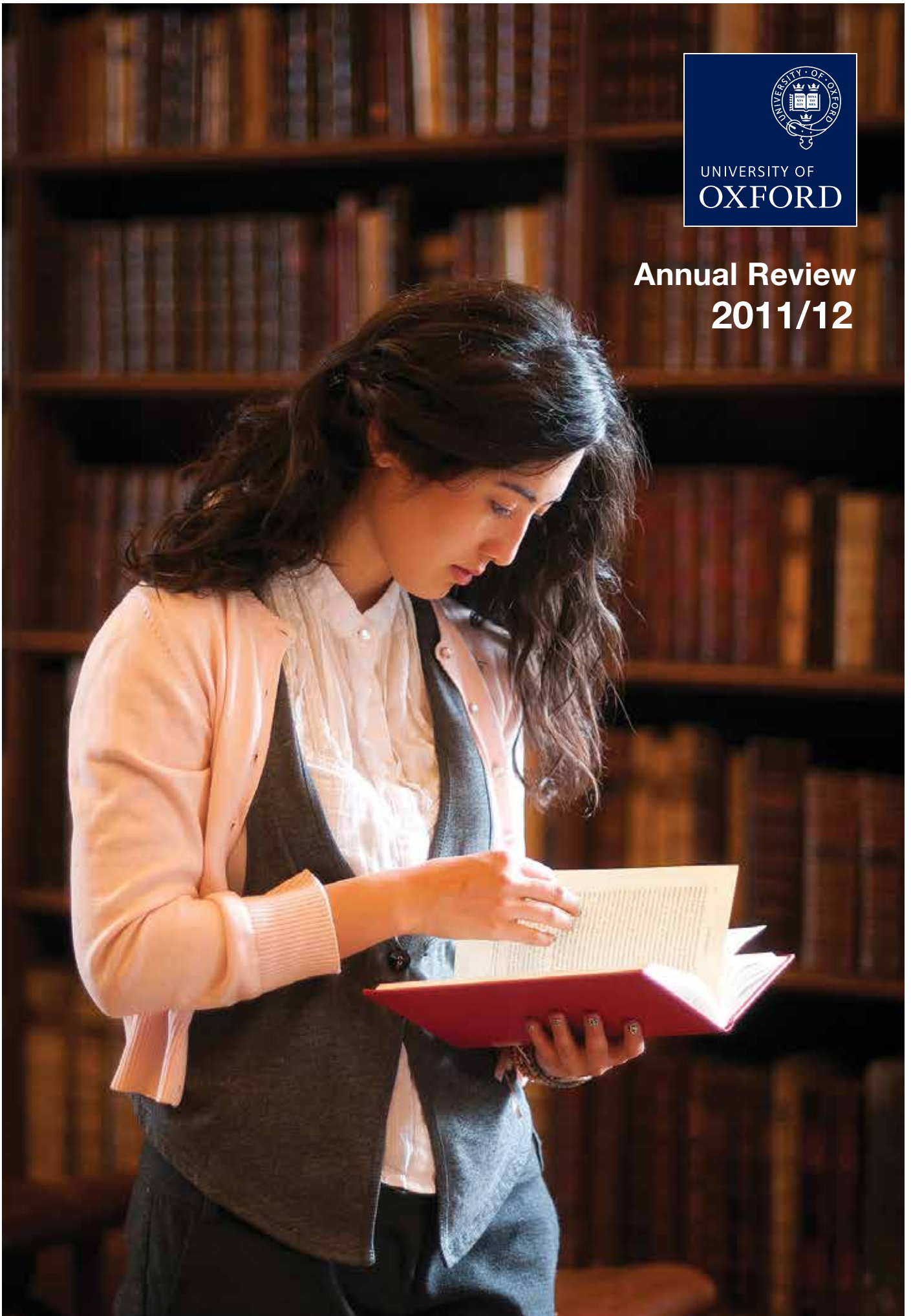




Annual Review 2011/12





Vice-Chancellor's welcome



One of the defining characteristics of Oxford is its inexhaustible curiosity. We are a university that wants urgently to know and understand things; all sorts of things, as this annual review illustrates. We want to know because we are deeply interested, and we want to know because with knowledge comes the possibility of change and improvement. That in turn helps us and others to do both completely new things and old things in better ways.

So I hope this annual review will give you at least a flavour of the Oxford of today, of its aspirations and achievements, and how we are going about achieving our core mission of outstanding teaching and research. And, by the way, we are delighted again this year to be able to do so not only in words and photos, but in video as well.

