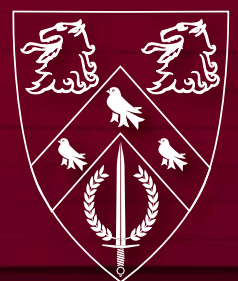


St Anne's College Annual Review 2008





From the Principal

Dear friend,

This year's Annual Review takes a somewhat different form to that of previous years. Oxford has launched a campaign, "Oxford Thinking", to secure its place among the leading universities in the world as the global competition for academic excellence in the twenty-first century intensifies. If St Anne's is to be as much a catalyst in the future life of the University as it has been in the past, we have to be a significant part of this ambition.

This review is in three parts. Part One outlines the challenges ahead for St Anne's. Part Two describes the position of the College today. Part Three concludes with a description of what St Anne's intends to do to secure its future.

I hope all who are part of this community, those who are here now and those who were here in the past and still have an interest in what we do, will find it useful.

*With best wishes,
Tim Gardam.*

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The Challenges Ahead for Oxford

In one sense, Oxford should never change. The University should represent in the future the same values of academic idealism, empirical rigour, and civilised thought as it has in the past. However, we cannot assume Oxford can retain its reputation by relying on its past glories. The University has to compete. It has announced the largest campaign in the history of any British university – its ambition to raise £1.25 billion to secure its future for the twenty-first century.

Oxford has three clear priorities:

- Support the best students.
- Invest in the academic staff and their work.
- Provide new resources and buildings.

Oxford will prosper not by trying to imitate Harvard, Princeton, Yale or Stanford and its

other rivals in the United States; it must build on what makes it inimitable: its colleges are intellectually agile, multi-disciplinary communities, each with an individual culture, designed to let independent thinking flourish. Colleges provide the tutorial system that ensures the student's relationship with the tutor is a personal one, a contract of mutual respect and expectation. Oxford is successful not just because of those who spend their careers here, though without their single mindedness the University would fail, but equally because of those who spend just three or four years of their early life here and go out into the world and, in a myriad of different ways, make society better.

How then should St Anne's construct its future to enhance that of the University?



St Anne's values

First and foremost, we should learn from our past. Thirty years ago, St Anne's was at what then seemed a critical point in its identity. It was preparing to accept men. The Fellows however were unconcerned; they believed that our founders' values – equality of opportunity, openness, daring to be different, the emancipation of learning – would flourish in a co-educational environment. So it proved.



Today, St Anne's represents its founding purposes in the diversity of its student body that so enhances the life of the University; St Anne's attracts students from many social backgrounds and cultures, from Britain and overseas; it has more students on bursaries than any other college. Many of our Freshers are the first of their family to come to university. We are a modern, academically ambitious, serious minded community that takes pride in the growth of our students and the distinguished results so many of them achieve in one of the most competitive universities in the world.

Our students, in their daily lives, define themselves not by their difference but by what they hold in common. St Anne's is a friendly meritocracy where students work together, individually and collaboratively. They match their academic talent and determination with a wider sense of a good and fulfilled life. In so doing, they stretch themselves intellectually, and personally, in ways they would not have imagined on coming here.

Many of our Freshers are the first of their family to come to university.



The challenges for St Anne's

St Anne's has created itself by taking opportunities as they presented themselves, raising money through its own resources, thanks largely to the widespread support of its hundreds of friends and past students.

However, as we look forward to the next thirty years, fresh challenges become clear.

In the global market for education, top American universities are already seeking out the best British students. We cannot assume the best will necessarily come to Oxford. We need to compete for them.

At the same time, undergraduate fees will have to increase if they are to come near to meeting the true cost of an Oxford education. However, this will require more substantial bursaries to support students from less advantaged backgrounds if Oxford is not to retreat to being a place only for the rich.

In the next fifty years, St Anne's will find itself at the centre of modern Oxford.

Students are expecting better facilities as they borrow more and pay more. The College must not only maintain its high standards of teaching, it must provide competitive accommodation, academic resources and buildings.

