

Gazette Supplement



Oration by the Vice-Chancellor

Colleagues and friends of the University, thank you very much indeed for joining me at the start of another academic year: an academic year which will, of course, see me depart from a role that I have enjoyed thoroughly for some six years.

Dr Johnson said: 'When a man knows he is to be hanged in a fortnight, it concentrates his mind wonderfully.' My own situation, in leaving for New York University, is not quite so dramatic. Nevertheless, the prospect of my impending departure from Oxford has concentrated my mind on the events of my time here. I have many reflections and I hope you will indulge me if I share some of those with you today.

Before I do so, I should add, for the avoidance of doubt, that I do not intend to imply that mine is the only, or even necessarily the most significant departure from the University. Indeed, one of the later sections of this version records the University's new arrivals, its departures, and the passing of distinguished and valued colleagues.

Of my own time here, my first reflection is: can it really be only six years, almost to the day, since Sir John Hood passed on to me the insignia of the Vice-Chancellor of Oxford University? Can that short time have spanned three governments, two Comprehensive Spending Reviews, one REF assessment, two tuition fee regimes, five varsity rugby wins, four boat race victories, several floods and one volcanic ash cloud? The post has taken me to every continent, from the Davos summit to one of the poorest townships in South Africa. I have been interviewed by the *Wall Street Journal* and a Marxist talk radio host. I have been impressed by so many remarkable figures who have travelled to Oxford in my time. I think of Michelle Obama's drive and energy, and, of course, the hope and inspiration represented by Aung San Suu Kyi.

But my purpose today is larger than personal memories, much as I will treasure them. If some of the following sounds like a State of the Union address, it is not because my new, American, title of President has gone to my head. I believe there is some analogy between the collegiate University and the federal USA. Like them, we aspire towards a more perfect Union, even if perfection itself will always remain out of reach. I also believe I can stand before you today and state that, at Oxford, the State of our Union is strong - stronger than it has ever been.

We are strong precisely because we are a union. As I have already indicated, the past six years or so have been a challenging economic period. It would have been easy for Oxford to buckle under the budgetary constraints imposed upon us. We did not do so. Together, the collegiate University focused on Oxford's core mission - providing the very finest undergraduate and graduate education in the world and maintaining a research endeavour as good as any on the planet. For all the frustrations of the budget cuts, it was gratifying to see the colleges, the divisions and the administration working together with common purpose.

The results have been remarkable. Over the past decade, Oxford's income has grown by 6-7% a year. If you focus on research income alone, the increase is around 8-9% a year. Last year, we secured a total of £478 million for research projects in an intensely competitive environment, from companies, from charities and from government. That puts us on a par with Yale and Harvard and more than £100 million ahead of the chasing pack in the UK. We can sometimes forget the scale of this enterprise, driven by the hard work and imagination of so many outstanding faculty and students and generating an annual turnover of the University alone of nearly £1.3 billion. This activity is supported by a highly committed and capable University administration

which, it was also interesting to note in a recent *Times Higher* survey, was ranked as one of the leanest in the UK.

The figures I mentioned are impressive, but the reality they reflect is more impressive still. People invest in Oxford research because it guarantees world-class quality. The question of overall performance in the UK's Research Excellence Framework assessment is often a contentious one. There are at least 18 different ways to calculate it. When last December's REF results were announced, one cynic pointed out there appeared to be 14 universities in the top ten. There was less contention about first place. The *Times*, *Independent*, *Guardian*, *Telegraph* and *Daily Mail* rarely agree on anything. When all five declare Oxford is a clear number one, with more world-class research than anyone else, I think we have to take their word for it.

The *Times Higher* pointed out that Oxford, with the most REF first places by subject, would also be enjoying the liveliest departmental Christmas parties. If I add that many of those celebrations would have been in the Mathematical, Physical and Life Sciences Division, that is not to diminish the magnificent achievements of other divisions. Rather, it is to lay to rest, hopefully once and for all, the canard that Oxford is not a leader for science. Our science group is better than any other in the United Kingdom, and we have the results to prove it.

But in an era of constant economic uncertainty, when nervousness in China can trigger a stock market plunge half a world away, we cannot rest on our laurels in anything we do. Throughout my time here, I have impressed upon the University the need for greater financial self-reliance, drawing upon the admiration and excitement our work provokes among alumni and donors the world over. I am

delighted that message has been heeded. In May, we announced the Oxford Thinking campaign had reached a total of £2 billion in gifts, achieved through the fastest rate of fundraising in British higher education.

