide what they would like to do. There is much to be said for "benevolent neglect".

Often the JCR doesn't need to be led, as students have enough initiative and momentum of their own. In contrast, most Oxford colleges are, by nature, old and dusty institutions which work at a gentle (read: frustrating) pace. This means that change requires the push and shove of leadership rather than a mere nudge, and sometimes I can help students in dealing with collegiate practices and procedures. This is the main area in which actual leadership comes into play. In Hilary of this year, I helped students put pressure on Fellows to speed up the committee machinery, which allowed College to fly the rainbow flag in time to celebrate the close of LGBTQ History Month. The initiative and support for this already existed among students; it was just a matter of explaining it to the Governing Body.

One area in which College should perhaps not be leading is in student living-cost dissatisfaction tables. Some claim that my inspiration has come from Jimmy McMillan's "The Rent is Too Damn High" political party, or perhaps from Bob Crow, the trade union leader, but I only see myself as a channel for the concerns of the student body. I have to be honest about what students think, while trying not to alienate the Fellows who ultimately make all the decisions.

It is important to acknowledge the occasions when Fellows and staff do provide leadership. For example, there is currently a very promising investigation going on that will improve access to hardship grants and mitigate the high costs in College. Walton Street is another project that will benefit our students greatly in the future, but it is vital that it is part of a wider attempt to lease and buy properties for our students.

In a way this article embodies what student leadership means; an attempt to present the student perspective, with due consideration given to the Governing Body's legitimate concerns, on matters pertaining to College life. ♥

On the average day I "Re:" or "Fw:" about 40 emails. This is quick work for me now, though too much haste means that on occasion a Fellow will receive the sign off I intend for students, Ed xx

A Grimm Lecture



JAMES MISSON (2010, ENGLISH) finds himself lost in the woods as alumnus Philip Pullman brings the worlds of Hansel and Gretel, Cinderella, and Little Red Riding Hood into the Sheldonian Theatre.



An audience as diverse as the one that filled the Sheldonian Theatre on 4 November 2012 is rarely seen in Oxford. The lecture, part of a series celebrating Exeter College's coming 700th anniversary, saw young readers sitting shoulder to shoulder with experts on literature, all enthralled by the preeminent storyteller and Exeter alumnus, Philip Pullman (1965, English). Introduced by Exeter's Fellow in English, Jeri Johnson, Mr Pullman gave an insight into the creative process behind his latest book, *Grimm Tales* – a collection of 50 "fairy tales" (although he avoids the term, noting the distinct absence of fairies) originally



Philip Pullman

compiled and recorded by the Brothers Grimm, and retold in this edition in the accessible yet elegant prose that made Philip Pullman the bard of a generation.

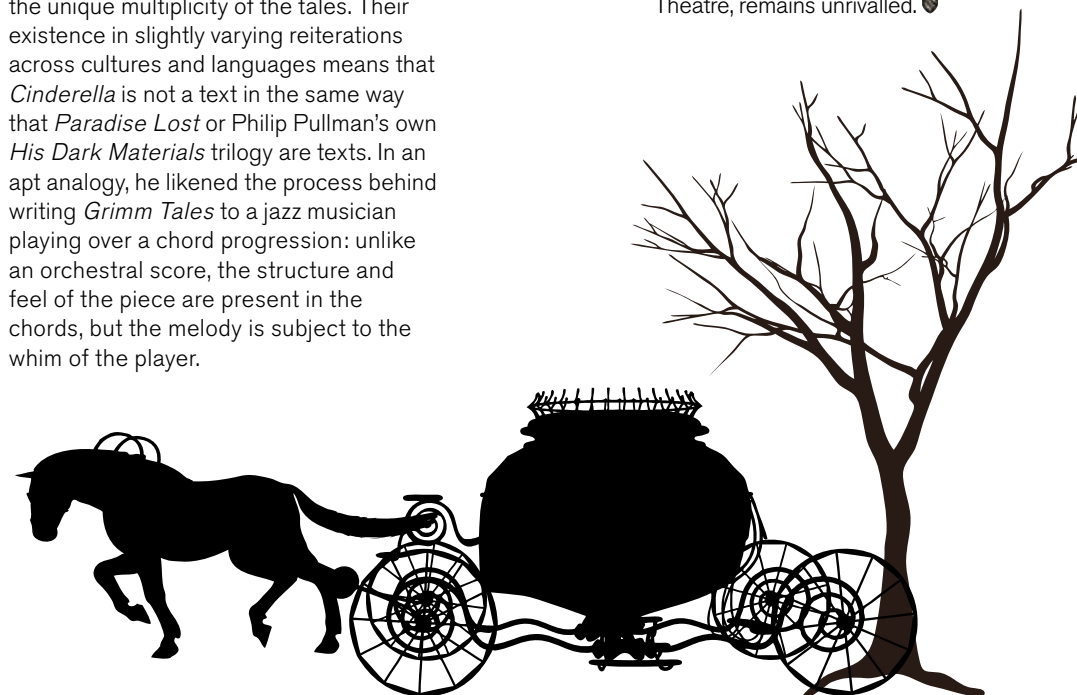
The lecture assured the audience that his is a safe pair of hands for some of the western world's oldest and most dearly loved stories (the collection includes, for instance, *Cinderella* and *Little Red Riding Hood* as well as some less well-known fables). Eschewing any pretence towards the academic strictures of literature that he would have experienced during his time at Oxford, Philip Pullman has, throughout his career, frequently insisted that all he tells are stories. During the lecture he said that such stories necessitate a simplicity to which the "sophisticated literary mind" is not accustomed, adding, in a typically self-effacing manner, that "it's a good thing I don't have one of those".

Despite this humility, it takes a rare and subtle intuition to tell stories this well, and Philip Pullman's has been recognised by the Carnegie Medal, The Guardian Fiction Prize and the Whitbread Prize. Most recently, he has been made President of the Society of Authors (a position first held by Alfred Lord Tennyson), and *Grimm Tales* was esteemed as one of *The Economist's* Books of the Year, which called it "a delightfully wry reworking by a master storyteller".

It was fitting, then, that what was billed as a "lecture" began not with

historical facts or a slideshow, but a tale of bloody cannibalistic murder set in an impenetrably labyrinthine forest (*The Robber Bridegroom* – one of the stories included in *Grimm Tales*, and a fantastical amuse-bouche for the two subsequent and equally captivating readings Mr Pullman served up in the talk).

When asked what the most challenging aspect of putting the book together was, Mr Pullman addressed the unique multiplicity of the tales. Their existence in slightly varying reiterations across cultures and languages means that *Cinderella* is not a text in the same way that *Paradise Lost* or Philip Pullman's own *His Dark Materials* trilogy are texts. In an apt analogy, he likened the process behind writing *Grimm Tales* to a jazz musician playing over a chord progression: unlike an orchestral score, the structure and feel of the piece are present in the chords, but the melody is subject to the whim of the player.



What was billed as a "lecture" began not with historical facts or a slideshow, but a tale of bloody cannibalistic murder set in an impenetrably labyrinthine forest

The lecture was concluded with a round of questions that broached a breadth of topics from Freud to the cycles of the moon, followed by a book signing, with a queue which coiled around the circumference of the vast theatre – a testament to Philip Pullman's popularity.

This glimpse into his methods and ideas was a unique opportunity for all present, and it seems that Philip Pullman's ability to arrest an audience, whether on the pages of a book or from the stage of the Sheldonian Theatre, remains unrivalled. ♥



As part of the 700th Anniversary Lecture series, Sir Paul Nurse discussed biologists' fascination with the microscopic.

MICHAEL DUNNE (2008, MATHEMATICS)

"Biologists like details." That was the pronouncement of Nobel Prize-winning scientist Sir Paul Nurse as he addressed an audience of Exonians at February's 700th Anniversary Lecture. Details such as what a star-nosed mole has for its tea, or the properties of the hairs on a polar bear's coat. This obsession with details, as Sir Paul put it, means that "sometimes the great ideas of biology get lost," and it can be useful to be reminded of them. He selected four of the most important ideas from the history of biological study to talk about, and added a fifth that he feels will prove as important in coming decades.

With an infectious enthusiasm, Sir Paul began with the proposition that all life is made up of cells, an idea that emerged in the 17th century alongside the development of the microscope. This has remained a primary principle of biology, from the study of single-celled organisms to modern stem cell research.

Next was the gene as the basis of heredity. Described by Gregor Mendel long before it was understood in terms of DNA, this quantifies the observation that traits are passed down between generations.

Following this, Sir Paul described the theory of evolution by natural selection, made famous by Charles Darwin. Those who are less able to survive are less likely to reproduce, and therefore over time weak variations of gene are lost and strong variations of gene flourish. This process allows living organisms to evolve and species to diverge to suit different environments.

The fourth core concept that Sir Paul noted was that chemistry is essential to life. The physical sciences can help

explain life processes, beginning with the observation that living organisms rely on chemical reactions. This is the basis of the pharmaceutical industry and is vital to understanding many diseases.

These biological concepts are widely appreciated, but the fifth that Sir Paul discussed is less well known or understood: life as information and systems management. Information, Sir Paul argued, flows in and out of molecules, cells and neurons, for example. Higher biological phenomena can be understood through this process of exchanging information. Of particular interest is that these biological phenomena have the ability to adapt within themselves how they transfer and use information: rather than hard- or software, in biology information is processed using "wetware".

The concept of biology as information is not new. The philosopher Immanuel Kant discussed information systems in living organisms in great detail at the start of the 19th century, albeit using terminology quite different from today's vernacular. But it is only now, thanks to the extraordinary development of computational systems, that we are able to explore fully this tenet of biology.

To comprehend the cell we extended our senses with the microscope. For the gene, the application of statistics was needed. Thanks to further advancements in science, technology and mathematics, the idea of life as information and systems management can, for the first time, be properly tested and understood. Who knows, with such exponential scientific progress, perhaps one day we will even be able to chat to a star-nosed mole about the joy of worms. ♥

What Fruit Flies Teach Us About Sleep



JEFFREY DONLEA (STAINES RESEARCH FELLOW IN BIOCHEMISTRY)

explains how fruit flies caught napping might help shed light on what our brains do during sleep.



Flies remain in a restful state for most of the night, and keeping flies awake causes them to need extra rebound sleep afterwards, much like humans



Photo: fruit fly

Although it is a state that leaves us disconnected from the world and vulnerable to threats, we all spend around one third of our lives asleep. There is a growing body of evidence indicating that the purpose of sleep may primarily be for the benefit of the brain – prolonged waking induces a wide variety of impairments in behaviour and brain

plasticity that are only alleviated with the recovery of lost sleep. However, despite decades of study, the precise functions of sleep in the brain remain unknown. Many hypotheses of sleep function have been proposed, but much attention is currently focused on the role of sleep in scaling the strength of synaptic connections between neurons in the brain, an idea that was first

proposed by Giulio Tononi and Chiara Cirelli around a decade ago.

As we navigate the world during the day, our brains store memories of new experiences by strengthening existing synaptic connections between neurons and by adding new synapses. The expansion of these synapses allows the brain to integrate new information into

neural circuits. But, if left unchecked, continued synapse growth would outpace the brain's metabolic resources, and may cause neural circuits to malfunction or fail entirely. To check this growth, according to the current hypothesis, the slow waves of activity that spread through the brain during deeper sleep stages may allow synapses to weaken, thus pruning away any unnecessary connections. After this downscaling, we awaken in the morning with normal brain functioning restored (and with room to make new and stronger connections again during the day). While some evidence from studies of the human brain supports this hypothesis, it remains practically and experimentally impossible to directly test the effects of sleep on the strength of single synapses in particular neurons of a human brain.

Given the experimental limitations on such human study, perhaps the most promising strategy to identify sleep's function in the brain is to turn to smaller, simpler animals that might provide more access to the genetic and neurobiological mechanisms of interest. The simple fruit fly, which has been used for basic neurobiology research for decades, appears to sleep in a similar way to humans: flies remain in a restful state for most of the night, and keeping flies awake causes them to need extra rebound sleep afterwards, much like humans. Flies also respond in the same way as people do to many drugs that alter sleep – caffeine and other stimulants, for example, reduce sleep in both flies and people – suggesting that the same neurobiological and genetic

mechanisms may have been widely conserved across evolution to regulate sleep in many animal species. While sleep in the fly retains many similarities to human sleep, flies provide a distinct experimental advantage: even though the fly and human brains are composed of neurons that function in similar ways, the fly brain contains approximately one million times fewer neurons. Possibly more importantly, neural circuits in fly brains tend to be much less redundant than those in humans. As a result, we may only need to examine a handful of neurons in the fly to decode how the brain might implement a given behaviour such as sleep. This simplicity allows us to use the fly to make direct measurements of the effects of sleep on neural structure and function that are not currently possible in larger animals.

Using small animal models like the fly, we can directly test the effects of sleep on synapse strength. This is achieved by marking small numbers of neurons in the brain with genetically encoded tags for synaptic connections. Using these markers, we can measure the effects of sleep on the number and size of synaptic connections formed by different types of neurons. A series of experiments using the fruit fly has found that, as the synaptic scaling hypothesis predicts, synaptic connections are added during waking in several types of neurons that are involved in memory formation and in sleep regulation. As

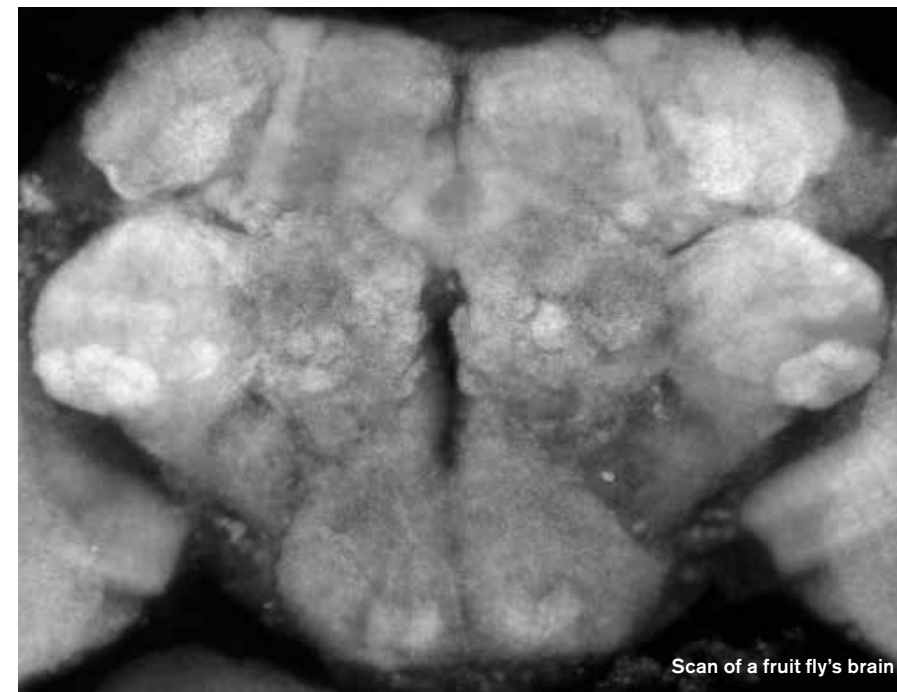
flies sleep, synapses in the same types of neuron are eliminated. The magnitude of these changes depends on the fly's experience during the day – when flies are housed in a complex environment in which they interact socially with other flies, they add more synapses in relevant circuits and require extra sleep afterwards to return to a baseline state of synaptic connections. A similar role for sleep in the scaling of

When flies are housed in a complex environment in which they interact socially with other flies, they add more synapses in relevant circuits and require extra sleep afterwards



synaptic connections has also been found in other animal species, including the zebrafish and mouse, suggesting that this function of sleep has likely been conserved between a wide variety of animals across evolutionary time. It is currently unclear how synaptic reorganisation during sleep might affect particular memories, but it is known that sleep deprivation disturbs synaptic scaling and impairs our abilities to form new memories.