You can find out here about a few of the exciting and important developments over a twelve-month period in the life of our University. Among them are the launch of the Blavatnik School of Government and the arrival of its first intake of students, the next phase in the development of the Radcliffe Observatory Quarter, and some of the new acquisitions of our outstanding museums and collections. With a focus on research, we examine two areas among many to represent the quality and importance of the work currently being done at Oxford: developing gene therapy for people with an inherited type of progressive blindness; and a discovery of communities of previously unknown species on Antarctica's sea floor. And that theme of reaching out into new areas continues in our focus on the student experience and a profile of one of the first two Indigenous Australian students to matriculate at Oxford.

The free thinking and spirit of open enquiry that is in Oxford's DNA is anything but free in a financial sense, when done with the disciplined rigour and intensity on which we are proud to insist. So, as we seek to satisfy Oxford's curiosity, and to provide new answers to challenging problems, we also work exceptionally hard to ensure that we have the resources to carry forward our quest for fresh and better understanding of the often baffling world we share. That is why the Oxford Thinking campaign is so important.

In March 2012, the Campaign passed its initial target and, as I write, the total amount raised exceeds £1.4 billion. We highlight here the extraordinary generosity of our benefactors. This included the biggest gift for undergraduate financial support in European history, from Michael Moritz and his wife Harriet Heyman, which will – in time – generate an unprecedented total of £300 million. We were also proud to benefit from the visionary philanthropy of Mrs Mica Ertegun, whose gift is the largest for graduate support in the Humanities in Oxford's 900-year history.

These magnificent Campaign contributions and the many thousands of other gifts, small and large, constitute a wonderful platform for the University. But we have to continue to build on it, which is why we are setting an ambitious new target of £3 billion. It is a lot of money but, as I have remarked elsewhere, I am sure we can do it – and frankly we have to do it because it represents the essential down payment on the future aspirations and achievements of our University.

We have also announced this year a major new initiative designed to ensure the most talented graduate students from all over the world can benefit from what Oxford has to offer. The Oxford Graduate Scholarship Matched Fund set out with an endowment goal of £100 million (£40 million from University funds to encourage and partner £60 million from philanthropic giving) – a sign of our determination to do everything we can to bridge the yawning graduate funding gap.

We believe deeply in what we do at Oxford and in its benefits for individuals and societies alike. That is why we strive always to do it better. But sometimes it is important to have our self-belief affirmed and set in another context. We were given just such an opportunity during the summer when one of our most distinguished and admired alumni, Aung San Suu Kyi, was finally able to receive her honorary degree in person at a memorable Encaenia ceremony in the Sheldonian Theatre. Recalling her long house arrest in Burma, Daw Suu spoke of her student memories of Oxford: 'These were among the most important inner resources that helped me to cope with all the challenges I had to face... Oxford is a place of tremendous broad-mindedness... Every human being is expected to have a value and a dignity of her kind or his kind. And that's why throughout the years when I was struggling for human rights in Burma I felt I was doing something of which my old university would have approved.'

It would, I think, be hard to find a more inspiring endorsement of what Oxford aspires to mean for the modern world.

Professor Andrew Hamilton, FRS



Expeditions and discovery in the Antarctic

The first exploration of deep-sea vents in the Antarctic has uncovered communities of species previously unknown to science – one populated by new species of anemones, predatory sea stars and piles of yeti crabs

Excerpt from an interview with Alex Rogers, Professor of Conservation Biology

‘We discovered the biological communities around hydrothermal vents in the Southern Ocean. We located the vents on the first trip, and went back a second time with a robot to survey the sites. We were expecting to see groups of animals such as hydrothermal vent shrimps or tube worms, but saw a completely different fauna: thousands of yeti crabs per square metre around some of the vents.

Hydrothermal vents were discovered near the Galapagos Islands in 1977. The hot water gouting from the vents contains chemicals such as methane and hydrogen sulphide, which bacteria can use as a source of energy – a very unusual ecosystem in that it is not powered by sunlight. The discovery of hydrothermal vents kicked off the science of astrobiology.

My work involves deep-sea ecology, deep-sea science and marine policy. The excitement of working in Oxford is having access to people from many fields, which allows us to make significant statements about the way we manage the oceans.

My mother’s family were fishermen on the west coast of Ireland, so there is some sense of poacher turned gamekeeper. I appreciate that we have to fish the ocean to feed people, and there is a need to exploit the resources of the oceans for humankind. But we have got to balance that requirement with the need to make sure those resources are there for future generations.’