No one individual can take the credit for reaching this £2 billion landmark. Once again, it is the common purpose demonstrated in the fundraising partnership between the University and the colleges that has proved to be our strength. And once again, the number is less arresting than the stories behind it.

Stories like that of Hong Kong entrepreneur Sir Ka-shing Li, who through his charitable foundations has pledged £20 million to help establish the Li Ka Shing Centre for Health Information and Discovery. This centre, the first of its kind in the world, will house more than 600 scientists exploiting big data research in many fields of medicine, with the potential to transform the understanding, treatment and management of disease.

Or stories like that of interior designer Mica Ertegun, who established the Mica and Ahmet Ertegun Graduate Scholarship Programme in the Humanities. Thanks to her gift, leading humanities students from throughout the world compete annually for fully funded graduate scholarships. Her support will eventually be endowed in perpetuity guaranteeing at least 35 such scholarships at any one time in fields as diverse as literature, history, music and archaeology.

Sometimes there are hundreds of individual stories. The transformation of Pembroke College, with new quadrangles and student buildings, came courtesy of more than 1,200 donors who together raised £17 million, driven by a collective desire to benefit the entire Pembroke community.

And while in reflective mood, I'd like to pause briefly over the memory of two benefactors, now sadly passed away, whose friendship and support I have greatly appreciated as Vice-Chancellor. I am thinking of David Richards, a wonderful man (despite being a Harvard graduate!) who has become Wadham's biggest donor of modern times. I think too of the great Jim Martin whose Oxford Martin School, focusing as it does on interdisciplinary approaches to the world's most challenging problems, is a priceless asset to future generations. Both men, like so many of Oxford's benefactors before them, have made a contribution that will endure, though they are gone.

Our donors commit to Oxford because we commit to excellence. We seek simultaneously to preserve our historic strengths and to adapt and innovate to stay ahead of the emerging challenges of the 21st century. For that reason, we acted to safeguard the tutorial system, the lifeblood of our outstanding educational system, from the threat of national budget cuts. Working with the colleges, we ringfenced £60 million of the University's reserves for a match-funded Teaching Fund to support tutorial fellows. The total pot has now reached more than £140 million, endowing, and protecting, these vital tutorial posts.

Likewise, we created a match fund for graduate student scholarships. It is impossible to overstress the importance of this. Doctoral students are the engine room of our research. They do so much to generate the ideas, the treatments, the technology and the policies to address the most challenging, exciting and pressing questions of our time. In the past we have competed – successfully – with Harvard and Yale for the best graduate students in the world despite, not because of, the financial support on offer here. That is not a sustainable position. We have made an excellent start, with a scholarship fund now standing at over £100 million, but we must press on for more.

There is a third main philanthropic strand to our educational funding and it is one that gives me enormous pleasure. We have now seen the first cohorts from the Moritz–Heyman scholarship fund pass out of their college gates. I mentioned earlier the memories I shall treasure most. Foremost amongst them will be the receptions we have held for graduates of the Moritz–Heyman scheme, meeting the students, learning of their dreams for the future and how the scholarships made it all possible. It's exactly what Sir Michael Moritz and his wife Harriet Heyman had in mind when they made Europe's largest-ever philanthropic gift for undergraduate support. Every year, up to 160 new students from the UK's lowest-income families will receive, on average, a reduction of £3,000 from their tuition fees and a further £4,500 bursary towards living costs. We say, repeatedly, that financial circumstance is no barrier to an Oxford education – and we mean it.

I said earlier that Oxford seeks simultaneously to preserve and to innovate. It's a difficult balance to achieve, architecturally just as much as academically. The Blavatnik School of Government has been created to equip tomorrow's international leaders with the tools to tackle the world's most challenging, and often

conflicting, issues – climate change, security of energy supply, equitable international development. It is only right that a bold 21st-century school should be housed in a bold 21st-century building – not always easy in Oxford. We believe that the new Blavatnik building achieves a striking, yet sympathetic, solution in the heart of our beautiful medieval city.