In the next fifty years, St Anne's will find itself at the centre of modern Oxford. The £600m development of the old Radcliffe Infirmary site, across the road from the College, is Oxford's biggest development in 150 years and will shift the University's intellectual centre of gravity to our doorstep. The University central administration, the Humanities Faculties and libraries and a new Mathematics Institute will be developed in the new Radcliffe Observatory Quarter. With the Humanities to the west and the Science Departments to the east, St Anne's is located at the University's crossroads. This is both a great opportunity and a challenge.

In Part Three of this review we set out the way we intend to meet these challenges.

The College Today

Undergraduates

St Anne's is today one of the largest undergraduate colleges. We have 425 undergraduates reading for 43 out of the 52 available courses at Oxford. Only one College covers more. This is a reflection of the diversity and the range of experience of our students.

Undergraduate breakdown by academic discipline:

Humanities:	38.1%
Social Sciences	17.5%
Sciences	44.4%

In the past thirty years, the College has built up its reputation in Mathematics and the Sciences. Academically, our strongest disciplines have included Engineering, Economics and Management, Chemistry, Mathematics, Psychology and PPE.

In terms of numbers, our largest schools are Mathematics, English Literature, Modern Languages, History and PPE. We have also established ourselves as one of the largest colleges for undergraduates studying Medicine, Materials Science and Earth Sciences.

In the Humanities, we have developed our Joint Schools with increasing numbers of students reading combinations of Modern Languages, Classics and English.

Academic results at St Anne's:

	First	2.1	2.2	Third
2008	34	73	11	1
2007	29	77	9	1
2006	29	76	12	3
2005	34	86	8	1
2004	29	83	14	1
2003	36	78	9	1

St Anne's students often comment that one of the most enriching aspects of social life in College is the range of backgrounds of their friends. Of our undergraduates:

- 8.3% are from the European Union
- 8.5% are from outside the EU
- 9.8% are from ethnic minority British families.

We also have 16 Visiting Students from universities from the United States and Europe who come for a year and are taught alongside our students.

52% of our undergraduates are male, 48% female.¹



¹ Averaged over the last 3 years

Opportunity

St Anne's is the College identified by the University as amongst the best placed to prove that it is accessible to anyone good enough who wants to come to study at Oxford. We have put special effort into building closer relationships with teachers and schools.

Outreach:

- In February, we hosted a University Experience Day for three primary schools in North London. In May we ran a conference for Oxfordshire state school teachers.
- We have instituted a Teachers' Day, making particular efforts to invite the many St Anne's Senior Members who are teachers.
- The College is the sponsor of Oxford University's partnership with the National Black Boys Can Association (NBBCA), set up to inspire black boys to continue on to higher education. We take the lead on the University's Pioneering Ambitions scheme, engaging with Britain's ethnic minority students.

The College is able to pioneer this activity thanks to the generosity of The Drapers Company which funds much of our outreach programme.

In the past thirty years, the College has built up its reputation in Mathematics and the Sciences.

Our undergraduates come from a variety of school backgrounds: over the past three years 59% of our places have been offered to maintained school students (University average 51%). This figure is influenced by the increasing number of applications from overseas.

50% of students from maintained schools, and 28% of students from independent schools, were the first generation in their family to go to university. In total, 40% of our Freshers were first generation university students.²

We held 11 Open Days this year that attracted 416 school students, who had the chance to

² 2006/7



talk to Fellows about their preferred course. We estimate around a third of our students chose St Anne's after having visited us on an Open Day. Our Senior Tutor visited 14 schools to talk to students about St Anne's. The Principal and College Tutors also undertook visits.

St Anne's has an ability to attract candidates who might otherwise think Oxford is not for them.

Bursaries

Oxford offers bursaries on a sliding scale to all students whose joint household income is £50,000 or less for students starting in 2008/9. Full bursaries of £4,000 in the first year, £3,150 in second and subsequent years are awarded to students whose joint household income is under £18,000.

In the first year of the Oxford Opportunity Bursary Scheme, 37 out of 115 St Anne's Freshers qualified for some level of bursary, the highest number of any college in the University. In 2007/8 39 Freshers qualified. Since admissions are determined by academic excellence alone, these figures reflect something of St Anne's ability to attract candidates who might otherwise think Oxford is not for them.