Photo: An unidentified octopus discovered on the seafloor

Novel gene therapy cures blindness

Recent trials in the treatment for blindness using gene therapy are giving very encouraging results and could give sight to many thousands of people worldwide

Excerpt from interview with Robert MacLaren, Professor of Ophthalmology

‘If I can say to people who are suffering from an incurable disease, “We’re working on developing a cure through this clinical trial,” that gives them hope.

Choroideraemia is prevalent in about one in 50,000 people round the world. It affects men, who lose their sight because they’re missing a vital gene at the back of the eye. With our gene therapy research we’re using a virus to deliver the correct gene back into the cells. What we’ve seen so far in terms of the visual improvement has been very encouraging.

The concept of what we’re doing will be relevant to other diseases such as retinitis pigmentosa, which causes blindness in about one in 4,000 people in the UK, and also, potentially, age-related macular degeneration, which causes blindness in 300,000 people in the UK.

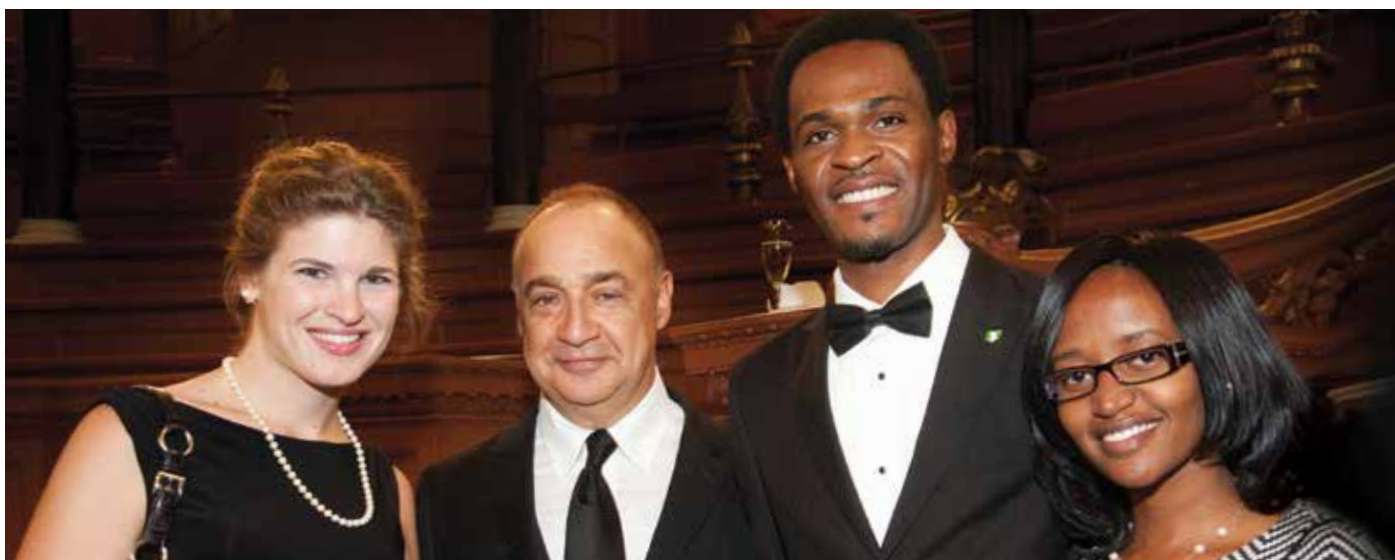
One of the benefits of being in academic research is that we can be open and collaborative with our work, there is no financial incentive for us, and we’re working together for the same goal. That makes a very good work environment.

I have patients who’ve got choroideraemia. To see their expression when they know we’re developing this clinical trial is something that I will not forget. To be able to help people, particularly when it’s something that has up until this time been incurable, I find very rewarding.’

Professor MacLaren (right) at work in the operating theatre



To view the full interviews please visit: www.ox.ac.uk/annual-review



Making a difference

Oxford's Blavatnik School – Europe's first major school of government – recently welcomed its first class of future leaders

Excerpt from an interview with individuals from the Blavatnik School of Government

Leonard Blavatnik, leading benefactor: 'The new School of Government is a new chapter in my life, and a new chapter in the University's life.'

Ngaire Woods, Dean: 'We have our first-ever cohort of Master of Public Policy students – we had hundreds of applications from 84 different countries.'