Similarly, the Andrew Wiles Building brilliantly, almost playfully, folds profound mathematical concepts into its very fabric. The building is, of course, named after the colleague who cracked Fermat's last theorem. Many other mathematical challenges remain unproven – the Riemann Hypothesis, Goldbach's Conjecture. I am going to predict that the 21st century will see at least one of these major mathematical problems solved in the facilities we have created here in Oxford. You could call that the Hamilton Hypothesis.

Every Vice-Chancellorship has its difficulties. I have spoken of two new buildings widely regarded as architectural delights. I feel I should speak of another development which will never be regarded in the same light. The Castle Mill student accommodation. At February's Congregation debate on the future of the flats, the Registrar spoke frankly of the lessons to be learned from Castle Mill on consultation and listening. We shall learn those lessons. But another speaker at that meeting reminded me, with the commendable courtesy that marked the entire debate, that Castle Mill will be a particularly visible part of my legacy. Well, Castle Mill now accommodates more than 300 graduate students and families at reasonable cost in the UK's most expensive housing market. Our graduate students are vital to Oxford's research strength, as I have already outlined, but they also contribute to the vibrancy of the city and often to its economy as entrepreneurs and job creators. Castle Mill allows them to be here. If that is part of my legacy, then I am content it should be so.

Of course, there is more to our strong investment record than new buildings. Oxford is a digital pioneer as well. One of the most striking examples was July's launch of the Digital Bodleian website. More than 100,000 images are now online, making universally accessible many treasures that previously could only be seen through possession of a Bodleian reader's card. You can see what is believed to be the earliest map of the UK from the middle ages, board games from the Victorian era, political posters from the last century and so much

more. Again, one of our historic strengths has been given a new dimension through Oxford's innovative, outward-looking approach.

That same approach runs through our long history of commercial enterprise. I hear that Oxford's very first spin-out, a project named Cambridge University, is still doing pretty well... in all things except perhaps in rowing and rugby. More recently, in my six years, Oxford research has generated 31 new spin-out companies. That rate, more or less 5 new ventures every year, is the highest in the UK.

Last autumn I visited a mosquito breeding plant in Brazil. It may not sound like the most glamorous aspect of the Vice-Chancellor's role, but it was fascinating. The plant is the creation of Oxitec, a spin-out exploiting genetic modification techniques developed in the Department of Zoology. The Oxitec GM insects are incapable of reproducing effectively. The idea is that if they are introduced into the wild, the native disease-bearing mosquito population will collapse. There are enormous implications for the control of a range of diseases, with dengue fever perhaps the most advanced. There have been successful trials of the Oxitec mosquitoes in Grand Cayman and Panama, as well as in Brazil.

I was impressed by what I saw in South America, exquisite science applied to a very real world problem. It came as no surprise when, in August, an American corporation bought Oxitec for US\$160 million. The commercial sector understands very well Oxford research's potential to create wealth, jobs and ground-breaking solutions to sizeable problems.

The commercial sector may understand that but I sometimes wonder if others, particularly in the UK, truly value our education and research. I am not just talking about Oxford here. I made a small joke at Cambridge's expense a moment ago but the two of us repeatedly figure in lists of the world's top five universities. The most recent, in the *Times Higher*, ranked Oxford second and Cambridge fourth. You will usually find four UK universities in the world's top 20 or so. That is remarkable for an island of this size. It is hard to think of any other walk of life where the UK is so eminent. It's four times the number of top tennis players we have. And yet this success often seems to go unremarked or under-appreciated.

The looming Comprehensive Spending Review, coupled with the prospect of changes to the research council system and perhaps to BIS - the government

department directly concerned with universities - points to a more than usually uncertain and challenging period for UK Higher Education. I can only emphasise that of all the false economies that might be available to ministers, few could be more mistaken than cutting support for universities and their research. If politicians and others do not fully understand or appreciate what a jewel they have in British higher education, they risk throwing it away.

I remarked last year that I was 'baffled' by UK policy on student visas, that I could not understand why we were harming such an outstanding source of bright minds as well as overseas revenue. It caused a bit of a stir. I won't claim the credit, but in their subsequent election manifestos, all the major political parties pledged to drop students from their immigration targets. Every political party, that is, except the one that actually won. I will not repeat last year's argument. But the student visa system was an unnecessary hindrance to British higher education 12 months ago and it remains one now.