Travel

St Anne's undergraduates are fortunate that, thanks to the endowment gifts from Senior Members, the Principal can distribute £18,750

for travel and research grants. Grants are prioritised for activities and expeditions directly related to a student's academic ambitions. In 2007/8 72 awards were made. Students' reports of their experiences can be found on our website.

Graduates

In the past year St Anne's has made great strides integrating graduates into College life. We now have 186 graduate students - 67 are working for doctorates, and 119 taking masters degrees, medical degrees, and teaching qualifications. The graduate community is different in its make-up from the undergraduate. 44% come from beyond the UK and 48% are scientists. Our graduates now constitute 30% of our student population. We are able to provide accommodation for 80 graduates in Robert Saunders House, our Graduate Centre in Summertown.

Graduate Facilities:

From October 2008, 13 graduates will be living on site in the newly refurbished 35 Banbury Road where there will also be a new Graduate Common Room - the MCR - and Graduate Studies Centre. This will be named Eleanor Plumer House; after one of the College's most influential Principals.



Graduate research funding

Thanks largely to the legacy of Eleanor Plumer, Principal 1940-53, we have a significant graduate research fund. £20,000 a year is offered in research travel grants that allow graduates to attend academic conferences where frequently they present their first papers. A further £47,000 is given in scholarships. This includes up to 6 Graduate Development Scholarships (of £4,500 each), which allow graduates teaching opportunities, essential for their CVs if they are pursuing further academic careers. Two of our Graduate Development Scholarships are match funded by The Drapers Company.

College invites graduates to two formal dinners each year, also inviting their supervisors and their partner. Graduate wine tastings offer a regular point of contact.



The Senior Common Room

St Anne's now has a Governing Body of 53 of whom 48 are Professorial and Tutorial Fellows. The Governing Body includes Professorial Fellows and Readers in International Relations, Mathematics, Statistics, Medicine, Computing

Science, Materials Engineering, Nanomaterials, English and Transport Studies. A further 12 Fellows are accorded the title of Professor or Reader.

A number of Fellows hold senior University appointments. Professor Sally Shuttleworth is Head of the Humanities Division. Others are Heads of their Departments: Dr Roger Crisp, Philosophy, Professor Chris Grovenor, Materials, and Professor Neil McFarlane, Politics and International Relations. Dr Nigel Bowles has been appointed Director of The Rothermere American Institute.

This year we have welcomed new Tutorial Fellows in English, Medicine and Mathematics, and have elected Fellows in Management, Engineering and Music.

Junior Research Fellows

The College is proud to support an increasing number of academics at the beginning of their careers. We have 5 Junior Research Fellowships, which have been filled by academics in Materials, Politics, Chemistry, English Literature and African Studies. We have elected for the next three years JRFs in French, African Studies, Materials, Engineering and Economics. We have had Career Development Fellows in Classics and Materials. The College also supports 7 post doctoral Research Fellows.

The wider life of St Anne's

St Anne's offers all in its community an intellectual hinterland. Most events are open to anyone who has been at St Anne's. In 2007/8 there were 7 Subject Family seminars, with presentations given by people at different stages of their academic careers. After each seminar, all members of the College mix together for drinks and dinner.

St Anne's offers all in its community an intellectual hinterland.

Subject Family talks in 2007/8 included:

- 'History of Nuclear Medicine' given by Peter Barnard (Chemistry)
- 'Neurons Swarming through the Brain: Mob Mentality Versus Personal Choice' given by Dr Francis Szele (Physiology/Neuroscience)
- 'How Costume Operates in Ancient Greek Theatre' given by Rosie Wyles (Classics)
- 'Against Ideal Rights' given by Katherine Eddy (Politics)

Undergraduates are increasingly working in the Library to escape the distraction of the Internet.

The MCR has instituted a new graduate weekly seminar series on Science and Public policy. This initiative allows St Anne's research graduates to get away from the lab/computer/library to think and talk about wider issues.

Graduate weekly seminars in 2007/8 included:

- **Lord Robert May**, Chief Scientific Advisor to the UK Government (1995-2000).
- **Lord Robert Winston**, Professor of Science and Society at Imperial College.
- **Dr Sarah Thomas**, Bodley's Librarian and Director of Oxford University Library Services.