We set out to build this degree asking, "What does the world need Oxford to step up to in the 21st century?" Oxford has educated people who have gone on to lead in countries across the world. We said to those alumni, "What do you wish you had learnt at Oxford?" The answer lies beyond the usual sort of public affairs course.

We have developed a course with, for example, a strong component on how to use medical and scientific advice critically, and practical skills on negotiation, finance, project management and delivery. Another component uses Oxford's philosophers to teach students how to reason through the ethical dilemmas they will face in political leadership.'

Maria Almojuela, MPP student, Philippines: 'If you want to energise an institution, and change it, you have to see what is happening outside.'

David Obert, MPP student, Canada: 'Our strategy and communication course, taught by McKinsey, mirrored some of the same sort of thought processes that you would find in medicine.'

Wanjiku Nyoike, MPP student, Kenya: 'The best they can do is teach us how to get things done, because there is a big disconnect between what you learn in class and what you go and do out in the world.'

Photo: Students Dina Marie Pitta, Temi Folaranmi and Wanjiku Nyoike with Leonard Blavatnik at the School's opening dinner

Collecting memories

A project to gather and tell personal stories from the First World War is remarkable – objects and stories are able to tell us about a time passing from living memory, the story of the lives of men, women and children in wartime

Excerpt from an interview with Dr Stuart Lee, Reader in E-learning and Digital Libraries

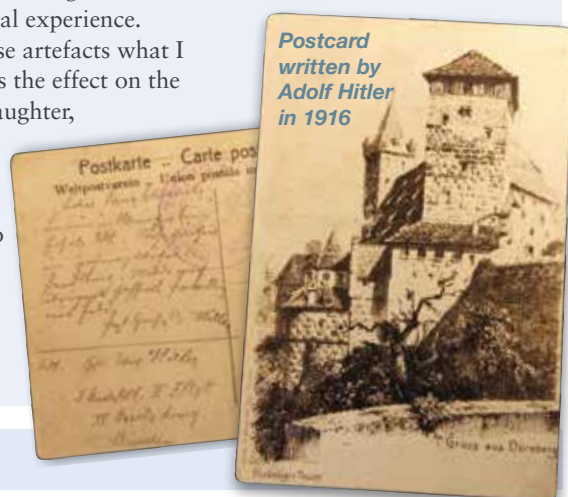
'We are reaching a critical point in how the First World War is viewed. 2014 will see the 100th anniversary of the outbreak of the war, and the death of the last surviving veteran was a couple of years ago. Memories, artefacts, items, diaries and photographs may start to be thrown away.'

The Europeana project is collecting material from the public, across Europe, related to the First World War. It will then be made freely available online to researchers, lecturers, teachers and students. This is a unique historical record – it may include a photograph, a diary or a set of letters containing information we never knew about. We have found

that the public have an astounding awareness of the war, and knowledge which we can tap into.

One famous object brought to us in Munich was a postcard from a German soldier, written in 1916, saying he was going to go to the Front soon, and had just been to the dentist. It was a postcard from Adolf Hitler to his colleague. Holding that item was an emotional experience.

With these artefacts what I am seeing is the effect on the wife, the daughter, the son, the child – and the soldier who saw things which we can only imagine.'



To view the full interviews please visit: www.ox.ac.uk/annual-review



Vice-Chancellor strengthens Oxford's links in East Asia

Vice-Chancellor Professor Andrew Hamilton visited East Asia in May, stopping at three cities – Hong Kong, Beijing and Tokyo. Oxford has extensive influence in the sphere of global health, with a network of international collaborative research centres, and a huge amount of the activity is focused on China. Professor Hamilton celebrated the work of Oxford researchers who, with Chinese universities, hospitals and government agencies, are exploring a range of health issues. One highlight was a meeting with the Chinese Minister of Health, Chen Zhu, where views were exchanged on possible future collaborations. On the heels of these discussions, Oxford's Medical Sciences Division hopes to substantially expand its partnership with the Chinese Academy of Medical Sciences.

Also in Beijing, Professor Hamilton opened a new office that will support the University's pioneering trials into diabetes in China. Professor Rory Holman, from the Diabetes Trials Unit, is co-ordinating the double-blind randomised ACE intervention trial involving up to 150 hospitals across the People's Republic of China and Hong Kong.

In Japan, Professor Hamilton visited the car giant Nissan, which continues to support the work of the Nissan Institute of Japanese Studies, based in St Antony's College, and is collaborating with Oxford's Mobile Robotics Group.