These experiments suggest that sleep might be involved in the homeostatic scaling of synaptic connections, but many questions remain to be answered. Are specific types of synapses targeted for scaling during sleep? How does the brain sense when these synapses need sleep? Can we identify relevant targets that might be used to treat clinical sleep disorders? Would it be possible to use these targets to enhance sleep and slow or alleviate other neurological disorders? We are just beginning to address these issues using new techniques that can record and manipulate the activity of targeted neurons in behaving animals, such as the fruit fly. While these methods may allow us to develop clinical treatments for human patients, we must first unravel some of the fundamental functions and mechanisms in smaller, simpler brains. In the meantime, those of us who fill our brains up with information all day might take a lesson from the fruit fly and make time for a good nightly synapse-cleaning session. 🛌



Scan of a fruit fly's brain



Winning the White House



The North American Travel Scholar shadows the high drama presidential campaigns of 2012 and finds out what it takes to win. **ADAM WARD (2011, PPE)**

2012: an American Presidential Election in which the incumbent won a comfortable majority on a mediocre turnout. Although true in terms of statistics, this conclusion misrepresents the significance of Barack Obama's re-election last November.

Through the North American Travel Scholarship, I was given the amazing opportunity to follow the high drama campaigns, most notably the Presidential election, but also the pivotal Congressional races. From the liberal bastion of Boston, where I shadowed Elizabeth Warren's Senate campaign, to a week with the State Republican organisation in Alabama, my trip crossed the gulf of political views in the United States.

An American election campaign is not complete without the pizzazz of the National Conventions. It is an opportunity for parties to rouse their faithful supporters and to speak to large TV audiences. Fortunately I was able to attend the Republican National Convention in Tampa, Florida. From the notable speeches by Condoleezza Rice, Marco Rubio and Mitt Romney, to meeting the media presence, and not forgetting the delegates who proudly dressed in costume to signal their State (Stetsons a must for Texan delegates

Few Republicans I spoke with were zealous Romney supporters, but all were ardently opposed to the President



and cheese hats for some Wisconsinites), this was truly an unforgettable experience.

I contributed to both campaigns equally as I wanted to learn more about those on the opposite sides of the debate. Despite having participated in College telethons, I was still daunted by the prospect of making calls for the "Obama for New York" team. No one questioned my British accent, but three Pennsylvanians informed me that they would be supporting Governor Romney, as he was more pro-business than the President.

In Alabama, I spent a week shadowing the Republican operations, and attended a conservative radio talk show. Although many Democrats I met were dissatisfied with the Obama administration, few were attracted to Mitt Romney, who was perceived as out of touch because of his wealth. Even at the Convention, few Republicans I spoke with were zealous Romney supporters, but all were ardently opposed to the President. Barack Obama's health reforms and his management of the economy were the two most contentious issues.

A far-reaching feature of 2012 was the prominence of big money. The Supreme Court decision in *Citizens United v Federal Election Commission* (2010) has had a significant impact on the American elections. The decision interprets the first amendment rights – freedom of speech, assembly, religion and the press – as prohibiting the government from restricting political expenditures by corporate organisations and unions. Hence in 2012

anonymous donations to both campaigns spiked and accountability was found wanting. In President Obama's political powerhouse, Chicago, I met many who were dissatisfied with politics in general, citing the Supreme Court case to show that

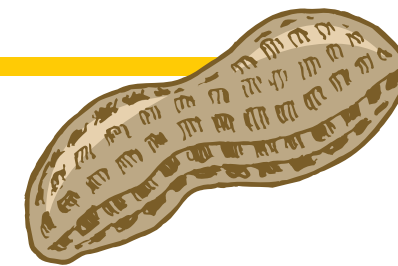
individuals could remain anonymous whilst entirely shaping election campaigns.

As I watched the Presidential election results with fellow students at 5am on 7 November in Exeter College Hall, shouts of "Four More Years" erupted. I recognised that President Obama's re-election would lead many to assume that the election was a not a landmark. However, the ramifications of the *Citizens United* case, which started to become clear in 2012, will lead to further dissatisfaction in American politics as the question of who is accountable to whom becomes more clouded. It will also be fascinating to observe how the Republicans try to attract new voters; Hispanics are becoming a pivotal voting bloc in America and in 2012 they were heavily Democratic.

I'd like to say a huge thank you to all the alumni who made this trip what it was. No amount of media coverage could have given me such a remarkable snapshot of America in 2012. ♥

As I watched the Presidential election results with fellow students at 5am on 7 November in Exeter College Hall, shouts of "Four More Years" erupted

Student Rites



The Holaday Scholar considers the importance of student traditions in the UK and the US, from being ceremonially drenched to submitting to peanut butter forfeits. **JOHN NICKERSON (2012, PHILOSOPHICAL THEOLOGY)**



John Nickerson (centre) dives into USAFA's Air Garden's fountains to mark the end of his exams

As a recent graduate of the US Air Force Academy (USAFA) and now a graduate student at Exeter College, I am continually impressed by the palpable sense of tradition present in both places. Indeed, tradition is so important in both that it suggests that robust traditions play a role in the individuation and progression

You yell "Fire in the hole!" and crash the jar (seal and all) against your forehead. The goal is to eject as much peanut butter as possible from the jar

of students and in people generally. Despite the many differences between the institutions, the extent to which some traditions are shared is surprising.

For example, both Exeter's front quad and the USAFA's terrazzo feature

a square of grass in the centre, not to be trod upon blithely. When one is allowed on either grass, it is a time of exuberance and energy. For USAFA, this is in the form of "taking the hill," when the whole cadet wing rushes from formation to stamp and scream on Spirit Hill which rises in the centre of the terrazzo; for Exeter, it is the excitement of the Ball, and the "trashings" at the completion of finals.

As I watched finalists being doused with buckets of water inside Exeter's quad in Trinity Term, I was reminded of my sprint across the terrazzo's grass last May, where, having finished my time of study at USAFA, I hurled myself, like thousands before me, into the cold water of the Air Garden's fountains. This June, it was a pleasure to see that sense of freedom in the eyes of the soaking finalists laughing on the grass of the front quad. In one sense, these traditions signify renewal after the completion of an education. More than that, these water rituals also free the individual from the gravity of the institutions themselves. The traditions unify peers past, present and future as one departs the institution. The struggle

by which a young person submits to tradition, in all its significance, allows that person to emerge tested, humbled, and ready to begin to learn how to lead. In other words, tradition in itself can be a catalyst of moral development.

Of course, not all traditions have this universal quality, and perhaps strangely, one of the USAFA traditions that I remember most vividly is "Fire in the Hole". It is not a particularly grand or spectacular tradition; in fact, it is rather a small one. When a new jar of peanut butter replaces a spent one at the dining table in Mitchell Hall, you remove the hard cap, while leaving the plastic seal across the top intact; then, holding the jar horizontally, you yell "Fire in the hole!" and crash the jar (seal and all) against your forehead. The goal is to eject as much peanut butter as possible from the jar, which is never very much, no matter how committed the attempt.

It is hardly surprising that there is no equivalent at Exeter for such a tradition. While in one sense the end-goals of the USAFA and Exeter are similar, they are not entirely congruent: USAFA aims to produce the future military leadership of the United States; Exeter (generally speaking) the well-formed professionals and intellectuals ready to begin to meet the full slate of challenges present today.

I am grateful to have had the opportunity to participate at both these venerable institutions in some small way. No institution that hopes to test and develop its wards lacks strong traditions and this is certainly the case for both the USAFA and Exeter College. ♥

I hurled myself, like thousands before me, into the cold water of the Air Garden's fountains

Science in the Spotlight



A role model for women in science, a scientist on a global trajectory, and an esteemed film critic are among the inspiring individuals on the New Year Honours list. **JOSEPH BLUCK (2011, CHEMISTRY)**

This has been a year of recognition for Exonians, with New Year Honours awarded to Professor Dame Carol Robinson, Professor Raymond Dwek CBE and Philip French OBE (1954, Jurisprudence).

Professor Dame Carol Robinson DBE FRS, a Professorial Fellow in Chemistry at Exeter, received her DBE on 28 June at Buckingham Palace. The honour was awarded in recognition of her services to both science and industry. Her ground-breaking research uses mass spectrometry as an analytical tool to gain insight into protein structure along with looking at protein function in the gas phase. Professor Dame Robinson was the first female Professor of Chemistry both here at Oxford and in Cambridge, and her research group has had the largest proportion of women students in Chemistry at both universities.

As a leading role model for women who work in science, she has often been interviewed and invited to give talks; this year she gave the opening keynote speech at the Women's Career and Networks Symposium in Germany.

Professor Raymond Dwek, an Emeritus Fellow of Exeter, was awarded his CBE for the role he played in scientific collaboration between Britain and Israel. His position as Special Adviser on Biotechnology to the President of Ben Gurion University has led to many beneficial programmes in the region. These include the improvement of water resources, regenerative medicine and research into the genetics of the Bedouin people. Professor Dwek played a leading role in establishing the National Institute of Biotechnology in the Negev, Southern Israel. This was the first independent research body to be

Professor Dame Robinson was the first female Professor of Chemistry both here at Oxford and in Cambridge

established in Israel, and acts as a catalyst for development in the region.

Philip French, an Exeter alumnus, received an OBE this year for his services to film. He has been a film critic for *The Observer* since 1978, along with 31 years as a radio producer for the BBC starting in 1959. He retires this August to coincide with his 80th birthday. ♥

Classical Scholar Commemorated



Exeter House celebrates the legacy of a past Rector, and mourns the death of a generous benefactor. **ESTHER KWAN (2012, DEVELOPMENT STUDIES)**



SK Pathak at the opening of SKP House

was the Rector of the College from 1943 until 1956. Before becoming Rector, he had been a Fellow for 30 years and successively Sub-Rector and Senior Tutor. He also had an illustrious academic career as a distinguished classical scholar.

The College invited Dr Lisa Barber – Rector Barber's daughter-in-law – officially to open Barber House. A short speech was made by Professor Gregory Hutchinson in Latin, as well as brief remarks by Rector Frances Cairncross and Dr Lisa Barber. The Barber family attended the ceremony, along with current graduate students and alumni who had been students in Rector Barber's time.

The College also notes with regret the passing of Shri Krishna Pathak earlier

this year. A generous benefactor, Mr Pathak funded significant scholarships for Indian students at Exeter and helped to redevelop the Exeter House site. To recognise his philanthropy and long-standing relationship with the College, a new building at Exeter House was named after Mr Pathak in 2010. ♥

Dr Lisa Barber opens Barber House

On 14 February 2013, Exeter College officially named one of the Exeter House graduate accommodation blocks to commemorate Eric Arthur Barber, who

Exeter Gone MAD



The JCR's Music, Arts and Drama Officer directs another year of creative success from street art to short films. **OWEN DONOVAN (2011, ENGLISH)**

Audience members enjoying live art

Over the last year, the arts in Exeter College have gone from strength to strength, with Exon Productions continuing to fund projects across the University and Hacked Off Films being established by Exeter students. As this year's JCR Executive member for Music, Arts and Drama (collectively known as MAD), I have been promoting the work of JCR members, getting more students involved in the arts, and organising events across Oxford.

Working with other members of Exeter and students from Jesus and Lincoln, Hilary Term's Turl Street Arts Festival (TSAF) once again displayed the talent of our students, with a wider range of arts represented than ever before. A marathon comedy night, an evening of poetry readings with an accompanying anthology, and a massive launch night with guest DJs Los Campesinos! featured in an eclectic schedule that involved, and attracted, more students than ever before. The talent across College is incredibly strong, and TSAF allowed us to show this alongside our Turl Street neighbours.

As well as acting as MAD officer and working on the TSAF committee this year, I have been collaborating with my fellow second-year Edward Elliott to found and develop Hacked Off Films, a student-led group that specialises in innovative film screenings in Oxford. Taking our inspiration from groups in London like Secret Cinema and Punchdrunk Theatre, Hacked Off Films has put on a number of immersive film screenings, all of which have been sell-out events. Audiences are placed within, and

must experience sections of, the film before, during, and after the screening. Hacked Off Films has also taken part in the Future Shorts Festival, the world's largest pop-up short film festival, hosting screenings during an evening of award-winning film, live music and comedy. Across all of Hacked Off Films's events, we have tried to reignite cinema as a medium where audiences feel involved with the narratives they are confronted by, becoming fully

We took over a three-storey building to recreate the intensity of the New York ballet scene

affected by the magic of *Harry Potter* or the playful anarchy of *Ferris Bueller's Day Off*.

This Trinity term, Hacked Off Films's core team expanded, involving more students from across Exeter and the University in a range of roles from graphic

design to production co-ordination, and by doing so we were able to stage our largest event yet. Darren Aronofsky's modern masterpiece *Black Swan* was brought to life in association with Keble College as part of their arts week, as we took over a three-storey building to recreate the intensity of the New York ballet scene.

Arriving in a modern ballroom, complete with string quartet and glasses of fizz, a new Swan Queen was announced to audiences who were then led backstage into the terrifying busyness of the dressing rooms of opening night and finally into a rehearsal room, where ballet dancers practised under the watchful gaze of the leader of their company, Leroy. With a cast and crew nearly three times the size of any previous event, *Black Swan* proved a roaring success with audiences, thrown as they were into the oppressive, competitive, and frightening atmosphere of the film. Whilst the tone contrasted with our previous immersive screenings, the darkness of *Black Swan* suggested that immersive cinema, a relatively new art form, can tackle all genres of cinema, and is here to stay. ♥



Ballerinas produce live art ahead of the screening of *Black Swan*

Reaching Outwards and Upwards



Exeter's outreach programme – supporting schools with little history of admissions to Oxford – proves successful as student ambassadors, tutors, and the Schools Liaison Officer launch into the new year. **ASHLEY WALTERS, SCHOOLS LIAISON OFFICER**

In November 2012 Exeter played host to around 180 teachers from state schools across the country. They were accompanying some of their Year 11 students as part of the Investigating Options Days, which are organised by the Oxford Pathways Programme. This is an outreach collaboration between a number of Oxford's colleges, targeted at students from non-selective state schools with little or no history of successful applications to Oxford. I coordinate the Year 11 events and focus on encouraging students to think about the opportunities available to them at university, and how choosing the right A-levels might affect their chances of a promising future. Exeter tutors Helen Brookman (English), Christina de Bellaigue (History) and Jo Dunkley (Physics) all contributed "mini lectures" to the programme as a taster for the students.



It is always a pleasure to see how much enthusiasm there is from current students to get involved with initiatives like this

At the beginning of Hilary, the latest cohort of Exeter College Ambassadors received their training. These are undergraduate volunteers who meet school groups visiting Exeter, give tours of the College, and support our outreach projects in other ways. It is always a pleasure to see how much enthusiasm there is from current students to get involved with initiatives like this.