I should also say something about increasing government nervousness over campus indoctrination. We are all aware that the price of freedom is eternal vigilance, and nobody should be complacent about the sophisticated techniques that can be used to influence young minds. But at the same time legislation first introduced as 'light touch' and 'proportionate' must not erode the very values that we are seeking to protect. Freedom of expression and debate, academic independence and integrity - these are at the very heart of what makes a great university great. Anything that undermines them, whatever the intention, is more likely to exacerbate than eradicate the perceived danger. We are not there yet, but the safeguards may be weaker than we think.

Other government initiatives are more welcome. A regional approach to growth, exemplified by the Northern Powerhouse, is long overdue. The Oxfordshire region, with its nexus of universities and knowledge-based industries, is well placed to be in the forefront of this movement, which can do so much to help improve the quality of life for individuals and communities. I think, for example, of the deepening partnership between medical research and healthcare embodied in the Oxford University Hospitals Trust - and I'm delighted to note the granting, just the other day, of Foundation Trust status - a real shot in the arm, so to speak...

With our partners in local government, the University was a vital player in landing last year's City Deal, which brought major investment into the region for high-tech and biotech sectors. Begbroke Science Park and the new bioescalator at Headington will be focal points where many of these new ventures will be nurtured. I expect to see, from across the water, the Oxfordshire Powerhouse as more than a match for any of its regional counterparts.

Welcome, too, is the new universities' minister's emphasis on teaching. We await the detailed proposals for a new Teaching Excellence Framework with interest. I don't know what kind of international comparisons, if any, may be invoked in this exercise, but I do know that, in its zeal to assess teaching excellence, the government must take care not to damage a highly successful sector in the eyes of international students. Our competitors around the world would lick their lips at the prospect of self-inflicted negativity around our educational offerings.

I have already alluded to the critical importance of the Oxford tutorial system to the world-class education we provide. There is no substitute, in our view, to spending an hour defending your ideas to a world authority, with absolutely no intellectual bolthole to scurry to. The tutorial promotes rigorous thinking, clarity of articulation and independence of mind. If it is to be meaningful, the Teaching Excellence Framework cannot adopt a one-size-fits-all approach. The better way will be to identify and recognise excellence in teaching wherever it exists - as for example in the tutorial model - and think imaginatively about how and where that excellence can be shared and adapted to general advantage. If the power to raise tuition fees is really to be linked to performance then there should be a strong incentive to fund and adopt ways of teaching that demonstrably produce results.

Ah yes, tuition fees. Two years ago I caused a stir, another one, when I called for the student funding system to reflect more closely the true cost of a student degree - at least £16,000 a year in Oxford's case. My view on that hasn't changed, especially when I see the distortions that continue to result elsewhere in our academy through the need to divert funding to help plug the cost-gap. What I did not say, but was often misunderstood to have said, was that the full burden of that cost should fall on the student. Of course it shouldn't. In the past few months, we have seen the replacement of the student maintenance grant with loans. The justification was that

the introduction of higher tuition loans has not deterred university applications from students from lower income families. That may well be the case, so far, but there are no grounds for complacency. It still could happen and we must all be watchful. I am sure that Oxford will remain vigilant and continue to reinforce its support and protection for the most financially vulnerable. The original Moritz-Heyman gift has been bolstered by a further £50 million from other donors, all convinced that a university education is a public good which must remain available to all.

At Oxford, we are also mindful that the pressures that fall on UK students are not just financial. We still live in an extremely tight employment market, and students are perhaps more conscious than ever of the need for a good degree to secure a return on their investment in higher education. For some, that pressure becomes too much. Much has been made in recent months of the numbers of Oxford students accessing our counselling service. 1,070 undergraduates used the service in 2013-14, up from 453 in 2003-4. I take encouragement from this. Students are coming forward. They know that expert, professional support is available and they are now more prepared to discuss their difficulties. And we know the system works. Often working with our excellent Student Union, our counsellors can provide the advice and guidance to make remarkable transformations, enabling students to succeed and once more enjoy their studies.

I have the same confidence about the measures we have put in place on sexual harassment. In the past year, we have created clear guidance on what help is available and how to get it. The message is clear - harassment of any form will not be tolerated at this University and no-one should hesitate to speak out about it. The start of the academic year has seen gender awareness sessions for all our new undergraduates and again I am extremely grateful to the Student Union for their hard work in this regard. Our commitment to a safe campus for all is one of our key undertakings for the UN's HeForShe campaign, underlining that gender equality and respect is a responsibility for every one of us at Oxford.