Photo: Nurses at Youan Hospital, Beijing, which collaborates with Oxford's Nuffield Department of Clinical Medicine on research into infectious diseases

Oxford and sustainability

Sustainability remains an important consideration for the University, and Oxford has implemented a range of activities aimed at reducing the environmental impact of its departments and colleges.

During 2011–12, 95% of the University's travel carbon (CO₂) emissions were from business air travel, forming 7% of its total CO₂ emissions. The remaining 5% of emissions were from University-owned fleet vehicles. Business air travel emissions increased by 3.5%, whilst University fleet vehicles emissions decreased by 3% due to a reduction in the number of vehicles. Staff and students are encouraged to use sustainable travel options wherever possible. In support of this, there are a number of staff benefit and sustainable travel schemes in operation, such as the Journey Share car-sharing scheme, staff discounts on annual season tickets for train travel, and additional cycle parking facilities.

The University aims to achieve BREEAM* Excellent rating for new buildings and major refurbishments. The New Radcliffe House building, completed this year, achieved a rating of Excellent. The Kennedy Institute, the Nuffield Department of Medicine and the New Mathematics Institute, which are all under construction, are also on course to achieve BREEAM Excellent ratings.

The University is a major user of water in Oxford, which has both environmental and budgetary implications. During the year, mains water consumption fell 8.2%, saving around 29 million litres of water. This was achieved by implementing the first year of the Water Management Strategy.

The University reused a total of 8,010 tonnes of good-quality items through in-house schemes (Swap Shop, Lab Swap and Plant Swap), compared to 9,381 tonnes last year. This saved £44,627 of income by not buying new items, compared to £37,157 last year. The University recycled 3,009 tonnes of printer cartridges compared to 1,717 tonnes last year and 46,648 tonnes of shredded confidential paper. Colleges and departments collectively recycled 2,015 tonnes of textiles. In addition, the University decreased its general office waste by 42 tonnes. Of this, 543 tonnes was recycled compared to 594 tonnes last year and 1,802 tonnes was landfilled compared to 1,793 tonnes last year.

*Building Research Establishment Environmental Assessment Method

The PV array on top of the recently completed New Radcliffe House



For the full articles please visit: www.ox.ac.uk/annual-review



The changing face of Oxford

The opening of Radcliffe Humanities, the building formerly occupied by the Radcliffe Infirmary, reflected the development of the Radcliffe Observatory Quarter (ROQ) site as a whole. The building has been refurbished to house the Humanities Division, the Faculty of Philosophy, and the Philosophy and Theology libraries, but its design has taken the building back to its original layouts – even installing a replica of the Triton statue in the front quadrangle.

‘Although this is the University’s most significant development in more than 100 years, the newly developed ROQ will still honour the site’s history,’ explains Mike Wigg, Head of Capital Projects at the University’s Estates Services. The same is true for the planned Blavatnik

School of Government, whose design by Herzog & de Meuron is striking and innovative but also pays homage to features of the Radcliffe Camera and the Sheldonian Theatre.

The jigsaw of the ROQ is starting to fall into place – the Somerville accommodation buildings and New Radcliffe House are already open and the construction of the Mathematical Institute is expected to be completed in autumn 2013. Updates about the building projects on the ROQ site, including photos and video, are available at www.ox.ac.uk/roq.

Photo: View across the ROQ site from the new Mathematical Institute

The Oxford Thinking Campaign

Excerpt from an interview with Professor Nick Rawlins, Pro-Vice-Chancellor, Development & External Affairs, with Ertegun and Moritz–Heyman Scholars

Professor Nick Rawlins

‘It’s been our best ever year for student support. We had an extraordinary gift from Mica Ertegun who has given us \$40 million to endow a graduate scholarship scheme in the arts and humanities.’

Ezgi Ulusoy Aranyosi, Oriental Studies, Ertegun Scholar

‘I wouldn’t have made it to Oxford at all without the scholarship.’

Joe Snape, Musicology, Ertegun Scholar

‘To meet Mica was an opportunity to say thank you to the person who made the whole thing happen. It’s such an amazing place and such an incredible opportunity.’

Professor Nick Rawlins

‘Ten per cent of undergraduates at Oxford are in the financial category of people entitled to free school meals. They are the targets of the Moritz–Heyman donation. Michael Moritz summed up his gift by saying that his family have got where they are through the generosity of strangers, and he wants to pay it back.’

Nikita Hayward, History, Moritz–Heyman Scholar

‘Being on a scholarship programme does make you aware of how much difference you can make to somebody else’s life and I would hope that I will be able to give back to somebody what they have given to me.’