In March I worked with my counterpart from Downing College,

Cambridge, to co-host four Oxford and Cambridge Information Days. The large, multi-school conferences took place in a number of locations in Devon and Cornwall, and gave around 400 Year 12 students from state schools in those counties an opportunity to find out about applying to and studying at Oxford and Cambridge. Oxford was represented at the events by Exeter College's Academic Dean, Chris Ballinger, and our Queen Sofia Junior Research Fellow in Modern Peninsular Spanish Literature, Daniela Omlor, as well as by a team of current undergraduates from across Oxford who attended schools in Devon and Cornwall.

At the end of Trinity, we appointed Rebecca Musgrove (2011, Jurisprudence) as our first Access and Admissions Intern. Rebecca's role is to assist with the various events taking place in June and July, to support the Schools Liaison Officer in making preparations for next

year's outreach programmes, and to develop the College's web and printed material for prospective undergraduates. Within a week of starting she had already made her mark, overseeing the undergraduate team for the College Open Days and ensuring that the days ran more smoothly than ever before.

In late June, Exeter ran the Devon and Cornwall Residential Visit in Oxford for 21 Year 12 students. The varied programme allowed the students to experience various aspects of Oxford life over two days. College tutors Tom Lambert (History) and Michael Osborne (Engineering) gave demonstration interviews, while Conall Mac Niocaill (Earth Science) showed the new Earth Sciences building to those interested in studying the sciences. A team of enthusiastic College ambassadors was on hand to welcome the students and show them around the College and city. ♥

Photo: Student Open Day volunteers

The Rector's Walk



Rector **FRANCES CAIRNCROSS** reports on the walk of a lifetime.



Welcome Home



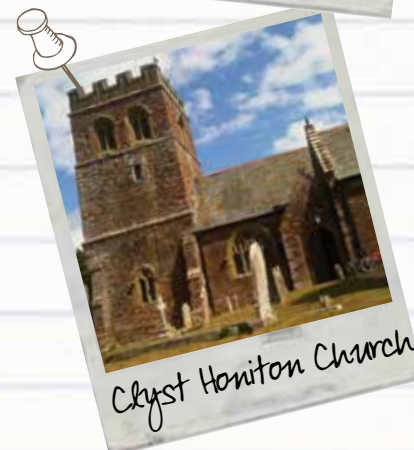
Broadwindsor



Caen Hill Locks



Canal sign



Clyst Honiton Church



Day 2



White Horse - Affington



Ryme Intrinseca



Rest day



We had other canine companions: George Roffe-Silvester (1973, Literae Humaniores) and his wife Charlot brought two Jack Russells – appropriately for Parson Jack Russell's old College. Mike Dixon (1970, PPP) brought his enchanting collie Lola, who dealt with thirst by climbing into any water tank we passed and – as it were – drinking her bath water.

It was on the Ridgeway that I felt most aware of the generations of poor students who must have tramped from the West Country to College over the centuries. What a passion for education they must have had, to make such a journey. What a contrast with many of today's lucky youngsters, whose parents cram Turl Street each October with cars full of possessions!

I got a terrific welcome from the College on my return, after 12 days of walking and 192 miles. Best of all, I found that I had raised almost double the sum for the Richard Sandbrook environmental internship that I had aimed for. Thank you, everyone who contributed! It made every step worthwhile. ♥

You can donate to the Richard Sandbrook Scholarship at uk.virginmoneygiving.com/FrancesCairncross



Silbury Hill



St Michael & all angels church



Exeter College RFC competes for the Cuppers plate



Rugby

GUY RICHARDSON
(2011, PPE)

As we had lost some of the giants of old at the end of the previous season, doubts over how the 2012-13 season would unfold were in the minds of many. These doubts, however, were washed away early on, when ECRFC jetted off to Jersey to emerge victorious in a charity International Beach Rugby tournament.

With the first piece of glassware shining in the trophy cabinet, hopes were high as we began the season proper in Michaelmas. The squad was bolstered by the return of previous captain Sam Hitchings, as well as an elite intake of freshers. With so many new faces in the team, the first season of the league was one of consolidation, and we comfortably remained in Division 2.

Having gelled as a team, we found that the bitter British winter proved to be our enemy. The second season was

largely written off, and it wasn't until Cuppers that ECRFC could unleash its potential. After a fortunate draw in the competition, Exeter made its way to the semi-final of the Cuppers Plate competition where a Turl Street clash against Lincoln awaited. An emphatic 53-5 victory set the stage for the final at Iffley Road against Somerville/Corpus.

In preparation for this high-stakes match, the squad undertook a useful team bonding exercise in the form of initiations, followed by a friendly against an Exeter Old Boys XV. The Old Boys match is one of the most special events in the ECRFC calendar – nothing shows the spirit of the club better than having 40 players join together in a rousing chorus of "Floreat Exon", and we are grateful to those former players who come back for the occasion.

The prospect of finishing the season with Cuppers silverware was relished by the players, and the mentality going into the match reflected this, with the team even holding multiple training sessions. With a good crowd from College coming

to show its support, Exeter rose to the occasion and dominated the first half. However, in the second half, after repeatedly infringing at the breakdown, we found ourselves a player down for 10 minutes, which allowed Somerville/Corpus to fight back to come within a point of Exeter.

In the final minutes of the match, a skilful kick into the corner by Tom Hatfield saw fresher Andrew Heard emerge from nowhere to collect the ball and score, which put Exeter six points ahead with the scoreline reading 30-24. Thankfully, despite considerable pressure from Somerville/Corpus in the dying moments of the game, Exeter held on.

The College kindly rewarded our victory with a High Table dinner where, amid the celebration, we reluctantly said goodbye to our leavers who have been so vital to the success and spirit of the club. The departing players are Daniel Sellars, Tom Hatfield, Nicholas Fletcher, Ben Abdo, Sam Hitchings, Tom Painter, Fabio Fenton, Adam J Strawbridge and Tony Dickinson. ♥



Rowing

REBECCA MUSGROVE (2011,
JURISPRUDENCE)

The past year has seen a change at Exeter College Boat Club in terms of the levels of participation, enthusiasm and commitment. In Michaelmas we had three novice crews take to the river for the Nephthys Regatta. Sadly the Christ Church Regatta was called off due to bad weather, but this did not put our novices off rowing.

In Torpids we were able to enter both first and second Vllls for the Men and Women. The Women's second VIII and Men's first VIII managed bumps, but unfortunately the other crews received spoons.

Our Men's and Women's first Vllls embarked upon a gruelling four-day training camp at Gravelines over the Easter vacation. Thanks to the generosity of alumna Hilary Wynne, the student financial contribution was minimal. The camp enhanced fitness and mental strength, with 15km runs each day and around 30km of rowing.

The blood, sweat and tears paid off in Summer Vllls. This year we entered six



The Exeter College Boat Club Men's Firsts

crews, with five qualifying after rowing on. Our Women's third VIII rowed over the first day and then fought valiantly but was eventually bumped by three crews. Our Women's second VIII was the most successful crew, gaining two bumps and rowing over twice. Our Women's first VIII contested a thrilling Turl Street battle, chasing Jesus whilst being chased by Lincoln. After rowing over for three days

they finally achieved a bump on day four. Our Men's second VIII had greatly improved from Torpids but could not avoid spoons. Our Men's first VIII had a rollercoaster week, with a bump, being bumped and rowing over.

To conclude the season ECBC has entered the Oriel Regatta and the Coronation 60th Anniversary Regatta at Windsor Castle. ♥



Football

JAMES WEST (2011,
ECONOMICS AND
MANAGEMENT)

Having lost a number of key players at the end of last season, there were concerns that this could have been a difficult campaign for the team. A strong fresher contingent, however, meant that the season got off to the best possible start, achieving five wins out of five in Michaelmas term, scoring 16 goals and conceding just one.

Cuppers also began in Michaelmas. After a 7-1 victory in the first round, we met Worcester in the second round – the team that knocked us out of the 2011 tournament. Unfortunately they once again got the better of us in a closely fought game, and went on to win the tournament for a third straight year.

Hilary proved to be a very frustrating term for college football. Endless rain meant that pitches were flooded for much of term, and we ended up having to play five games in the final two weeks of term. Our penultimate match was a league decider



Exeter College AFC (red and black stripes) challenges Worcester College AFC for premiership glory

with Worcester, both teams knowing that a win would all but secure the league title. We took the lead mid way through the first half and managed to hold on until Worcester scored a deflected equaliser minutes from the final whistle; a goal that was enough to secure them the league.

While the whole squad was hugely

disappointed to miss out on the title that we felt we deserved, on reflection there was a strong sense of pride in the way we played over the season. I am confident that the disappointment of this season will only work to motivate us further next season, when we hope to secure a historic league and cuppers double. ♥

Author and Paralympian Honoured at Encaenia



Exeter once again welcomed leading figures from sport, literature, business, law and education ahead of this year's Encaenia, including 11-times Paralympic champion Baroness Grey-Thompson and award-winning playwright Sir Tom Stoppard. **ALEXANDRA BLEASDALE (2011, PPE)**



Baroness Grey-Thompson



Sir Tom Stoppard

Encaenia, Greek for "festival of renewal", or, more fittingly, translated in St John's Gospel as "festival of dedication", is the annual ceremony during which honorary degrees are awarded by the University of Oxford to distinguished people. Its origins date back to 1566, when Elizabeth I visited Oxford, and historically it was used to honour members of the visitor's court. When Charles I moved his court to Oxford in 1642, the University was instructed to award around 350 honorary degrees in less than four months. Perhaps unsurprisingly, the University argued that awarding a large number of such degrees was damaging to its reputation as an academic institution (as well as financially draining). Remarkably, the King listened.

Today, a more modest eight honorands receive degrees in a similar ceremony, reshaped in 1760 by Nathaniel,



Chancellor Lord Patten of Barnes

Lord Crewe, Rector of Lincoln College and later Bishop of Oxford, whose portrait hangs in the Sheldonian Theatre.

Exeter College had the privilege of hosting the "Pre-Ceremony" this June, as it has for the past four years. Some of the most prominent people in the University assembled in the Fellows' Garden along with the honorands in order to "partake of Lord Crewe's Benefaction", an elegant reception with strawberries and champagne. They then processed to the Sheldonian, welcomed by a trumpet fanfare and pieces performed by the Schola Cantorum of Oxford. The Public Orator delivered a speech about each honorand in Latin, before the Chancellor awarded them their degrees.

This year, the recipients included Sir Tom Stoppard and Baroness Tanni Grey-Thompson. Sir Tom's accomplishments include the plays *Rosencrantz and Guildenstern Are Dead* and *Arcadia*, as well as translations and adaptations of Chekov's *The Seagull* and *The Cherry Orchard*. He has also won an Academy Award for best Original Screenplay with *Shakespeare in Love*, and wrote the screenplay for *Anna Karenina*, which has won recent cinematic acclaim. Baroness Grey-Thompson is one of Britain's most successful sportswomen. She has won a total of 16 medals over five Paralympic Games – 11 gold, four silver and one bronze – in the 100, 200, 400 and 800 metres. Over the course of her career she has held over 30 world records, and between 1992 and 2002 she won the London Wheelchair Marathon six times. She was also instrumental in London's successful bid for the 2012 Olympic and Paralympic Games. Oxford is not the first university to honour her: she already has a remarkable 26 honorary degrees from other UK universities. ♡



LAURA SPENCE (2012, LITERAE HUMANIORES) recalls how a teacher's dedication encouraged her application to Oxford, and explains the aim of the Oxford's Inspirational Teachers Award.

Gold Star for Top Teachers

"Oxford is very competitive ... and getting ever more so." This is the first statement which greets anyone researching undergraduate admissions data on the University's website, shortly followed by the fact that applications to Oxford have risen by 55% in the last 10 years. Daunting words for any 17-year-old, and particularly for those coming from a school or college with a small number of Oxford-bound leavers. For such students, merely considering an application is

a step into the unknown. Faced by such intimidating information, some additional encouragement is sometimes needed in order to convince the brightest students that they are capable of gaining a place here; encouragement which will lend conviction to their personal statements and will provide the confidence with which to face the infamous interview.

The University of Oxford's Inspirational Teachers Award was set up in 2010 to recognise teachers who provide the additional support, which is vital to many state school applicants. The award allows first year undergraduates who have come from a state school to nominate one of their former teachers to receive recognition from the University. Teachers are nominated not only for their help in the application process, but also for providing the inspiration, which convinces many young students that a degree is worthwhile.

This year 12 teachers received the award at a ceremony at St Hilda's College. Oxford's Vice-Chancellor, Professor Andrew Hamilton, presented the awards, and said: "It's hard to over-estimate the impact a good teacher can have in encouraging and raising

the aspirations of students over the course of their careers. Winning a place at Oxford takes hard work and dedication, and having the support of a committed teacher is for many students what makes the difference in pushing them to apply and make the strongest application they can."

I can confidently say that I am at Oxford because of a teacher like this – a teacher who really cared, not only about his subject, but also about his students. That was invaluable. As Mike Nicholson, Director of Undergraduate Admissions at Oxford, said at the awards ceremony, the winning teachers "represented the highest standard of commitment to all their students, inspiring successful Oxford applicants but also raising the aspirations or instilling an enthusiasm for their subject in others. They inspired students with their passion, creativity and dedication to be the best they possibly can be, and deserve recognition for that above all."

I was lucky enough to have careers advisors and teachers who encouraged me to see Oxford as an attainable goal; I would wish the same for anyone considering an application. Few people get here alone,

and the Inspirational Teachers Award recognises this. Hopefully it will in turn encourage more teachers to realise the impact they can have, and inspire realistic dreams of Oxford in all bright young students. ♡

They inspired students with their passion, creativity and dedication to be the best they possibly can be

A teacher who really cared, not only about his subject, but also about his students. That was invaluable

Teachers are nominated not only for their help in the application process, but also for providing the inspiration which convinces many young students that a degree is worthwhile

Oxford Runs Wild



As Oxford's Museum of Natural History undergoes renovations, its animal inhabitants find new homes around Oxford. **FIONA POTTER (2011, MODERN LANGUAGES & LINGUISTICS)**



A bank vole



A king penguin

Walking around Oxford, a tourist is often rewarded with strange sights; it is one of the city's many charms. And yet, in the months leading up to January 2014, one will encounter more than just a street performer swallowing fire on Cornmarket, or a Fellow cycling down the High in full academic regalia: rather, a dinosaur in Blackwell's, a king penguin in the Covered Market, or a Dodo in the Ashmolean. These, as well as nine further specimens dotted around the city, are part of the Oxford Museum of Natural History's "Go to Town" initiative.

While the impressive building which normally houses the Museum's collection undergoes vital refurbishments to its glass-tiled roof, the Museum has installed 12 of its specimens in locations around the city centre. In most cases the link between the exhibit and its setting is apparent. The igneous orbicular granite is located in the Old Fire Station; edible insects can be found in the Turl Street Kitchen; and the bookworm is in an Oxfam bookshop. Even the trilobite is aptly placed in PB Conway Opticians: the fossilised creature had highly sophisticated eyes, with features in common with many optical technologies we use today.

Visitors are encouraged to take part in a treasure hunt to track down the exhibits, and there are recordings by Museum staff and Oxford academics available to download which augment the experience. It is clear that, unlike the Dodo and its stuffed or fossilised counterparts, the Oxford Museum of Natural History continues to be very much alive. ♥

In Search of Scholars



Frances Cairncross travels to Hong Kong to meet a brilliant student from China, one of next year's Jardine scholars.