Of course, none of these issues is unique to Oxford or, indeed, to the UK. At NYU, my immediate physical environment will not resemble Oxford at all. Gothic quadrangles are in short supply in Greenwich Village. The scale of NYU is also quite different - 50,000 students in one of the largest cities on Earth,

rather than the more compact surroundings of Oxford. But in many other regards I shall be grappling with questions and challenges that are familiar here. That is not surprising. They are fundamental to higher education and its purpose wherever students, teachers and researchers are brought together. Of course how an individual institution approaches them will vary. International reach itself can take many forms. Unlike Oxford, NYU has overseas academic centres and now campuses - so I anticipate that travel on university business will continue to take up a good deal of my time.

And at NYU in its many guises I know I shall draw on much that I have learned here. I have seen so much to inspire me in the last six years, including the enthusiasm and interest for Oxford's work around the world. It can be environmental research in the forests of South America, it can be an archaeological collaboration on historical sites threatened by conflict in the Middle East, it can be energetic participation in a family workshop in a tiny South African village, run by our Social Policy and Intervention researchers. Or, more recently, it can be the extraordinarily moving surge of international support for our WildCRU conservation team in the aftermath of the shooting of Cecil the lion. Universities have an almost unique capacity to break down national borders in solving global problems, all the more so through the affection and respect that Oxford inspires.

I shall take with me too the incredible loyalty and generosity of our alumni. In Oxford, the UK or overseas, wherever I have met them, our former students are consumed with curiosity about the University. They have a hunger to hear about the latest research, new student initiatives, and very often the question then comes, unprompted: 'How can we help?'

Above all, I shall take with me memories of the wonderful people I have worked with at Oxford. The students. Passionate, committed, outspoken but above all sublimely talented. To spend an hour talking to students - about their ideas, their experiences, their goals - is to see the very point of this University. The administration, including my own fantastic office team in Wellington Square. At a time of rapid educational change, of an ever-more complex regulatory environment, a highly professional administrative service is vital to any university. That is exactly what we have at Oxford - highly professional and utterly dedicated in their support of our fundamental academic mission.

And the academics. If I give one example, it is because they represent everything that is outstanding about so many other colleagues. Professors Nick White and Nick Day of the Nuffield Department of Medicine. Out in the very front line of the global battle against malaria. Another memory I shall treasure is visiting them at Mahidol University in Thailand to hear about their work there and in Laos. Meeting their incredibly gifted research team, with whom they have helped save more than a million lives through their pioneering of artemisinin combination therapy. Their fight continues on the Thailand-Myanmar border, now against genetic changes which are increasing drug resistance. Their work encapsulates many of the Oxford strengths I have tried to capture in this speech - academic brilliance, transcending national boundaries and transforming lives around the world.

At this point in my oration I am reminded of an observation in the *Guardian* profile on the announcement of my new NYU role. 'Hamilton's speeches sometimes overrun' - my first reaction was 'Can you really have too much of a good thing?' But then an askance look from my wife reminds me that the answer is an emphatic 'Yes!' Keeping a critical eye on the duration of my public interventions is just one of the myriad ways that my wife Jennie has been a pillar of support for me. I want to thank her publicly for all she has done for me and for all her hard work on behalf of Oxford over these past six years.

There is so much more I could touch on. I began with a Samuel Johnson quote and I will add another before I conclude. 'Friendship, like love, is destroyed by long absence, though it may be increased by short intermissions.' I do not intend a long and certainly not a total absence from Oxford. The friendships Jennie and I have built and the affection we feel for the place will not permit that. And even when not around in person, I suspect that part of me at least will still be here in spirit. The conviction is growing in me that - as with many others who have known and loved this great university - you can take us out of Oxford but you can't take Oxford out of us.

And what will Oxford people say of me, if they see me back? Well, that will be up to them, but if I may express a wish, I'd hope for something like this: 'There goes Andrew Hamilton. He left the University in a strong place, and with its best days ahead of it.'

Those days include the arrival of my successor, Professor Louise Richardson. I know the excitement she must be feeling,

because I felt it myself six years ago. I know that her leadership will continue to take you to the extraordinary heights that you are all capable of. And conversely, I know you will give her every support in keeping this University as a forward-looking, dynamic, 21st-century powerhouse of education and research. You – and she – are in good hands.