Student support is an important element of the Oxford Thinking campaign

Andrew Selby, Economics and Management, Moritz–Heyman Scholar

‘Not only is it encouraging people to apply for university, it’s encouraging a mentality of, “How can I help others?” Hopefully there will be people coming here who say, “When I was in Year 11 a Moritz–Heyman Scholar spoke to me, and that was the thing that made me apply to Oxford.”’

Professor Nick Rawlins

‘We’ve got an extraordinary range of people who are committed to students here. Some are well-known, some are anonymous, some give gifts which are effective by being cumulated with others. In every case, when it makes it possible for a student to do something they couldn’t do, there is a real pleasure to be had.’

To view the full interview please visit: www.ox.ac.uk/annual-review



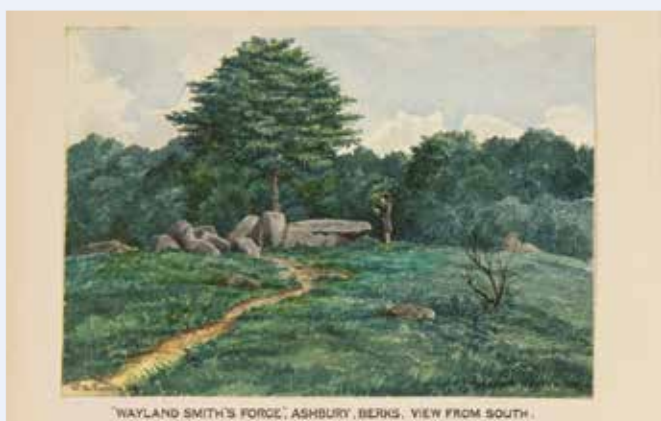
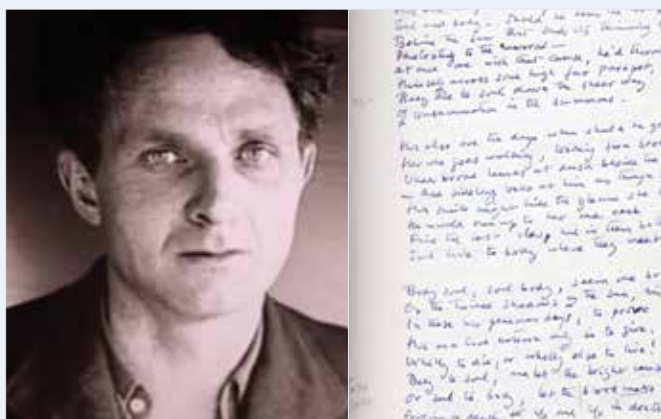
New acquisitions

From the Ashmolean – the oldest museum in the UK – to the Botanic Garden, which holds the most compact and diverse collection of plants in the world, Oxford's collections are world renowned. Of vital importance for teaching and research, Oxford's collections are also open to the public, attracting more than two million visitors each year. For the Bodleian Library, one of their most exciting acquisitions was the archive of the poet Stephen Spender which was given to the library by the Spender family. For the Museum of Natural History, the Sid and Pearl Freeman collection of minerals, again given to the museum by the family, will form a resource both for scientific research and for public display. The Ashmolean succeeded in raising £7.83 million to purchase Edouard Manet's *Portrait of Mademoiselle Claus*, representing the most significant acquisition in the museum's history. Of particular importance for the Pitt Rivers Museum was the archive of albums, papers and photographs given by Anthony Pitt-Rivers, the great-grandson of General Pitt-Rivers, whose gift in 1884 constitutes the founding collection of the museum.

It is through the continuing generosity of individual donors, trusts and foundations that the importance of the collections continues to grow.

(Top left): *Portrait of Mademoiselle Claus, 1868, by Edouard Manet*; (centre left) *Castilleja integra* (or *Indian paintbrush*) at the Botanic Garden; (bottom left) *Minerals from the Sid and Pearl Freeman collection*

Below: *Stephen Spender and manuscript of The Generous Days from the Bodleian's Stephen Spender archive*; (bottom) *Watercolour by W S Tomkin from an album donated to the Pitt Rivers Museum*



For the full articles please visit: www.ox.ac.uk/annual-review



Pitt Rivers: inspiring the creative

Excerpt from an interview with Christian Thompson, graduate in Fine Art, undertaking doctoral studies at the Ruskin School of Drawing and Fine Art

'I really did not know what I was going to do next, and I just stumbled upon the Charlie Perkins foundation offering scholarships for Aboriginal people to go to Oxford University.