FRANCES CAIRNCROSS, RECTOR

Oxford – and Exeter – have sometimes been lucky enough to receive a stream of brilliant students through one scholarship programme. The Saskatchewan Rhodes Scholars not only went on to great distinction, but helped to build Exeter's lecture theatre. A newer source of talent is the Jardine Foundation, which finances full scholarships for students from the countries where it operates.

The foundation was created by Jardine Matheson, a company founded in Hong Kong by 19th century Scots and today a flourishing global business. This year, Lord Sassoon, an executive director of Jardine Matheson, will become a member of the Chancellor's Court of Benefactors in recognition of the company's tremendous generosity.

Since the scholarships began in 1982, over 150 students, mostly undergraduates, have benefited.

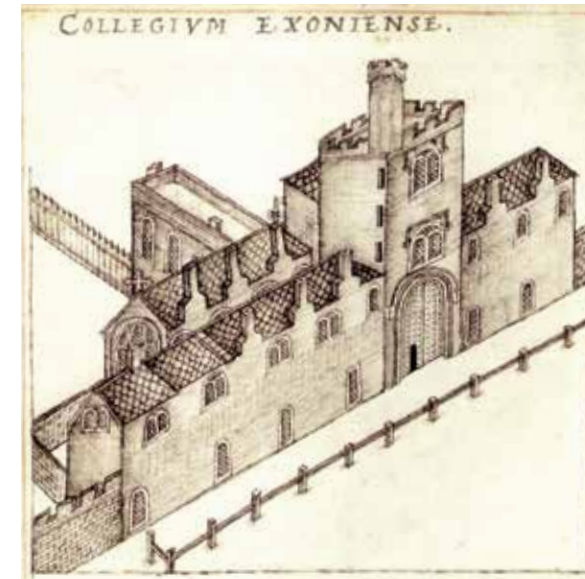
Students can pick from four Cambridge and four Oxford colleges – one of which is Exeter. Over the life of the scholarship, we have received 17 scholars, many of them from Mainland China, Hong Kong or Singapore – and one, Nick Campsie (1993, PPE), from Bermuda.

In December each year, one of the heads of the four Oxford colleges and one from the four in Cambridge travel to Hong Kong to select the next year's scholars. I went this year, and was wonderfully entertained over New Year, with a party at the site of the famous Noonday Gun, owned by Jardines and fired at the stroke of midnight. In the interviews the following day, to my great delight, a brilliant student from China won a scholarship, which will bring her to Exeter College to study Mathematics. ♥

A Gift Fit for a Queen



CHRISTOPHER FLETCHER (PROFESSORIAL FELLOW) delves into the Bod and finds medieval Oxford captured in a book that was once the prized possession of Queen Elizabeth I.



Exeter College circa 1566

On her first royal visit to the University of Oxford in August 1566, Queen Elizabeth was presented with a gift, which, according to one among the crowd, she regarded as the best she had ever received. The fact that the proud Oxonian in question, John Bereblock, a Fellow of Exeter, was probably one of the gift's two creators should not detract too much from what is a remarkable and beautiful artefact.

Elizabeth was given a manuscript book recording, in drawings and verse, the various University and college buildings she might have seen. The verse was composed in Latin (which she would have understood) by Thomas Neale, Regius Professor of Hebrew, while the fine pen drawings were executed by Bereblock, about whom precious little is otherwise known. After a spell as a fellow and bursar at St John's, he moved to Exeter College as dean in the year of the Royal visit, while he later served as senior Proctor alongside Sir Thomas Bodley, into whose library the manuscript found its way in 1630.

The manuscript depicts all the colleges in existence in 1566, together with important University buildings, including the two biggest of the time, the Divinity School and Duke Humfrey's Library (Exeter's immediate neighbours now for over 500 years). The drawings of some of the colleges, including Exeter, are of particular importance as they provide the only witness of buildings later replaced in the expansion of the University. Here we see the gatehouse known as Palmer's tower, the oldest surviving part of the original college, facing into what was a narrow (now Broad) street, defined on its northern side by the city wall. To the east (left) of the tower are the Rector's lodgings, parallel to which can be

seen the Chapel, consecrated in 1326. To the west of the tower are further chambers contemporaneous with the lodgings, while stretching to the rear of the complex is the old library (1383).

Although the drawing of Exeter shows it, alas, to be the least impressive physically among the colleges (it alone is without a Quad), the imaginary dialogue between the Queen and Chancellor is unusually full and detailed, extending over three pages. The first introductory stanza reads:

*Exeter is at a great distance
from Oxford,
And lies far away on the coast
of the western sea.
Nevertheless Exeter has found
secure dwelling in Oxford,
And has now brought companionable
tranquillity to the Muses.
Walter Stapleton, the President,
built this foundation,
And gave it a name worthy
of his seat.*

Praise is soon lavished upon Sir William Petre, one of the Queen's closest Privy Councillors and a benefactor who had recently established the Petrean Fellowships, one bestowed upon Bereblock himself. This makes the concluding verse observation of the Chancellor to the Queen particularly appropriate:

*What kind of students, and how
great the students are that this
place produces for you,
The rest of the crowd can learn
from this one individual.
That man will be Bereblock, whose
most dextrous right hand
Created these images with
marvellous dexterity. ♥*

With thanks to Louise Durning for her work *Queen Elizabeth's Book of Oxford* (Bodleian Library, 2006) on which this article draws.

A Makeover to Preserve the Past



St Mary's has played host to the trials of heretics and the inaugural meeting of what would become Oxfam. Now refurbished, it is ready for its close up. **ALISON DIGHT (2002, THEOLOGY)**

The first meeting of a small humanitarian group was held there – a group that was to grow into the international charity Oxfam

To walk into the University Church of St Mary the Virgin is to take a journey into the history not only of the University and of the city of Oxford, but also of the nation. For it was this parish church, lying at the centre of the old medieval city, that the University of Oxford adopted as its administrative heart at the end of the 13th century; within its walls, the Oxford Martyrs Latimer, Ridley and Cranmer were tried for heresy before being burned at the stake in Broad Street in 1555 and 1556; during the English Civil War, Cromwell's soldiers shot at the statue of the Virgin and Child over the south porch, decapitating the baby Jesus (since restored); John Wesley, the founder of Methodism, preached at St Mary's; as did John Keble, Professor of Poetry at the University (1832-1841), who with John Henry Newman, vicar, Fellow of Oriel, and later Cardinal, founded the Oxford or Tractarian Movement against theological liberalism to revive catholic spirituality in the Church of England; and in 1942 the first meeting of a small humanitarian group was held there – a group that was to grow into the international charity Oxfam.

Now a new chapter has been added to the history of this grand old lady, for in the last two years the building has undergone a major refurbishment. Externally, the majestic tower and spire (dating from 1280 and 1315-25 respectively) have been cleaned and conserved, with corroded stone being replaced where needed, and the south porch has been safeguarded from a more modern

menace by the installation of anti-pigeon guards. The church's six bells, dating from the 17th century, have been refurbished and re-tuned. Internally, the whole of the church has been cleaned, re-wired, re-lit and re-painted. This includes the Old Library, which was the University's first library in 1320.

However, St Mary's is not only looking to preserve its history. A significant aspect of this undertaking, which has been funded by the Clore Duffield Foundation, the Heritage Lottery Fund, the University of Oxford and other donors, is to provide educational events and activities, and the facilities to support them. Thus extensive interpretative material has been produced to tell the story of the church, an Education Officer has been appointed, whose role it is to develop material for primary school children and day courses for the public, and 30 volunteer guides have been recruited and trained to offer tours and provide information to visitors. The Library, renamed the Clore Old Library, has been equipped with state-of-the-art audio visual equipment and IT access plus new furniture and, for the comfort of all who visit or work in the building, the Vaults Café has undergone a makeover. St Mary's is consequently well-equipped for worship, educational activities, concerts and conferences.

When you are next in Oxford, take time out to visit the church and see these transformations. The tower, a favourite with visitors, now has new lighting, making it more accessible, and there is a disabled lift to the Old Library level. In particular, a glance upwards is rewarded with the new celure, a starry sky, above the nave altar. Using gold leaf on a deep blue base, it gives a picture of the Pleiades constellation, referencing God's speech from the whirlwind to Job. Above all, I urge you to soak up the atmosphere of this special place where history has been made. ♥



Exeter's Communications Officer **MATTHEW BALDWIN** considers the modern architecture that is shaping city life for future generations of Oxford students and local residents.

University Must Build for the Future

Image by Herzog & de Meuron



Southern side of the Blavatnik School of Government

and transparency. The ground floor is substantially set back from Walton Street, opening up space around the building and welcoming visitors to the ROQ site.

The building has had its critics, principally because of its height: at 22m, it breaches the City Council's "Carfax height rule" that no building within 1,200m of Carfax Tower should exceed 18.2m. However the Council accepted the additional height in order that the footprint of the building might be smaller and therefore avoid obstructing the views of Freud café (formerly St Paul's Church) and Somerville College's buildings on Walton Street.

There are more new buildings on the ROQ site: Somerville opened new accommodation blocks in 2011 and the New Radcliffe House and the

Beautiful as Oxford is, even it must age. Stonework weathers, buildings lose their original purpose, premises swell with people until they spill over. Restoration and redevelopment are crucial to preserve the city's charm while improving its function. Equally important is that, where new architecture is required, it is well considered and harmonious.

Expansion of the University of Oxford has always met with opposition. Sometimes, as with the graduate housing on the edge of Port Meadow, criticism seems fair. Sometimes, as with the Blavatnik School of Government, the architecture is likely to prove adventurous rather than dour, more sympathetic than it is unsightly.

The School began excavation of its site at the Radcliffe Observatory Quarter (ROQ) in Jericho in June. It will largely occupy the former Radcliffe Infirmary burial ground and is therefore working closely with Oxford Diocese and the City Council to ensure the excavation of the site is properly managed.

The building has been designed by an internationally renowned firm of architects, Herzog and de Meuron. It is based on a series of shifted discs with glass façades inspired by the School's values of openness

refurbished Radcliffe Infirmary – now called the Radcliffe Humanities – opened in 2012. The Mathematical Institute will become the latest addition to the ROQ when it opens the Andrew Wiles Building in October.

Some of these buildings are rather pedestrian. Colleges, they say, build better than the University, and certainly Pembroke College's new footbridge over Brewer Street, designed by Berman Guedes Stretton, is an elegant addition to the city. It is the first new footbridge between two Oxford buildings in almost 100 years (the last being Hertford College's "Bridge of Sighs"). It is part of an extensive expansion project at Pembroke that also includes an art gallery, auditorium, café and accommodation block that together form a new quadrangle. The bridge unites the new quad and Pembroke's older buildings to the north.

We hope that our own plans for Walton Street will eventually be admired as much as Pembroke's bridge. Oxford's architects need to recognise the responsibility they have to balance form with function, modern with ancient. As Pembroke's bridge shows, with care and artistry it is possible for modern architecture to unify old and new handsomely. ♥



What Does a Leader Look Like?



Joseph Nye dispels some of the traditional assumptions about what makes a leader. From style and gender to genetics and height, the face of leadership is changing. **JOSEPH NYE, (1958, PPE)**



The enormous potential of human leadership ranges from Genghis Khan to Mother Teresa, yet we often succumb to simple stereotypes about leadership and power. Most everyday leaders remain unheralded. The role of heroic leadership in war leads us to overemphasise command, control and hard military power. The image of the dominant male warrior leader lingers in modern times. Yet power is the ability to affect others to get the outcomes one wants, and that can be accomplished by the soft power of attraction and persuasion as well as the hard power of coercion and payment. Military leadership today also requires political and managerial skills.

The role of heroic leadership in war leads us to overemphasise command, control and hard military power

Many autocratic rulers – in Zimbabwe or Belarus, for example – still lead in the old fashion. Some theorists have tried to explain this with an “alpha male theory of leadership” that argues that just as male chimps and apes assume

more responsibility for their particular community once they attain the dominant status of alpha male, human rulers do as well. But such socio-biological explanations of leadership are of only limited value. Thus far, no leadership gene has been identified, and studies of identical and fraternal male twins find that only a third of their difference in occupying formal leadership roles can be accounted for by genetic factors.

The search for the essential traits of a leader dominated the field of leadership studies until the late 1940s, and remains popular in common discourse today. A tall handsome person enters a room, draws attention, and “looks like a leader.” Various studies have shown that tall men are often favoured, and corporate CEOs are taller than average. But some of the most powerful leaders in history, such as Napoleon, Stalin and Deng Hsiao Ping were little over five feet tall.

Genetics and biology matter in human leadership, but they do not determine it in the way that the traditional heroic stereotypes suggest. The “Big Man” type of leadership works in societies based on tribal cultures, which rely on personal and family honour and loyalty, but such social structures are not well adapted for coping with today’s complex information-based world. In modern societies, institutional constraints such as constitutions and impartial legal systems circumscribe such heroic figures. Societies that rely on heroic leaders are slow to develop the

civil society and broad social capital that are necessary for leading in a modern networked world. Modern leadership turns out to be less about who you are or how you were born than about what you have learned and what you do as part of a group. Nature and nurture intertwine, but nurture is much more important in the modern world than the heroic paradigm gives credit.

In terms of gender stereotypes, men gravitate to the hard power of command

In some circumstances men will need to act more “like women” and women more “like men”

while women are collaborative and intuitively understand the soft power of attraction. We still tend to describe leadership with tough male stereotypes, but recent leadership studies show increased success for what was once considered a “feminine style”. In information based societies, networks are replacing hierarchies and knowledge workers are less deferential. Leadership is changing in the direction of “shared leadership”, and “distributed leadership” with images of leaders in the centre of a circle rather than atop a hierarchy.

George W Bush once described his role as “the decider”, but there is much more to modern leadership than that. Modern leaders need an ability to use networks, to collaborate, and to encourage participation. Women’s non-hierarchical style and relational skills fit a leadership need in the new world of knowledge based organisations and groups that men are less well prepared by society to fill, and men need to learn these skills as well as to value them in their female colleagues.

When women fought their way to the top of organisations, they often had to adopt a “masculine style”, violating the broader social norm of female “niceness”. Margaret Thatcher and Indira Gandhi are famous examples. In the new view, with the information revolution and democratisation demanding more participatory leadership, the “feminine style” is becoming a path to more effective leadership. Nonetheless, women lag in leadership positions, holding only five per cent of top corporate positions, and a minority of positions in elected legislatures (ranging from 45 per cent in Sweden to 16 per cent in the United States).

What holds women back? Gender bias, lack of experience, primary care-giver responsibilities, bargaining style and plain old discrimination all help to explain this gender gap. The traditional career paths have not enabled women to gain the requisite experiences for top leadership positions in many organisational contexts. Research shows that even in democratic societies, women face a higher social risk than men when attempting to negotiate for career-related resources such as compensation. Women are generally not well integrated into male networks that dominate organisations and gender stereotypes about the expression of emotions still hamper women who try to overcome such barriers.

This gender bias is beginning to break down, but it is a mistake to identify the new type of leadership we need in an information age as female. Even positive stereotypes are bad for women, men and effective leadership. We need to see leaders less in heroic terms of command than in encouraging participation throughout an organisation, group, nation or network. In some circumstances men will need to act more “like women” and women more “like men”. The key choices will depend not on gender, but how individuals combine hard and soft power skills to produce smart strategies, and that will depend on the development of contextual intelligence.