The work of the University continues to receive other forms of external recognition, and during the past 12 months Professor Sir Rory Collins, Professors Ben Davis, Alison Etheridge, Philip Maini, Gero Miesenböck, Jane Plant and Henry Snaith, and Dr Jonathan Pila have been elected as Fellows of the Royal Society; Professors Janette Atkinson, Dawn Chatty, Rana Mitter, Kia Nobre, Andy Orchard, Sally Shuttleworth and Annette Volting, and Dr Felicity Heal have been elected as Fellows of the British Academy, and Dame Lynne Brindley as an Honorary Fellow; Professors Matthew Freeman, Simon Hay, Ian Pavord and Irene Tracey have been elected as Fellows of the Academy of Medical Sciences; Professor Stephen Roberts was elected as a Fellow of the Royal Academy of Engineering; and Professors Louise Fitzgerald, Craig Jeffrey and Deborah Oxley as Fellows of the Academy of Social Sciences.

Over the course of the last year, her Majesty The Queen has awarded national honours to the following members of the University: a GBE to Sir John Bell; knighthoods to Professors Jonathan Bate and Steve Nickell; the DBE for Professors Marina Warner and Fran Ashcroft, and for Ms Frances Cairncross; the CBE for Professors Russell Foster and Tim Palmer, and for Dr James Adams; and the OBE for Professors Cyrus Cooper and Hugh Williamson.

Other forms of recognition have included the British Academy Medal for Professor Patricia Clavin and Professor Roy Foster. The British Academy also awarded the Rose Mary Crawshay Prize to Professor Ankhi Mukherjee; the Kenyon Medal for Classical Studies and Archaeology to Mr Nigel Wilson; the Sir Israel Gollancz Prize to Professor Ralph Hanna; and the Serena Medal for Italian Economics to Dr Brian A'Hearn. The Royal Society awarded Royal Medals to Dame Jocelyn Bell Burnell and Sir Christopher Llewellyn Smith, and the Michael Faraday Prize and Lecture to Professor Kathy Willis. Professor Roger Goodman, Head of the Social Sciences Division, became the Chair of Council of the Academy of Social Sciences.

Several Heads of House have retired over the summer: Professor Alan Bowman as Principal of Brasenose; Lord Krebs as

Principal of Jesus; and Dr Frances Lannon as Principal of Lady Margaret Hall. I should like to thank them for their advice and support during my time as Vice-Chancellor. They are succeeded respectively by Mr John Bowers QC, Professor Sir Nigel Shadbolt and Mr Alan Rusbridger. Professor Denise Lievesley has become Principal of Green Templeton, following the sad death earlier this year of Sir David Watson.

I should like to note the retirement this autumn of two other colleagues in particular: Professor Mike O'Hanlon, who as Director of the Pitt Rivers Museum for the past 17 years has done so much to transform that much-loved institution and the experience of its many visitors; and Mr Michael Sibly, who – latterly as Deputy Registrar – brought to a close his long and greatly valued career with the University administration.

This year has seen the retirement of many other distinguished colleagues who have contributed to the University's intellectual life over the years: Dr Bashir Ahmed; Professor Constance Andreyev; Professor David Banister, Professor of Transport Studies; Professor Alan Barclay, E.P. Abraham Professor of Chemical Pathology; Professor William Beinart, Rhodes Professor of Race Relations; Dr Nigel Bowles, latterly Director of the Rothermere American Institute; Dr John Bromley; Professor Martin Ceadel, Professor of Politics; Dr Norman Charnley; Professor Dawn Chatty, Professor of Anthropology and Forced Migration; Professor Susan Cooper, Professor of Experimental Physics; Professor Pietro Corsi, Professor of the History of Science; Mrs Beverley Davies; Professor Christopher Davis, Reader in Command and Transition Economies; Professor Laurence Dreyfus, Professor of Music; Sir Marc Feldmann, Professor of Cellular Immunology; Professor Robin Fiddian, Professor of Spanish; Professor John Fox, Professor of Engineering Science; Dr Barbara Gabrys; Dr Juris Galvanovskis; Mrs Janet Godden; Dr Julia Goodwin; Dr Douglas Hamilton; Mrs Christina Hammond; Dr Ann Jefferson; Professor Paul Jeffreys; Mr Christopher Jenkins; Dr Keith Lewis; Dr Robert Lockhart; Professor Colin McDiarmid, Professor of Combinatorics; Dr Robert Mayer; Professor Ian Menter, Professor of Teacher Education; Ms Sandra Meredith; Professor Hideaki Nagase, Professor of Matrix Biology; Mrs Malgorzata Nowak-Kemp; Professor Jennifer Ozga, Professor of the Sociology of Education; Professor Richard Parish, Professor of French; Dr Stephen Parkinson; Dr Frank Payne; Professor Christopher Pelling, Regius Professor of Greek; Dr Olivera