I had a light-bulb moment and thought, "That's where the Pitt Rivers Museum collection is." I was invited to do a project there, part of an art grant looking at the repatriation of Australian photographs from European collections.

I am making and exhibiting work while I study, so I feel I am making a tangible contribution to the living culture of Oxford University.

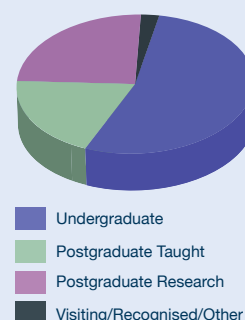
I am not a researcher in the formal sense of the word. You have to allow the collection to become part of your experience, and consequently part of your art. The curator, Christopher Morton, said, "Do you want these images on CD? You can have them to look at whenever you want." I thought, "No"; I would rather come in and look through the folders and spend an intense period of time with them.

The fact that I am on this scholarship, that I am an Aboriginal person and that the collection is here is not an accident – I am here for a reason. I think artists play a very important role in the spiritual repatriation of these collections. Hopefully the presence of both Paul Gray and myself as the first Charlie Perkins Scholars, and the growing indigenous cohort, will send a very strong message back home that there is a place for us on an international stage.'

Student numbers 2011/12

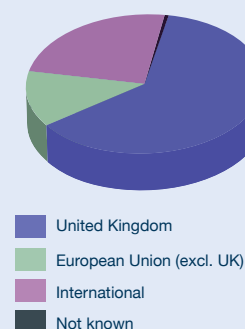
1. Total students

	Undergraduate	Postgraduate Taught	Postgraduate Research	Visiting/ Recognised/ Other	Total
Men	6,356	2,280	3,100	217	11,953
Women	5,396	1,970	2,271	282	9,919
Total	11,752	4,250	5,371	499	21,872



2. Students by nationality

	Undergraduate	Postgraduate Taught	Postgraduate Research	Visiting Recognised Other	Total
United Kingdom	9,885	1,635	2,147	15	13,682
European Union (excl. UK)	848	832	1,126	40	2,846
International	999	1,778	2,094	444	5,315
Not known	20	5	4	-	29
Total	11,752	4,250	5,371	499	21,872



Honours and awards

To view the full list of honours and awards visit: www.ox.ac.uk/annual-review

This year's Encaenia ceremony saw one of Oxford's most distinguished and admired alumni, Aung San Suu Kyi, receive her honorary degree in person, along with seven other distinguished figures from the worlds of the arts, sciences, law and business. Oxford academics were recognised in both the New Year Honours and The Queen's Birthday Honours. In addition two academics were elected Fellows of the Royal Society and a further seven as Fellows of the British Academy.



Professor Drew Faust



Sir Howard Stringer



Aung San Suu Kyi

New appointments

To view the full list of new appointments visit: www.ox.ac.uk/annual-review



Professor Ngaire Woods



Professor David de Roure



Professor Lorna Casselton



Professor Joseph Koerner



Professor Dan Littman



Dame Elish Angiolini



Professor Steve Strand



Paul Goffin

More than twenty-five academics from around the world were appointed to professorships during the year and a further six people were appointed to senior administrative posts. Seven new heads of house were appointed.

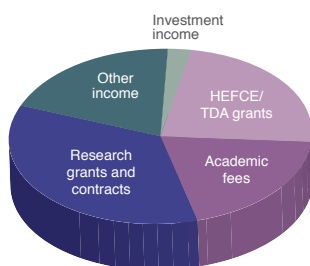
Financial review

The University generated a surplus for the year of £52.3 million (2010/11: £15.4 million). Income growth has accelerated in 2011/12 with total income reaching £1 billion for the first time; however, the upward pressure on costs and the need to invest for the future continue to be significant. Whilst the University generated a surplus for 2011/12 of £52.3 million, at 5% of income, this is not sufficient to maintain the long-term sustainability of the University.