Some of the most powerful leaders in history, such as Napoleon, Stalin and Deng Hsiao Ping were little over five feet tall

Understanding context is crucial for effective leadership regardless of gender. Some situations call for autocratic decisions and some require the opposite. There is an infinite variety of contexts in which leaders have to operate, but it is particularly important for leaders to understand culture, distribution of power resources, followers’ needs and demands, time urgency and information flows.

Many a good CEO turns out to be a disappointment when appointed as a cabinet secretary. And many a government official who becomes a university president has trouble adapting to the flat power structure of academic life.

The best leaders are able to transfer their skills across contexts. Dwight Eisenhower, for example, was successful both as a military leader and as a president. Many leaders have a fixed repertoire of skills, which limit and condition their responses to new situations. A CEO who succeeds in manufacturing may fail in finance or fall flat in Silicon Valley. To use an information age metaphor, leaders need to develop broader bandwidth and tune carefully for different situations. Good leaders avoid stereotypes – whether about warriors or gender – and cultivate their contextual intelligence.

Joseph S Nye, Jr is University Distinguished Service Professor at Harvard and author of *The Future of Power* and, most recently, *Presidential Leadership and the Creation of the American Era*.

Lords of War



As Western leaders consider intervention in Syria, Correlli Barnett identifies the qualities that determine great leadership in times of war. **CORRELLI BARNETT (1948, MODERN HISTORY)**

The central theme of my book *The Lords of War* lies in examining the qualities that make for success or failure in wartime leadership.

First and foremost must come sheer force of personal character. Nobody has expressed this better than Clausewitz in describing the role of a commander in a protracted campaign: "As the moral forces in one individual after another become prostrated, the whole inertia of the mass gradually rests its weight on the Will of the Commander; by the spark in his breast, by the light of his spirit, the spark of purpose, the light of hope, must be kindled afresh in others."

First and foremost must come sheer force of personal character

This is not generalship or the art of command, let alone the practice of "management". This surely is leadership – the exercise of psychological power by one individual over the rest of a human herd.

Whether a leader employs that power to conduct his human herd to safe pastures or into danger depends, however, on another crucial attribute – that of judgement. Not moral judgement, especially when it is quasi-religious as with George W Bush and Tony Blair, but

predictive judgement. That is to say, the ability in a leader accurately to foresee the consequences that will follow from a particular decision or policy.

Yet predictive judgement can be fatally distorted by an existing *idée fixe* or mind-set, as was the case with Winston Churchill in relation to the defence of the British colony of Singapore against the Japanese in February 1942. It was his *idée fixe* that Singapore, on its island off the tip of the Malayan Peninsula, was a "fortress", and therefore could, and should, withstand a siege.

But Singapore was not, nor had it ever been, a fortress. It was a naval base equipped to support the main British battle-fleet when, under pre-war plans, this was sent out from Britain in the event of Japanese aggression in the Far East. From 1937 onwards the British Chiefs of Staff no longer feared an attack from the sea by a Japanese fleet, but instead a landing by a Japanese army in northern Malaya; then a march southwards, and finally an attack on Singapore island from the rear across the narrow Johore Strait. And this is exactly what happened in the event.

So the British plan in 1941 for defending the Singapore naval base absolutely depended on holding northern Malaya. Churchill in his *idée fixe* about Singapore as a "fortress" never seems to have grasped this necessity, although as wartime premier and Minister of Defence he ought to have known the plan.

Now he made another disastrous misjudgement. The only strategic purpose of Singapore was to serve as the

naval base for a British fleet. But in 1941 there was no British fleet to send, only two capital ships – the *Prince of Wales* and the *Repulse* – and these were soon sunk by Japanese torpedo bombers.

What was the Singapore naval base without a fleet? An empty dockyard devoid of purpose.

So a realistic strategic judgement would now have been to order a staged evacuation of Malaya and then Singapore itself.

But far from ordering that evacuation, Churchill actually diverted troopships carrying a British and an Australian division into Singapore, where they simply swelled the Japanese bag of prisoners at the moment of surrender.

Mercifully for the democracies in the Second World War, Adolf Hitler committed a truly catastrophic error of predictive judgement in 1941 when he presumed that defeating the Soviet Union would be a pushover. In his own words, "We kick the door in and the whole edifice will collapse." But the Soviet Union did not collapse. On the contrary, Stalin's dictatorship, The Red Army, and the Russian people all displayed an astonishing resilience. So Hitler's would-be blitzkrieg became a gigantic five-year struggle of attrition that ended with his suicide amidst the ruins of Berlin, his own capital city.

There is an object lesson here for all statesmen who choose to pursue some ideological cause; and what is more, lay a huge bet on an apparently certain strategic winner. It was, however, a lesson that President George W Bush and his colleagues failed to heed in



4,000 American soldiers killed in action; at the very least, 100,000 Iraqi men, women and children slaughtered; and refugees numbering millions. And the end-product of it all? The fragile and unstable Iraqi state of today

2001-3 when plotting to attack Saddam Hussein's Iraq. As was well-known in Washington at the time, Saddam Hussein posed no threat to the US or UK, and had no link to Al-Qaeda, let alone to the destruction of the World Trade Center. Nor was there any firm evidence that Saddam still possessed weapons like nerve gas.

So what really spurred President Bush to attack Iraq? In his own retrospective words in November 2003, "the establishment of a free Iraq in the heart of the Middle East will be a watershed event in the global democratic revolution... The United States has adopted a new policy, a forward strategy of freedom in the Middle East." So what we had in 2001-3 was a leader of a hyper-power who believed himself entrusted by God with the re-making of

the non-Western world, starting with Iraq as the initial bridgehead.

We should also recall President Bush's belief that Iraqi politicians would spontaneously create their own functioning democracy after Saddam had been toppled, and in consequence, no preparations were made for the future long term governance of Iraq.

Bushite Washington was, therefore, vastly taken aback by the initial breakdown of law and order and subsequent virtual civil war between Sunnis and Shias that followed the Western takeover of the country.

To date the cumulative cost of President Bush's tragic lack of predictive judgement over Iraq has been appalling – some 4,000 American soldiers killed in action; at the very least, 100,000 Iraqi men, women and children slaughtered; and refugees numbering millions. And

Whether a leader employs that power to conduct his human herd to safe pastures or into danger depends, however, on another crucial attribute – that of judgement

the end-product of it all? The fragile and unstable Iraqi state of today.

Yet ideology plus a predetermined mind-set are not the only enemies of sound judgement. What about fright and panic? George Tenet, the then head of the CIA, recalls the meeting of President Bush and his cabinet in the White House bunker on the evening of 9/11: "[there was] more raw emotion in one place than I think I've ever experienced in my life: anger that this could have happened, shock that it had, overwhelming sorrow for the dead, a compelling sense of urgency that we had to respond and do so quickly..."

Within a week the basic decision had been made to take armed action against Al-Qaeda in Afghanistan, and, along with that, to topple the Taliban regime.

The actual toppling of the Taliban regime in November 2001 was based on an existing CIA plan which was dusted off and elaborated. But the plan failed to see any further than the immediate destruction of Al-Qaeda's base-camps and the ousting of the Taliban. In fact, Bushite Washington had no plans or preparations whatsoever for the long and messy aftermath of invasion: 12 years on, the Taliban is not only resurgent but even invited by the Americans to join peace-talks on the future of Afghanistan along with the understandably enraged President Karzai.

At the time of writing, a new dilemma has arisen – how far should "the West" become entangled with the fate of Syria? Have Western leaders learned the hard lessons of Iraq and Afghanistan? Will they base their policy towards Syria on realistic predictive strategic judgement? Or will they once again base it on the idealistic promotion of western "values"? ❧

Correlli Barnett is a military and economic historian, fellow of Churchill College, Cambridge, and the author of 17 books.

Do We Have a New House of Lords?



The House of Lords is shedding its image as a gilded retirement home for former MPs, but many obstacles remain if the House is to progress along a bolder path.

CHRIS BALLINGER, ACADEMIC DEAN

“The House of Lords has become a victim of its own success: its members are so active that the calls are now to reduce their number”

The House of Lords has often been characterised as a gilded retirement home for former MPs. Indeed, when Prime Minister Benjamin Disraeli was elevated to membership of the Lords in 1877, he remarked: “I am dead; dead, but in the Elysian Fields.” There has been a long history of politicians moving to the House of Lords after a career in the House of Commons, though not – apart from some notable exceptions in the mid-20th century (including Tony Benn and Sir Alec Douglas-Home) – in the opposite direction. At present, nearly a quarter of members of the Lords used to be MPs.

Times are changing. The House of Lords is no longer the automatic destination of choice for all former political leaders: no Prime Minister since Margaret Thatcher has joined the Lords, and with her death in April, we have, for the first time since Clement Attlee’s death in 1967, no former Prime Minister in the upper House of Parliament. Those who are appointed to the Lords are expected to contribute actively to the work of the upper House: membership of the Lords is now a job.

That change is exemplified in the changing activity of the upper House. When Attlee joined the Lords, it was dying of atrophy. In the 1953-54 Parliamentary session, 566 of 810 members of the House of Lords attended debates on fewer than 10 occasions. Life peers, appointed from 1958 onwards, laid the ground for a revival: as their number increased, average daily attendances rose from 136 (16 per cent) in 1959 to 241 (24 per cent) in 1966, 325 (29 per cent) in 1986, and 417 (34 per cent) in 1998. In addition, sitting days increased in number and sitting hours more than doubled. Committee work also increased in volume and importance. The

average attendance in 2012 was at record levels: 475 (60 per cent) of peers attended on any one day. Although most hereditary peers were removed in 1999, the present-day House of Lords has about the same number of members as the House did in 1958, before Life Peers were introduced; but the complaints now are not about the House dying on its feet, but about the House being too large.

The extent of this transformation has recently been documented by Meg Russell, of the Constitution Unit at University College, London. In her new study, *The Contemporary House of Lords: Westminster Bicameralism Revived* (OUP, 2013), she analyses the work of the House of Lords since the removal of nine in 10 of the hereditary peers in 1999. In doing so, she shows that the House of Lords is more active, more expert, more likely to challenge government initiatives, and profoundly more influential in the form and content of legislation and approaches to national policy development than hitherto. The transformation is so great that one might conclude that we have a “New House of Lords”.

Importantly, the increased boldness of the House of Lords has not detracted from the powers of the House of Commons. Russell argues convincingly that the power of Parliament is not a zero-sum game; rather, an assertive House of Lords can embolden and empower the House of Commons against the Government. “A more assertive Lords”, concludes Russell, “therefore complements an already more assertive and professional House of Commons. The two chambers with their very different and complementary memberships, have created a stronger parliament overall.”

If the House of Lords has changed so much – in the past 100 years, and especially since 2000 – why are we still debating reform? The answer is two-fold. First of all, “reform” has always been about the form as well as the function of the second chamber. The basis of membership of the House (for example, whether appointed or elected, and how elected), and its optimal size and political balance, still have to be settled, at least to the point that vigorous debate subsides.

Secondly, although small, incremental changes have succeeded (most of them came about through discrete pieces of legislation), they are rarely progressing towards a well-defined, and agreed, ultimate goal. They are, for the most part, sectional or reactive, fire-fighting the core issue of concern at that time. The House of Lords is fundamentally changed, but it remains “unreformed”.

In the wake of the collapse, in the summer of 2012, of the Government’s attempts to legislate for comprehensive House of Lords reform, those looking to the next fire-fighting change seek to reduce the size of the House. The House of Lords has become a victim of its own success: its members are so active that the calls are now to reduce their number.

The trouble is that no serious and transformative change to the size

“The House of Lords is fundamentally changed, but it remains “unreformed”

and shape of the House of Lords can be achieved without legislation, and legislating for Lords reform – as David Cameron and Nick Clegg now know – is notoriously difficult. The number of new members is in the hands of the Queen (in effect, the Prime Minister), and once appointed, members stay for life. Proposals to remove serious criminals from the Lords have widespread support, but will not reduce numbers significantly. Schemes to encourage those peers who cannot attend to withdraw from membership have had little effect. In the absence of a will to legislate for a cap on appointments, or for a reduction in the size of the House of Lords, some “reformers” are now focusing on a retirement age. So, at a time when the default retirement age has been abolished for most jobs, the principal suggestion from reformers for the further development of this vigorous House of Lords is a compulsory retirement age. In fact, because so many Members bring to the Lords a lifetime of experience, a retirement age is particularly arbitrary and inappropriate. Nonetheless, the gilded retirement home is now so active that some who champion its cause now seek to persuade those Members, who cannot keep up the pace, to “retire” from it. ♥

Dr Chris Ballinger is Academic Dean and Official Fellow of Exeter. His book *The House of Lords 1911–2011: a century of non-reform* was published last year by Hart Publishing. In June 2013 he gave evidence to the House of Commons Political and Constitutional Reform Select Committee on the subject of “House of Lords reform: what next?”.

The Houses of Parliament





Leading in a Crisis



In the wake of a financial crisis, the Group Finance Director of Standard Chartered, **RICHARD MEDDINGS (1977, MODERN HISTORY)**, reflects on the changing styles of leadership required to re-route an economic downturn.

Policy makers will need to manage an exit from the remarkable monetary experiment of these years

Being part of the leadership team of a large international bank during the financial crisis has been hugely challenging. My abiding reflection from this remarkable six-year period is that everything has intensified, happens faster or can be much more material, requiring more fundamental responses.

The first tell-tale signs of the crisis emerged in August 2007. For the following year the pressures on individual institutions and the financial system grew inexorably, predominantly in Western economies.

Towards the end of 2008, after a year of growing anxiety and falling confidence in markets, a series of rupturing events (the Irish Government guarantee of Irish bank deposits, causing dislocation in other institutions; the collapse of Washington Mutual and of Lehman's) combined to throw the system into crisis. Western governments intervened decisively to support the banking system to prevent potentially anarchic collapse.

I was fortunate to work closely with the UK Government in designing this intervention. Unsurprisingly, the banking industry has changed completely since then: the regulatory framework has been transformed; institutions have collapsed, been bought by others or taken over by governments; business models and

management teams have changed entirely; and the reputation of banks has become toxic.

And there is more to come. The economic situation remains very difficult, creating a continued downward loop. Yet without a healthy banking system there can be no modern economy.

Here are some of the important lessons I have learnt in recent years:

1. Manage short-term pressures without losing focus on investing in the long term. Our businesses across Asia, Africa and the Middle East continue to grow with excellent potential. We need to stay invested in that growth, whilst ensuring the bank's foundations remain robust.

2. Anticipate change and break with historic thought processes. At the height of the crisis, many institutions failed to recognise quickly enough that the industry was changing fundamentally. We raised capital in 2008, in 2009 and again in 2010 – each time before the markets expected it and anticipating the forthcoming regulatory demands. In a 12-month period all the “norms” changed, but staying ahead of the changes was critical.

3. The pace of decisions has to quicken. In a continuous six-year crisis, issues occur all the time, requiring fast reaction based on good information flows. The banking system is very interdependent. Deciding which institutions to lend to and how much and for how long was, at the height of the crisis, a constant process.

4. Understand the external signals. Across our Asian markets the crisis has been less evident and our customers and

staff have remained in an optimistic growth mode. Yet in the West the opposite has been true. Additionally, it is remarkable how many apparent experts continue to emerge – people who get coverage, regulate, comment or lobby – but who do this from a position of ignorance regarding how banks work. Remaining clear about what is changing requires a strategy built on the fundamentals of banking and an understanding of the technical details.