Petrovich; Dr Katalin Pinter; Professor John Ryan, Professor of Physics; Professor Alexis Sanderson, Spalding Professor of Eastern Religions and Ethics; Professor Michael Sheringham, Marshal Foch Professor of French Literature; Professor Sir Hew Strachan, Chichele Professor of the History of War; Dr Michael Stratford; Dr Henry Summerson; Professor Kathy Sylva, Professor of Educational Psychology; Professor Derek Terrar, Professor of Cardiac Electrophysiology; Professor Alain Viala, Professor of French Literature; Dr Susan Walker; Dr Helen Walter; Professor Roy Westbrook, Professor of Operations Management; Mr John Wood; Professor Stephen Woolgar, Professor of Marketing; and Professor H Peyton Young, James Meade Professor of Economics.

I would also like to mention those colleagues who have retired from important administrative, library or service posts in the University: Mr Stephen Barry, Mrs Elsa Bell, Mr Adrian Brooks, Dr Ian Brown, Mrs Ruth Brown, Mr Geoffrey Calvert, Miss Ann Cordeaux, Ms Barbara De Bruine, Ms Rosemary Dearden, Ms Maureen Doherty, Mr Ronald Doole, Mr Jeremy Drew, Ms Anne Gerrish, Mr Brian Green, Mrs Jill Grieveson, Ms Avril Harrison, Mr Kingsley Hewitt, Mr Alan Hodgson, Mr Julian Hughes, Mr Jamieson Hunter, Mr Michael Inman, Mr Alan Kendall, Ms Lidia Lozano, Mr Alan Lyons, Dr Kingsley Micklem, Mrs Alison Miles, Mrs Yasuko Nakajima Peskett, Dr Barry Pemberton, Dr Michael Redley, Mr Anthony Sanderson, Ms Jane Smewing, Ms Patricia Spark, Mr Jeffrey Thomas, Dr Christopher Towler, Ms Helen Turley, Mr Peter Webber, Mrs Kathryn White, Mr Michael Wigg, Mr David Wiggins and Mrs Cathleen Wright.

This year the University community has lost valued colleagues whose early deaths have been a source of great sadness: Mr Jeremy Cresswell, Director of the Foreign Service Programme at the Department for Continuing Education; and Professor Peter McFadden, Reader in Engineering Science.

Finally, we pause to remember the contributions of those colleagues who have died in retirement over the past year: Professor John Bayley, Mr Augustine Bonner, Professor Martin Brasier, Dr Sandra Burman, Sir Raymond Carr, Dr Carol Clark, Professor Roger Cowley, Dr Jaquelin De Alarcon, Mr David Floyd, Professor Sheppard Frere, Sir Martin Gilbert, Mr Malcolm Gilmour, Professor Sir Henry Harris, Professor Roy Harris, Dr Gerald Harriss, Ms Sulamith Honigsberg, Mrs Catherine Hughes, Professor Harry

Jones, Professor Paul Langford, Dr Peter
Lindsell, Mr Harvey McGregor, Mr Angus
McKendrick, Mr Peter Martin, Mr Herminio
Martins, Mrs Sandra Moorey, Dr Colin
Morgan, Lord Moser, Dr Sigthor Petursson,
Professor Terence Ranger, Professor Tapan
Raychaudhuri, Dr Marcus Rebick, Mr Adrian
Roberts, Professor Derek Roe, Professor
Bernard Rudden, Dr Basil Shepstone, Mr
John Simopoulos, Ms Angela Skrimshire,
Professor Jon Stallworthy, Dr Jacqueline
Stedall, Dr Rosemary Stewart, Mr Gerald
Taylor, Mr Harold Vine, Mr John Wall, Dr
Martin West, Dr Eric Whittaker and Professor
Bob Williams.