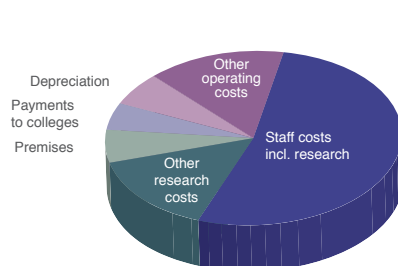
Compared with the previous year, income to the University rose by 10.5%, from £919.6 million to £1,016.1 million. Research grants and contracts continue to be the largest source of income to the University and increased by 8.6% to £409 million. Grants from the Higher Education Funding Council for England amounted to £203.6 million, up by 1.6%. Academic fees and support grants totalled £173.3 million, up by 13.5% as a result of increased fee levels and student numbers. Donation income for current use increased from £23 million in 2010/11 to £26.3 million in 2011/12. Donations received during the year for capital projects and endowments, two of the main priorities of the Oxford Thinking Campaign, are for capital purposes and are not part of donation income; these totalled £40.5 million. Endowment and investment income increased by 17.3% to £36.7 million. The main reason for the increase was inclusion of a full year's investment income arising from an endowment of £203.5 million from Oxford University Press, received in mid-year 2010/11.

The University's expenditure of £971.8 million was 7% higher than in 2010/11. Staff costs totalled £499.1 million, an increase of 4.1%. This resulted from an annual negotiated pay settlement of 0.4%, annual promotional salary increments, and a 4.3% increase in the average number of staff, offset by a reduction in early retirement charges. Other operating expenses amounted to £415.7 million, an increase of 9%. The largest component of the increase related to externally funded research grants and contracts. The increase in surplus for the year led to an increase in net cash flow from operating activities of £34.6 million. After capital expenditure of £139.2 million and the net cash impact of investment activities of £87.6 million, the increase in cash for the year was £42.3 million.

University income 2011/12



University expenditure 2011/12



The balance sheet position remains strong, with net assets at 31 July 2012 of £2.2 billion, up £86 million on the prior year position of £2.1 billion. Tangible fixed asset costs increased by £91 million, reflecting the continued building programme to support the University's expanding research base. Projects achieving completion include Phase 2 of the Saïd Business School for Executive Education and the Oxford Centre for Functional MRI of the Brain at the John Radcliffe Hospital, enabling installation of new 3T and 7T magnets, providing the most advanced research facilities of their kind.

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

External research funding

The University is committed to disciplinary excellence in research across the spectrum of the sciences, medicine, the social sciences and the humanities, and to interdisciplinary research initiatives; its ambitions, activities, global connections and reach are influenced by more than eight centuries of discovery and public engagement. Much of this activity and its impact in intellectual, social, cultural and economic terms depends on external funding.

Despite tough economic conditions, in 2011/12 Oxford's researchers attracted a record £541 million of financial awards (grants and contracts). UK charities were the single largest source of these awards, not only from the largest funders such as the Wellcome Trust, Cancer Research UK, the British Heart Foundation and the Leverhulme Trust, but also from a large number of smaller charities.

Research Council funding remains extremely important in facilitating a wide range of projects, major research programmes and interdisciplinary initiatives, research training and international collaboration. All 7 of the Research Councils rank in the top 25 of Oxford's sponsors by award value, with the Medical Research Council (MRC) and the Engineering and Physical Sciences Research Council (EPSRC) in the top 4.

The other major sources include the Department of Health (DoH), the National Institutes of Health Research (NIHR) and the European Commission (the UK as a whole has received €3.7 billion from Framework Programme 7 (FP7) P7 in 2007–11, second in share only to Germany).

The University warmly acknowledges the role of all its funders in supporting its research efforts, and the significant contributions made by its collaborators; both are central to the generation of public benefit through the University's research activity.



Oxford's major research funders

For further information please see: www.ox.ac.uk/annual-review

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

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Cover picture: Alexandra Schultz, studying for an MSt in Greek and Latin Languages and Literature, in the Upper Library at Christ Church

Photography: Joseph Caruana/Graduate Admissions Photography Competition 2012: front cover; James Whitaker: p 2; John Cairns: pp 3, 5 (top), 9, 10 (second row, left); Oxford University/NERC ChEsSo Consortium: p 4 (top); Courtesy of Europeana 1914–18: p 5 (bottom); University of Oxford/Beijing Photospace/Amanda Anderson: p 6 (top); Rob Judges: pp 7 (top), 10 (top row, left and centre), 15 (centre); Emily Dolmans/Graduate Admissions Photography Competition 2012: p 7 (bottom); Ashmolean Museum: p 8 (top); Timothy Walker: p 8 (centre row, left); Kevin Rawlings/Wikimedia Commons: p 8 (centre row, centre); Bodleian Libraries: p 8 (centre row, right); University Museum of Natural History: p 8 (bottom row, left); Pitt Rivers Museum: p 8 (bottom row, right); Dick Makin: p 10 (top row, right); Richard Watts: p 15 (left); Greg Smolonski: p 15 (right)

Produced by the University of Oxford Public Affairs Directorate, 2012