5. Constantly engage in two-way communication. Our dialogue with governments, with regulators across 70 countries, with customers, investors, staff and the media is much more intense. Controlling the message whilst listening hard and with understanding is crucial.

What is clear is that it is not over yet. The economic pressures will persist as the West deleverages further. The banking industry continues to face fundamental change. Policy makers will need to manage an exit from the remarkable monetary experiment of these years, whilst dealing with the serial shocks that could arise across geographies, currencies and markets.

On a personal level, this means that leadership will remain challenging; a mix of long-term thinking and immediate fire fighting. One is likely to face issues and unpleasant surprises, rather than a series of things that went better than expected. In this world, anyone leading in industry, government, or a bank needs a high level of resilience and self-confidence in setting direction. It also helps to be optimistic, believing that your efforts are worth it. ♥

Can Aung San Suu Kyi Lead Lasting Change in Myanmar?



As Aung San Suu Kyi announces her candidacy for Myanmar's elections in 2015, **ANDREW MCLEOD (2012, LAW)** considers the country's need for constitutional reform.

Barely three years into its transition to democracy, Myanmar shifted into presidential campaign mode in May this year. Elections in the fledgling nation are not scheduled until 2015, but already there have been duelling candidacy announcements by Nobel laureate Daw Aung San Suu Kyi and Thura Shwe Mann, a former joint chief of staff of Myanmar's armed forces and the current speaker of the lower house of parliament. At the time of writing, it seemed possible that the current president, U Thein Sein, might also be a candidate. The scene seems set for a face-off between the democratic freedom fighter and two standard-bearers of the old guard, with constitutional reform seemingly hanging in the balance.

The scenario illustrates a paradox inherent in the process of establishing constitutionalism in budding democracies. The foundations for enduring constitutional stability rely on strong leaders who can command the support needed to effect difficult reforms. But the tenets of genuine constitutionalism transcend individuals. If they are to endure, constitutions cannot speak simply to contemporary political crises; they must be capable of flexible application to changing circumstances.

In May, I joined a group of constitutional experts from around the world in taking the first steps towards equipping Myanmar's custodians with the tools they need to tackle this paradox. The Myanmar Constitutional Democracy Workshop brought together decision-makers from across the political spectrum, from all branches of government and from civil society. Daw Aung San Suu Kyi and the senior leadership of her National League for Democracy (NLD) joined representatives of the ruling Union Solidarity and Development Party (USDP), the military, and many of the armed ethnic groups currently fighting in Myanmar's outlying regions. For the first time in Myanmar's recent history, there was a neutral environment for the key players to discuss, debate, and agree the principal

constitutional challenges facing the country.

And agree they did. At the workshop's conclusion, we could announce a brokered pact to amend the constitution. Judicial independence had to be strengthened. The separation of executive, legislative and judicial power should be made clearer. And a stronger form of federalism was needed to address and resolve the ethnic tensions that pose the greatest threat to Myanmar's long-term political stability.

These steps are major breakthroughs, but they represent only the start of a much longer journey. The immediate barriers to broader constitutional reform are significant. To take Daw Aung San Suu Kyi's case, she is disqualified under the current constitution as a presidential candidate because her sons are entitled to British citizenship. Moreover, as the constitution does not provide for direct election, she would need to secure the support of parliament to ascend to the presidency. This is no easy feat. Constitutionally, a quarter of parliamentarians must be nominated by the military's commander in chief, and in the current parliament, another half belong to the ruling USDP.

But removing these restrictions solely to enable Daw Aung San Suu Kyi to become president would be as damaging to Myanmar's constitutional culture as their original inclusion. Any changes made to the constitution must be for the lasting benefit of the nation as a whole. What happens in the lead up to the 2015 elections is as much about laying down permanent



Andrew McLeod and Aung San Suu Kyi at the Myanmar Constitutional Democracy Workshop

The scene seems set for a face-off between the democratic freedom fighter and two standard-bearers of the old guard

patterns of good governance as it is about the people of Myanmar choosing the right leader to continue the reforms under way. While Western donors and experts can assist by providing the tools and mechanisms to support and sustain the democratic transition, the appetite for reform must come from within the country itself to have any chance of success. ♥

Andrew McLeod is Deputy Director of the Myanmar Constitutional Reform Project and an adjunct lecturer in law at the University of Sydney, Australia.

Gifts that Lead the Way



Director of Development **KATRINA HANCOCK (1998, EARTH SCIENCES)** reflects on Exeter's dynamic fundraisers, generous donors and trailblazing initiatives that set the College along a path of philanthropic leadership.

In the world of fundraising the term "Leadership Gift" is often used to describe a gift of seven or eight figures. Yet such transformative gifts are not the only forms of philanthropic leadership that the College has seen. The generosity of one Old Member can very easily inspire the next – one person's example, however modest, leading the way for many more to follow. And there have been path-breaking new ways to support the College championed by members of the Exeter family past and present.

One such example is Amelia Jackson, the wife of Rector Jackson, whose role in setting an example to and providing for future generations of Exonians is detailed on page 38. Today there are 212 members of the society which bears her name, whose members have pledged a gift to Exeter in their wills. It is our hope that many more will follow their lead.

Also leading by example is David Webb (1983, Mathematics) who founded the Exeter College Incentive Scheme (ECIS). The members of ECIS reward the success of Exeter and its students by making a donation to the Annual Fund for every Exeter finalist who receives a first.

More recently Rector Cairncross walked from Devon to Oxford to raise money for the College (see page 19) and in the autumn a group of Exonians will climb Kilimanjaro to inspire people to support Exeter (see page 39). This is path-breaking philanthropy taken literally.

Gifts that have helped to lead the direction of the College's teaching provision include those from Peter Thompson (Friend) and William Jackson (1983, Geography). Their vision and philanthropic leadership have ensured that Exeter will always be able to teach English and History respectively. Their gifts secured matched funding from the University worth a total of £1.6m and protected the tutorial system in two vital subjects. We have also been able to underpin Exeter's commitment to student support through an anonymous gift of £1m. More modest gifts, such as those given to the Clare Pettit Bursary by her

friends and family, have inspired others to give to the same Bursary or to support student hardship more generally.

The two largest lifetime leadership gifts that Exeter has received have been from Sir Ronald Cohen (1964, PPE) towards the Walton Street Campus, and the late Shri Krishna Pathak (Friend) whose generosity helped to fund the redevelopment of Exeter House. Without their lead such projects could not have been imagined, but through their support and the additional gifts this leadership inspires, such ambitions can be realised.

But it is important to remember that giving at such levels is not the only way to impact profoundly Exeter's future. As

This is path-breaking philanthropy taken literally

described on page 37, Exeter is now the most widely supported higher education institution (in terms of proportion of alumni giving) outside the USA. The sum of these annual donations, which range in value from £1 upwards, enables Exeter to operate as though it had an endowment of £79m rather than the current market value of around £58m. This success starts with the generosity of its most recent alumni: of this year's undergraduate leavers, 96 per cent have made gifts totalling £1,433 this financial year. Their support was led by current JCR president Edward Nickell (2011, PPE), who put forward a motion to the JCR that leavers be able to support the College through their battels accounts. This produced record levels of support among leavers, and continued a pattern of increased participation from Exeter leavers year on year. This peer to peer engagement is truly a form of leadership, and the participation is every bit as important as the monetary value of the gifts as this youngest cohort of alumni lead by example. ♥

Leading by Example



Exeter's Development Officer **EMILY WATSON (2002, LITERAE HUMANIORES)** explains how the College's youngest alumni are leading the way for participation, with 96 per cent of finalists giving this year.

The 2013 student body has benefited enormously from the generosity of the 2012 Leavers

Exeter College is now widely recognised as a leader in development work among higher education institutions, having achieved the highest giving rate among alumni of any Oxford college (and indeed any higher education institution outside of the USA) in 2012. At the time of writing the College is on track to retain this position in 2013.

One area that the College is particularly proud of is the support shown by its current students. The Leavers' Gift Initiative was launched in 2005, and the participation of finalists in this scheme has been increasing year on year. Exeter was recently awarded two inter-collegiate prizes by the University's Ditchley Student Challenge Fund for the outstanding 95 per cent participation of the College's 2012 leavers, and the innovative fundraising methods used to achieve this result.

A committee of student volunteers canvassed opinions among the undergraduate student body, which passed a motion by an overwhelming majority that every member of the JCR should put £13.14 on battels, with anyone not wishing to contribute being able to opt out. The funds raised were used for two specific purposes: to refurbish the GCR, a small room next to the JCR, transforming it into an agreeable study space; and to provide extra welfare support for students. The 2013 student body has benefited enormously from the generosity of the 2012 Leavers, with a lovely new revision

space on staircase 6 and extra support from the College Nurse, who is now able to work more hours every week to accommodate welfare needs.

The success of the 2012 Leavers' Gift, and the recognition it has garnered both from alumni, two of whom matched the total sum raised by the students, and from the University, which has honoured this fundraising initiative with monetary prizes, has inspired the 2013 finalists to emulate their predecessors. JCR President Ed Nickell canvassed the student body in Hilary Term and a vote was again passed to put a donation of £13.14 on battels. As a result, 96 per cent of students have participated, and the funds raised will be directed towards an Indian travel bursary in memory of Vandana Singh, a student who very sadly passed away this year, and towards the refurbishment of the JCR. This will benefit next year's students, and continue the cycle of each year group helping the next.

Such wonderful commitment and support from even the younger members of the Exeter family is extremely encouraging. Our current students are fully aware of the role that philanthropy plays in their experience of College life, be it their newly refurbished rooms, extra revision classes before exams, new books for the library, a hardship bursary to help them make ends meet, or a travel grant allowing them to make the most of a great internship abroad. Having benefited so much in the three or four years they spend at Exeter, they know that upon leaving, it will be their turn to play a part in this philanthropic tradition.

Our youngest alumni show how seriously they take the responsibility of helping the next intake of students, as over 50 per cent in the four youngest alumni year groups choose to donate. This is a great example to our older Exonians, for whom the cost of higher education was not as high as for 2013 matriculands, and for whom the job market was not as competitive as for 2013 graduates. If 96 per cent of current students can donate £13.14, then there is surely no reason why every other year group should not be able to do so as well. ♥

Providing for Exeter's Future



Following the foundation of the Amelia Jackson Society in 2012, Exeter's Campaign Gifts Manager **TESSA STANLEY PRICE** remembers the College's most generous legator.

The greatest adventure is what lies ahead.

Today and tomorrow are yet to be said.

The chances, the changes are all yours to make.

The mold of your life is in your hands to break.

So writes Exonian JRR Tolkien in *The Hobbit*. When I first read these lines, they struck me as a rather fitting way to think about legacy giving, and in fact like a call to action.

While my role within the Development Office is mainly focused on encouraging Exonians to make gifts towards the 700th Anniversary Campaign, I also spend time working on legacies. Over the last 10 years, Exeter has received over £2.4m from 55 generous legators; some gifts large and some more modest. Whatever their monetary value, they all carry great significance: these donors chose to give something back to the College on their death and to lead the way in providing for the next generations of Exonians.

In late 2012, Exeter founded the Amelia Jackson Society in order to recognise and thank all those who have pledged to remember the College in their will. Amelia Jackson is the College's most generous legator; she left Exeter the equivalent of over £2m in today's terms on her death in 1925. Her gift has supported scores of Amelia Jackson Scholars, and will continue to help many more in the years to come. It seemed only right to name our legacy society in her honour.

Importantly, Amelia Jackson was not a student of the College herself. The wife of Rector William Jackson, she had no children of her own and the Exeter students were surrogate sons to her (the Stapeldon Magazine tells us that she invited every undergraduate to Sunday lunch in the Lodgings once a year). This love of Exeter during her lifetime endures 90 years after her death. Her legacy demonstrates the impact of the Exeter Family, a large group of people that includes Fellows, former Fellows, members of staff, parents, and others connected to the College. They are as important a part of the Exeter story as our students and alumni.

A legacy is just about the only gift that everyone can make. For many, it offers an opportunity to do something transformative for a place that has transformed their own life. For others, leaving a more modest sum to Exeter acts as a nod of acknowledgement to a place they appreciate. And, of course, we mustn't forget that there is a reduction in inheritance tax for those who leave 10 per cent or more of their taxable estate to charity – well worth remembering!

We warmly encourage all Exonians and members of the wider Exeter family to join the Amelia Jackson



Amelia Jackson by Harris Brown, 1889

Fellows, former Fellows, members of staff, parents, and others connected to the College are as important a part of the Exeter story as our students and alumni

Society. Our inaugural meeting took place in April 2013 with a full programme of talks by a Fellow and two current Amelia Jackson Scholars, a lunch and a concert in the Chapel.

One of Exeter's recent Amelia Jackson Scholars wrote, "Her legacy has enabled me to develop academically and professionally. To hold a scholarship in the name of a great woman, pivotal in Exeter's history, has been especially meaningful to me. Maintenance of this sort is vital, both morally and financially, and is unquantifiable." It is a privilege to talk to members of the Exeter family about this ultimate form of commitment to the College and I look forward to doing very much more of it in 2014 and beyond. I am sure JRR Tolkien, who was a legator himself, would approve. ♥



After participating in the Easter Telethon campaign, **NOAH HILLYARD (2012, ROMAN HISTORY)** discovers the lasting bond between all Exonians, even those who have never met.

Unsurprisingly, picking up the telephone for the first time on the March Telethon campaign was nerve-racking for us all. The process ostensibly involves having a conversation with a complete stranger. However, after our first calls it was evident that we had nothing to worry about; the people with whom we spoke were anything but strangers.

We had the Exeter experience in

Telethon callers are able to witness how donations are made and how they benefit current students

constant, and a shared desire to see the College prosper. Of course, much has changed over the years – I spoke to many alumni who remember Exeter as a male-only college – but the decades melt away as Exonians reminisce about their first tutorial, an infamous Schools' Dinner or a hard-earned bump at Torpids. In this sense Exeter's essence is remarkably

constant, and the mutual affinity to Exeter during a Telethon conversation is exceptionally rewarding.

I was astounded by the range of careers and pursuits into which Exonians throw themselves. I spoke to Olympians, distinguished thespians and musicians, as well as industry leaders from every field.

Telethon callers are able to witness how donations are made and how they benefit current students. The necessity of alumni benefactions to enhance the collegiate experience is not lost on any of us.

Soon a Telethon caller may contact me and explain Exeter's current fundraising efforts. It will be a conversation between two people who cherish Exeter, and when I am asked to make a gift, I know what my response will be. ♥



Climbing to New Heights



PATRICK GARTLAND (2011, JURISPRUDENCE) and a team of Exonians prepare

to take Exeter's fundraising to new heights ahead of their Mount Kilimanjaro climb.

This autumn, 20 Exonians of different ages and backgrounds will travel to Tanzania to climb Mount Kilimanjaro. The expedition will commemorate Exeter's 700th Anniversary and raise money towards the College's Annual Fund. I am delighted to be among the expedition's number. Though our muscles will ache, we will be helping to fund the College's hardship bursaries, scholarships, sports and arts grants, the tutorial system, Careers Office, and various outreach events. This, and the views from the top of Africa's tallest mountain, will make the pain worthwhile.

If you would like to donate to this good cause and leave a message of support, each climber has a short biography and a link to their fundraising page on the Exeter website at www.exeter.ox.ac.uk/kilimanjaro – optimistic smiles included!

Climbing Kilimanjaro, whilst a challenge, is an incredible opportunity. I imagine that looking out from the roof of Africa, 5,895m above sea level, after an eight-day trek through rainforest, moorland and more will be an unbelievable experience. I am sure that moment will remain with us long after the hiking boots are packed away. Wish us luck! ♥



Smiles All Round



After a bold rebranding exercise, Exeter's student-run charity raises its profile and ensures Oxford's disadvantaged children get a well-deserved holiday. **JOSEPH BRANSFIELD (2010, FINE ART)**

We began the year with a vision to re-brand ExVac by giving it an aesthetic make-over and creating a brand that represents our charity and the work we do. Over the year we have developed a new logo, website and social media pages. These have not only increased the charity's profile, but have also helped to create an image that we can promote when applying for funding.

It is hard for us to think of ExVac in such a commercial way, as it is a small and sensitive charity; however, applying to trusts for grants is an extremely competitive task. The better we can represent what we do and the more professional we look, the more likely we are to receive the funding we need.

The re-branding effort has really helped ExVac to counteract the harsh financial climate; we started the year

unsure if we would be able to run holidays next year, and yet we now find ourselves in a position to run at least one holiday thanks to the great work of our committee and the generosity of our donors. We are confident and hopeful that people will continue to support Exeter's student-run charity next year and in the future, allowing us to continue to give 32 children a well-deserved holiday every Easter.

We have set up a strong infrastructure which hopefully will help ExVac maintain its great work and sustain its reputation as a valuable resource for struggling families

within our local community. Our relationships with Oxfordshire's social workers, schools and the Spurgeons Young Carers Service continue to flourish, and it is with their help that we find the children who can most benefit from ExVac.

The holidays this year were a great success; we had extremely positive feedback from parents, social workers and the children themselves. This year's holidays were run on a tighter budget than previous years, yet with



some creative thinking and artful price negotiations they were still every bit as good, if not better! Holiday highlights included a trip to a theme park, pottery painting and seeing the children work together building shelters in a forest.

I have spent the last year being ExVac's external fundraiser, and at times it can be hard to keep motivated, especially as 90 per cent of our funding requests are unsuccessful. However, this year I was lucky enough to be able to go on one of the Easter holidays as a volunteer. Seeing the charity's work and the positive influence it has on children's lives is an extremely rewarding experience. The children had a great time, and were able to completely relax and just have fun, which, at the end of the day, is what lies at the core of ExVac. ♥

This year's holidays were run on a tighter budget than previous years, yet with some creative thinking and artful price negotiations they were still every bit as good, if not better

Campaign Update



Exeter is top of the class when it comes to fundraising. The chairman of the *Exeter Excelling* Campaign **MARK HOUGHTON-BERRY (1976, LITERAE HUMANIORES)** looks at some of the Campaign's most notable successes of the past year.



further £3.4m in total has been given by William Jackson, Peter Thompson and a further anonymous Old Member to fund Fellowships in History and English, and to alleviate student hardship. Further Major Gifts (which fall outside the Annual Fund total) of some £1m have also been received, and the generosity of these donors is appropriately recorded elsewhere.

As we approach 2014, Exeter College has every reason to be optimistic about the realisation of its ambitious plans for its future. I take this opportunity to encourage those of you who are already providing financial support to make a special effort, if you can, in our 700th anniversary year. All of us on the Campaign Committee would also like those who have not previously made a donation to do so in 2014 if they possibly can. We all have much to be proud of in our association with the College, and the series of events planned for next year will, I am sure, enhance that pride. Floreat Exon! ♥

Writing this review of the latest year in the life of the *Exeter Excelling* Campaign, I realise with some surprise that this is the last time I will be able to refer to "the coming anniversary". By this time next year, our 700th birthday will finally have arrived. I suppose it is rather in the nature of these things to be a long time coming.

I wrote last year that increasing the rate of participation in annual giving was now a major focus of the Campaign. Any Old Member who has not by now heard about the great success of that effort must have been living in a very deep cave, but it bears repeating! In a nutshell, Exeter overtook Univ last year to become the College with the highest level of alumni participation in Oxford University – and indeed, we believe, outside the USA.

This level of support is something that should make all Exeter alumni very proud. Not only are the funds raised in this way (almost £700,000 last year) a vital part of the operating budget of the College, but the example you are setting is one which will help the whole University, as each individual college sees what can be achieved and tries to catch up.

This they will certainly try to do, but it is our goal to raise the bar still higher over the next two years. Achieving this, and remaining number one for alumni

participation, would be a superb way to celebrate the College's 700th anniversary, to mark the fund-raising successes of our outgoing Rector, and to welcome her successor, Professor Sir Richard Trainor, as he sets about realising his desire "to see a dynamic Exeter at the forefront of the world-leading University of Oxford".

I do hope that you will not only participate in the Annual Fund at whatever level you can, but also encourage any Exonians with whom you are in touch to do the same. This is a powerful form of giving because it is spent by the College in the year in which it is received – last year's total was the equivalent to the spendable income which would have arisen from an extra £21m worth of endowment. So our University-leading Annual Fund gives Exeter the resources of a college with a considerably larger capital endowment.

A further benefit of high annual giving rates is that they encourage generosity among our Major Benefactors. Our Campaign is not just about raising money for Walton Street, important though that is. It is also about the Campaign title "Exeter Excelling". It is therefore very pleasing to be able to report that, in addition to £2m received (as part of his £4m pledge) this past year from our most generous benefactor, Sir Ronald Cohen, a

Exeter overtook Univ last year to become the College with the highest level of alumni participation in Oxford University – and indeed, we believe, outside the USA



Building Exeter's Future



As plans for Exeter's "Third Quad" develop, **ALISON BROOKS** offers a glimpse at the innovative design work behind the Walton Street project.

After an extensive pre-planning dialogue with Oxford County Council, Alison Brooks Architects (ABA) has submitted detailed planning documentation for Exeter College's new residential and academic quadrangle at Walton Street for Conservation Area and Listed Building approval. Since the March submission the design team has continued to respond to feedback and queries from local interest groups and stakeholders. The statutory public consultation period has been extended to allow time for consideration of the supplementary design and analytical documentation, and the planning committee determination is anticipated in September.

ABA's supplementary material includes a more detailed investigation into local ecology such as existing bat habitats; an analysis of the windows in the original façades of the Ruskin Building; proposals for neighbouring street improvements (including a more generous pavement

along Walton Street); and a new location for on-street cycle spaces and flowering trees on Worcester Place. ABA has also produced a document entitled "A History of Roof Design in Oxford" to provide a context for the new roof interventions at Walton Street.

The project team has visited Rimex Metals UK, the specialist stainless steel finishing factory that will provide tiles for the checkerboard roof. The two colours of the Walton Street roof tiles result from a patented oxidation process. The interference of light with the passive oxide surface layer produces a range of subtle and slightly iridescent colours. This oxide layer on coloured stainless steel is many times thicker than on non-coloured stainless steel and therefore increases its corrosion resistance.

Rimex has produced some test sheets used to construct mock-up panels that were placed at the Walton Street courtyard for public viewing. These illustrate the size and interlocking detail of the roof tiles as well as the degree of glow and tonal ranges produced by different surface textures.

Whilst the planning process progresses, the architectural team and our consultant engineers, Stockley and Max Fordham, are finding detailed design solutions for every element of the building. It is a varied task, from the basement waterproofing, to the overall lighting concept; the location of technical equipment, to stair formwork

The lower Learning Commons's servery and café is being embellished with patterned tiles abstracted from designs by Exonian William Morris



Our ongoing task is to uncover opportunities for architectural invention and iconography

and finishes. Detailed internal design includes bookshelves and display cabinets, study tables, wall finishes and information displays. The Auditorium has been further detailed with acoustic panels and movable furniture to provide for the various activities that it will accommodate, while the overall sound insulation has been boosted.

The lower Learning Commons's servery and café is being embellished with patterned tiles abstracted from designs by Exonian William Morris; and typical student bedroom details are being refined ahead of life-sized mock-ups that will be exhibited offsite for detailed scrutiny by all concerned.

Our ongoing task is to uncover opportunities for architectural invention and iconography while keeping a tight rein on costs. The next four months will see the completion of detailed design and construction documentation to enable the physical redevelopment of the Walton Street quadrangle to start in early February 2014.

Rebels on Walton Street



Williams College Architecture student Henry Schmidt considers how the "Third Quadrangle" on Walton Street rebels against the strict architectural order in which Oxford students have traditionally learned and lived. **HENRY SCHMIDT (2012, WILLIAMS)**

I have come to love the newness and strangeness of Exeter over the course of my year at Oxford. The extent to which my experience is shaped by the strict ordering and separation of its spaces constantly surprises me: from the hierarchy of quadrangles, rewarding the depth of one's penetration with ever grander sights, to the vantage overlooking Radcliffe Square, where one could not possibly feel more distant from throngs of tourists and passers-by; from the alluring mystery of the Rector's Garden, to entire networks of rooms that I cannot enter. All of these have located my identity here on precise social and academic spectra. The physical body of Exeter has humbled and inspired me. This is its aim.

The extent to which my experience is shaped by the strict ordering and separation of its spaces constantly surprises me

All Oxford colleges are organised on these principles, in part due to the fact that most were constructed in eras with far stricter social hierarchies than our own. But one glance at the newer colleges and contemporary projects around Oxford will reveal that this system of organisation is present in all eras and all styles of construction. The form and the success of the formula have persisted.

The new Exeter College property on Walton Street complicates this formula, but certain elements of it remain.

The linearity of the Walton Street site lends itself to hierarchical organisation. Several of the design proposals distilled Exeter's strict architectural order into their plans.

Of the five proposals for the Walton Street site originally

submitted, that of Alison Brooks Architects (ABA) was unique in its centrally focused, radial organisation. A vast, two-storey space for eating, reading, and socialising, tritely deemed the agora in architectural parlance, is the organising force of the new site. The old principles of division and hierarchy have been rejected. The strict rectilinearity and classical geometry of the Turl Street site have also been discarded: oblique angles shape central spaces, axes of movement drift out of sync, roof languidly curves into wall in undelineated transition, and functions are displaced in three dimensions. Inside its boundaries is, in ABA's words, an "architecture of encounter", a fluid and formless, yet functionally coherent, experience of place.

Some elements of Exeter's organising principles remain, however. From such trivial notes as the diamond pattern of the development's roof cladding (a reference to the spire of the College Chapel), to the use of that oolitic limestone which is ubiquitous to all "contextually sensitive" projects in Oxford, references to the old order remain.

The plans for Walton Street remind me of my own collegiate experience in the USA, at Williams College. Unlike Exeter, however, the Williams campus at large seems neither public nor wholly private. It is fluid and boundless.

The boundary between Turl Street and Exeter's historic site is clear and unambiguous. The tightness of that awesome door, through which we duck our heads and fumble our bikes, and the cool darkness of the Porters' Lodge could not more clearly impress upon us the idea of "threshold", of "difference".

Can we create spaces that complicate this division, just as Walton Street complicates Exeter's spatial structure, without compromising the security of the students and the academic focus of the space? Through comparison, the Walton Street project highlights the architectural experience of Exeter and compels us to reformulate the complementary experiences of learning and of living. ♥



Youngest US Senator Pushes for Gun Control



Exeter now counts among its Old Members the youngest Senator in the United States Congress, who has placed gun control at the heart of his political agenda. **SIVAHN BARSADE (2012, WILLIAMS)**

Brasenose, Balliol, Christ Church and Trinity may be renowned for grooming future British MPs and PMs, but Exeter is not without its own political protégés. Matthew Hancock (1996, PPE), MP for West Suffolk and Under-Secretary of State for Further Education, for example; Nick Hurd (1981, Lit Hum), MP for Ruislip, Northwood and Pinner and Under-Secretary of State for Charities; and not forgetting such established political names as the former President of Ghana, John Kufuor (1961, PPE), or the former Prime Minister of Peru, Pedro-Pablo Kuczynski (1956, PPE).

The *New York Times* has likened Senator Murphy to former US President Bill Clinton

Exeter can now count among its Old Members the youngest current Senator in the United States Congress, Chris Murphy (1994, Williams), an alumnus of the Williams-Exeter Programme at Oxford (WEPO)

who represents the Democratic Party from the state of Connecticut.

Beginning his political career only four years after leaving Exeter, Senator Murphy was elected in 2012, after six years in the House of Representatives, to replace the retiring Connecticut Senator and former vice presidential candidate, Joe Lieberman. Since taking up office, Senator Murphy has made gun control one of his top policy initiatives. The issue is particularly relevant to Senator Murphy as his district includes the town of Newtown, CT – the site of the tragic Sandy Hook School shooting last autumn. Senator Murphy's maiden speech on the Senate floor urged Congress to challenge the National Rifle Association (NRA), a powerful pro-gun lobbying group, and pass more stringent gun control policies. He has stated: "We don't need a national conversation. We need national action."

The *New York Times* has likened Senator Murphy to former US President Bill Clinton (also an Oxford alumnus) in both "vaulting ambition...precocious achievement" and an "unswerving Democratic political compass." Will Senator Murphy follow the path of President Clinton? Regardless, Exeter wishes the Junior Senator from Connecticut the best of luck! ♥

Exeter's Distinguished Friends



A librarian and a documentary maker are awarded the honorary title Distinguished Friend of Oxford for their special contributions to University life. **SAM VOLPE (2012, ENGLISH)**

There are many ways through which the University of Oxford can honour those who contribute to its success. One of the newer forms of recognition is the title of Distinguished Friend of Oxford (DFO). Instituted in 1997, this award heralds those who make important and perhaps under-appreciated contributions to the University, its colleges or departments, or the buildings we use every day. Two men who have received this award recently include David Vaisey (1956, History) and Ivor Agyeman-Duah, a friend of the College.

David Vaisey was "Bodley's Librarian" from 1986 to 1997 and has been associated with the library for more than half a century. Since then, he has retained ties

with Oxford's libraries, and it is for his tireless work as a volunteer that he has been honoured.

Ivor Agyeman-Duah has written a biography of former Ghanaian president Joseph Kufuor (1961, PPE) and directed a documentary about the Ashanti queen Yaa Asantewaa, who led her people against British rule at the start of the 20th century. In 2011 he was key in securing the visit of former UN Secretary-General Kofi Annan to Oxford as part of the lead-up to Exeter's 700th anniversary celebrations, and it is for this that he has been celebrated.

These remarkable men demonstrate the value of the DFO award and, as a current Exonian, it is inspiring to note the special relationship each has with the College. ♥

The Tolkien Legacy



As Bilbo Baggins enjoys blockbuster success, **AMRIT SIDHU-BRAR (2012, PHYSICS)** considers the legacy of one of Exeter's most accomplished alumni from Hollywood films to Oxford's Tolkien Spring School.



Bust of Tolkien

It has now been 102 years since Exeter College admitted John Ronald Reuel Tolkien to read Classics and English, and 40 years since his death in 1973, and yet the popularity of his stories is as high, indeed higher, than ever. This past year has been particularly exciting for Tolkien scholars, enthusiasts and casual fans alike, with the release of the first part of Peter Jackson's *Hobbit* trilogy, and many Tolkien-related events and publications in Oxford and elsewhere.

The release of *The Hobbit: an Unexpected Journey* has boosted Tolkien-related interest and fandom around the world. The six years following the release of the first of Peter Jackson's *Lord of the Rings* films accounted for one-third of *Lord of the Rings* book sales to that date, and a similar surge of popularity is occurring now with the release of the *Hobbit* films.

Here in Oxford, this year also sees the Bodleian Library's exhibition "Magical Books – From the Middle

Ages to Middle-Earth", which features Tolkien heavily. The exhibition, open from May to October of this year, shows many of the Bodleian's treasures relating to magic, in fiction and otherwise. As well as some of Tolkien's work, there are manuscripts of other magical fictions, together with artefacts and books from the real-world "practice" of magic – books of alchemy, bestiaries of magical creatures, and lists of magic spells from antiquity.



Exeter's Library inspires Tolkien's "Middle-Earth". Painting by Max Mulvany (2009, Fine Art)

On display are several pieces of Tolkien's artwork, including two of his original watercolours for *The Hobbit* – one featuring Smaug the dragon – which he painted especially for the first American edition, and several maps of his Middle-Earth, drawn and calligraphed in striking blue and black ink with his own hand.

Also present are Tolkien's reproductions of the last pages of the fictional *Book of Mazarbul* (those familiar with the books or films will remember this dusty volume, which Gandalf reads to the Company in Balin's tomb in Moria), written in his own invented runic and cursive scripts, artificially burned and otherwise distressed to appear as they would have to the Company when they were found. These were created by Tolkien especially for inclusion in the *Lord of the Rings* books, although few contemporary editions now include them.

During this year's Easter vacation, the Faculty of English organised the Oxford Tolkien Spring School. Aimed at members of the public with some knowledge of his works who would like a



Tolkien (second row from back, fifth from left) and members of Exeter's rugby and boat clubs in 1914

deeper understanding, this was a three-day event comprising a series of lectures, talks and discussions by Tolkien experts on Tolkien-related subjects. The majority of the speakers were Oxford Fellows or lecturers, although

some were from outside the University, and several of them had previously published Tolkien-related work.

As well as lectures concerning his famous universe and mythology, subjects included the professor's life as an academic and author, his constructed languages, his lesser-known fiction (which was not about the world of *The Lord of the Rings*), and his influences as a writer. Aside from the programme of talks, attendees visited the Bodleian to see an exhibition of Tolkien's manuscripts exclusively created for the Spring School, and enjoyed a Tolkien-based tour of Oxford and a themed banquet in Balliol

Attendees visited the Bodleian to see an exhibition of Tolkien's manuscripts exclusively created for the Spring School

College. The School concluded with the ambitiously-titled discussion "Tolkien – Author of the Century?"

The Tolkien Estate continues to release material from the huge collection of Tolkien's unpublished work that exists. *The Fall of Arthur*, released this May, is an epic poem by Tolkien, extending to over a thousand verses, although never finished. It is his retelling of the tale of King Arthur, written, although in modern English, entirely in Old English verse forms. The unpublished sections of Tolkien's works are still sizeable, and much of his compositions in invented languages are as yet unseen by the wider world.

All of these events show us that Tolkien's legacy continues as strongly as ever. Although they may not necessarily be appealing to the taste of many Tolkien purists, the Jackson films promise continuing popularity, and the flow of books written about Tolkien is huge (over 1,000 Tolkien-related publications appeared in the last decade). Tolkien's importance to Oxford is so large that there exists a Tolkien walking tour of the city for tourists (I did once hear a tour guide remark that Tolkien wrote *The Chronicles of Narnia*, but I think that most of them do know JRR Tolkien from CS Lewis...).

Tolkien believed that no language was complete without a mythology and a canon of stories, and that through his work he was helping to complete the English language. Considering how quickly languages can change, it now seems likely that his work will outlast even the language he spoke and loved. ♥

Cheers to 700 Years



Alumnus Charles Outhwaite proves that Exeter is still sparkling on its 700th anniversary. **HANNEKE WILSON, WINE STEWARD**

Exeter will be celebrating its 700th anniversary with an English sparkling wine called Ambriel, which is made by an Old Member. Charles Outhwaite (1984, Modern History) and his wife Wendy Outhwaite QC, a graduate of St Hugh's, own a vineyard in Pulborough, West Sussex, where the greensand soil and the benign microclimate are particularly suited to the growing of grapes for sparkling wine.

In 2008 they planted their 9.5 hectares with 30,000 vines of the Champagne varieties Chardonnay, Pinot Noir and Pinot Meunier. In their state-of-the-art

winery, the Outhwaites vinify only their own grapes, because their wine is meant to be an expression of their terroir. The wine-making is the "traditional method" of Champagne, but as Wendy puts it, Ambriel is not "sham-pagne".

The vineyard yielded its first crop in 2010, and these grapes (70% Chardonnay, 27% Pinot Noir and 3% Pinot Meunier) are the basis of the first Classic Cuvée, which was launched on 6 June 2013. Together with Bursar William Jensen, I have visited the vineyard twice and taken part in dosage trials with the wine maker, Kobus Louw, so there is a little bit of Exeter input in Ambriel. It is a lovely fresh-tasting wine, and we look forward to enjoying it in the coming take over year. For further information, please see www.ambrielsparkling.com.



Working Magic in the Literary World

The literary agent to JK Rowling, Neil Blair, described his charmed career to Exonians in Hilary.

MATTHEW BALDWIN, COMMUNICATIONS OFFICER

Neil Blair (1986, Jurisprudence) appeared understated as he described his career path to students, alumni and staff in February. Chance rather than design and luck over judiciousness were, he suggested, the forces that brought about his success. If that is so then fortune certainly favours him. From "Magic Circle" law firm, to Warner Brothers, to Christopher Little Literary Agency, to literary agent for the UK's best-selling author since records began, JK Rowling.

It was at Warner Brothers that Mr Blair first met Jo Rowling, author of the *Harry Potter* novels. There he played a role in securing for Warner Brothers what would become the highest-grossing film franchise of all time.

Clearly his talent stood out. Ms Rowling's literary agency, Christopher Little, snapped him up, and Mr Blair worked closely with her to redefine how e-books could be designed and sold and to create an exciting online world for *Harry Potter* fans: Pottermore.

In 2011 Neil Blair founded his own literary agency, The Blair Partnership, and Jo Rowling was his first client. Through the Little, Brown Book Group they published *The Casual Vacancy* in September 2012, Ms Rowling's first adult book, and in April this year *The Cuckoo's Calling* – a whodunit released under Ms Rowling's pseudonym Robert Galbraith.

JK Rowling is not the only household name on The Blair Partnership's books. Headlines were made this year when the Partnership announced another of its clients, Chelsea and England footballer Frank Lampard, would publish a series of children's books called *Frankie's Magic Football*, the first of which was released in June.

From "Magic Circle" to *Magic Football*, we wait with interest to see where Mr Blair's undoubted talent takes him – and readers – next.

Pitch Perfect



Richard Hills hits all the right notes, as he becomes the second former Exeter Organ Scholar to give a solo recital at the BBC Proms. **GEORGE DE VOIL (2011, MUSIC)**

Richard's mastery of two different instrumental styles – those of the classical and cinema organs – has been unique, drawing on considerable reserves of virtuosity and invention, and limitless panache

Exeter's organ scholars have developed a reputation for versatility, with many pursuing opera and composition as well as traditional paths in cathedral music and education (the current Directors of Music at Rugby, Charterhouse, Latymer, Sherborne and King's College, London are all Exonians), but among them, Richard's mastery of two different instrumental styles – those of the classical and cinema organs – has been unique, drawing on considerable reserves of virtuosity and invention, and limitless panache. His pre-eminence in both fields has been reflected in broadcasts on BBC Radio 2 as well as BBC Radio 3, his rendition of *Tiger Rag* has become a YouTube sensation, and in 2010 he was voted Organist of the Year by the American Theatre Organ Society. But in terms of bridging the gap between the two, his invitation to the Proms represents new heights.

"The summons came around February," says Richard. "They ask the small names quite late." And yet, as the only artist giving a solo recital on any instrument in this year's season, he is anything but a small name: indeed, his concert is close to selling out. Since the restoration of the Albert Hall organ in 2004, the recitals have become more prestigious than ever, with visits from David Titterton, Stephen Farr, David Briggs, and Wayne Marshall. The instrument, built in 1871 by the great Henry "Father" Willis, is the second largest in the UK. It is famed for its incredible sonic variety, making particular use of orchestral effects from string, flute and trumpet stops to unorthodox voices like the tubular bell and bass drum. Richard hopes to draw out as much of this character as possible in a diverse programme of compositions from 1930s, 40s and 50s British light music, many of which he has arranged for the organ himself. And what will unite the programme? He smiles. "This Prom is all about the musical age where melody was king." From the rousing *Sound and Vision March* by Coates, to Fats Waller's spectacular *A Handful of Keys*, we are guaranteed a good tune. And Richard will be closeted in the Hall throughout August, long after everyone else has gone to sleep, ensuring that, as ever, it will be note perfect.

It's possible to capture every nuance on the theatre organ: pathos, tragedy, ecstatic joy



The Year in Pictures

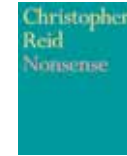
The inaugural "Don't Worry Be Happy Day" and a fond farewell to Professor Helen Watanabe-O'Kelly are just two of the highlights of Exeter's last 12 months.



1 History Finalists are "trashed" 2 Professor Helen Watanabe-O'Kelly, Fellow in German, at her retirement party 3 Fun in Fellows' Garden 4 First years ahead of their law moderations 5 A joint MCR-JCR welfare tea 6 Isabelle Yates (2012, Modern Languages) at graduation 7 Studying in the Margary Quad 8 Students enjoy the inaugural "Don't Worry Be Happy Day" in Michaelmas Term

Published Exonians

From critically acclaimed novels to Second World War memoirs, Exeter's community continues to produce works that are much more than *Nonsense*.



Nonsense
Christopher Reid
(1968, English)
Christopher Reid presents a collection of poetry suffused with dark humour and poignancy. The collection includes four narrative poems, reflecting love and loss and life's peculiarities.



Orkney
Amy Sackville
(2002, English Studies)
On a remote island in Orkney, a curiously matched couple arrives on honeymoon. But how well do they really know each other, and what secrets does the stormy sea hold?



These Are Our Children
Julie Maxwell
(Fellow in English)
One in five confirmed pregnancies end in miscarriage. One in 10 babies will spend time in a neonatal unit. These sensitive subjects form the heart of Julie Maxwell's new novel.



The Lords of War: from Lincoln to Churchill
Correlli Barnett
(1948, Modern History)
This wide-ranging study of leadership examines the strengths and weaknesses of 20 leaders in the late 19th and early 20th centuries, from the Napoleonic Wars to the Second World War. Were they successful, or were they beaten down by the burden of their roles?



Presidential Leadership and the Creation of the American Era
Joseph Nye (1958, PPE)
This book examines the foreign policy decisions of the presidents who presided over the most critical phases of America's rise to world primacy in the 20th century, and assesses the effectiveness and ethics of their choices.



Science and the Afterlife Experience
Chris Carter (1983, PPE)
Focusing on three phenomena – reincarnation, apparitions, and communications from the dead – Chris Carter reveals 125 years of scientific studies that argue that afterlife phenomena are real.



UNEP The First 40 Years
Stanley Johnson
(1959, English)
The book marks the 40th anniversary of the United Nations Environment Programme, charting the evolution of UNEP from its inception at the landmark Stockholm conference of 1972 to its position today at the heart of the global environmental movement.



The Silence of Animals: On Progress and Other Modern Myths
John Gray (1968, PPE)
This sequel to John Gray's bestselling *Straw Dogs* draws on memoirs, poems, fiction and philosophy to make readers re-imagine their place in the world.



La Règle du Jeu
Victor Perkins
(1957, Modern History)
La Règle du jeu was the first and is arguably still the finest of all the films that we see in a director's cut. Renowned film critic Victor Perkins traces the movie's fortunes from the time of its production, offering a nuanced account of its shifting moods, its themes and its style.



Brothers Emanuel
Ezekiel Emanuel
(1980, Biochemistry)
A family memoir describing the distinguished Emanuel brothers: one of the most colourful figures in American politics; one of the world's leading bioethicists and oncologists; and a Hollywood super-agent.



Angels Ten!: Memoirs of a WWII Spitfire Pilot
Richard Gilman
(1947, Geography)
On 24 November 1941 Richard Gilman crashed his disabled Spitfire V-B into a mud bank. He was only 19 years old. The accident led to several operations, over a year of hospitalisation and many more of recovery. This is his story.



House of Lords 1911-2011: A Century of Non-Reform
Chris Ballinger (Academic Dean)
A detailed analysis of the principal attempts to reform the House of Lords and of the many issues surrounding this process. "Authoritative, shrewd and readable" – *Peter Riddell*.

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EVENT DATES FOR YOUR DIARY 2013 – 2014

FRIDAY 20 SEPTEMBER

Exeter Rhodes Scholars' Dinner

SATURDAY 21 SEPTEMBER

Walton Street Tour (Oxford Alumni Weekend)

THURSDAY 26 SEPTEMBER

Exeter in the City – Exepreneurs

SUNDAY 6 OCTOBER

Freshers' Parents' Tea

SATURDAY 26 OCTOBER

Decade Day: 1959 and before

SATURDAY 9 NOVEMBER

Medical and Life Sciences Symposium

THURSDAY 14 NOVEMBER

Book Launch: *Exeter College: The First 700 Years*

TUESDAY 19 NOVEMBER

Exeter in the City: Winter Drinks

WEDNESDAY 20 NOVEMBER

Hamlyn (Law) Lecture

SATURDAY 23 NOVEMBER

Decade Day: 1960 – 1969

SATURDAY 18 JANUARY

Maths and Physical Sciences Symposium

WEDNESDAY 5 FEBRUARY

Parents' 700th Anniversary Dinner

SATURDAY 8 FEBRUARY

Humanities Symposium

SUNDAY 9 FEBRUARY

JK Rowling in conversation with Jeri Johnson

WEDNESDAY 12 FEBRUARY

Parents' 700th Anniversary Dinner

SUNDAY 16 FEBRUARY

Lessons in Leadership

TUESDAY 25 FEBRUARY

Exeter in the City: Spring Lecture

SATURDAY 1 MARCH

Amalgas Sports Dinner

FRIDAY 21 TO SATURDAY
22 MARCH

Exeter in Hong Kong (Oxford Asia Alumni Weekend)

FRIDAY 4 APRIL

Founder's Day & Concert

SATURDAY 5 TO SUNDAY 6 APRIL

Founder's Day Weekend

WEDNESDAY 9 APRIL

Law Day and Dinner

SATURDAY 12 TO SUNDAY
13 APRIL

Exeter in North America
(Oxford North American Reunion)

WEDNESDAY 23 APRIL

Amelia Jackson Luncheon

SATURDAY 17 MAY

Social Sciences Symposium

TUESDAY 20 MAY

Exeter in the City: Summer Drinks

SATURDAY 31 MAY

Rector's Garden Party

SATURDAY 31 MAY

Exeter College Boat Club Association Dinner

SUNDAY 15 JUNE

Commemoration of Major Benefactors
& Parry Evensong

SUNDAY 22 JUNE

Leavers' Parents' Lunch

SATURDAY 28 JUNE

Exeter's 700th Anniversary Commemorative Ball

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