Other events at St Anne's in 2007/8:

- The News International Lectures in Broadcast Media, given by Anthony Lilley, titled 'Twenty Questions of the Future of the Media'.
- Professor Bernard Schlink, author of the internationally acclaimed novel, *The Reader*, was this year's Weidenfeld Professor in Comparative European Literature.
- A day-long Classical Society seminar on Horace was held in honour of our Honorary Fellow, Margaret Hubbard, who returned to the College along with many St Anne's Classicists.
- The Mathematics Society invited Helen Weir (1980), Head of Retail Banking at Lloyds TSB, to speak on the implications of the global liquidity crisis.
- The Domus Seminar takes place each term. In the past year, the titles covered have been: 'Children under Pressure: Brain Forcing in the 19th Century' by Professor Sally Shuttleworth, 'Scale Change and Complexity: The Legacy of Oxford's Success' by Peter Foy, and 'Exploring the Waters of the Arctic Ocean' by Dr Don Porcelli.
- St Anne's has instituted a series of lectures in memory of founding fellows of the College. In 2007 Professor Kathryn Sutherland gave the Dorothy Bednarowska Memorial Lecture, titled "Jane Austen's text life". In 2008, the Iris Murdoch Memorial Lecture will be given by Professor Anthony Grayling. This will be followed, in 2009, by the Jenifer Hart Memorial Lecture.

The Library

The heavily increased use of the Library has been a notable feature of recent years. Undergraduates are increasingly working in the Library, apparently to escape the distraction

of the Internet. In Trinity Term as students from all years were preparing for Prelims, Mods

and Finals, the Library ran out of space and other revision rooms were opened. The Library is increasingly used by graduate students, who no longer work only in the Departments. 80% of graduate students used the Library in the past year. St Anne's Library, along with Somerville's, is the largest college library in the University. However, it is full to overflowing. It is apparent that the development of an expanded Library/Learning Centre for the modern academic age is a pressing priority.



A meeting place for all

The existing MCR is being turned into a café open to everyone in St Anne's so that there will be a public space where all in the College can mingle.

Sport, theatre, journalism and fun

St Anne's Boat Club's Women's 1st VIII have enjoyed great success, moving up from the third to the second division. Our football team, "The Mint Green Army", promoted last year to the University premier division, ended second in the table.

St Anne's Arts Week included a production of David Mamet's *Sexual Perversity in Chicago*, the first play to be performed in St Anne's for some years. We also have a growing number of painters among our undergraduates and the College has provided an Art Room.

There are weekly music recitals in the Mary Ogilvie Lecture Theatre to which everyone in the St Anne's community, especially Senior Members, are invited. A St Anne's Swing Band has been formed and is enthusiastically supported.

Financial Report

St Anne's College accounts summary for 2006/7 and 2005/6

	2006/7	2005/6
	£000	£000
Income		
Academic fees	2,329	2,122
Residential charges	1,856	1,677
Conferences	1,640	1,590
External grants	188	78
Donations	383	525
Investment income	1,226	1,155
Misc	271	270
Total income	7,893	7,417
Expenditure		
Tutorial expenses	1,432	1,281
Bursaries, scholarships, prizes & grants	275	184
Library	181	166
JCR/MCR	77	97
Academic administration	754	705
Domestic support	1,501	1,555
Supplies & services	1,165	1,124
Buildings & grounds	647	571
Professional services	347	440
Other	46	52
Total expenditure	6,425	6,175
Sub-total	1,468	1,242
Depreciation	(989)	(971)
Operating surplus	479	271
Interest payable	(516)	(622)
Deficit after interest	(37)	(351)
Surplus on sale of property		804
Other	(3)	(22)
Deficit/Surplus per accounts	(37)	351

NB from detailed schedules to annual accounts

Academic costs

St Anne's is an academic institution not a business, but it has to work within strict financial disciplines to achieve its goals. With an endowment of £27m at 31st July 2007, less than half the University average, we have to develop other income streams to cover the academic costs of teaching undergraduates, as the fees paid by UK/EU students do not begin to cover the costs of the tutorial system.

The University estimates the total loss per publicly funded undergraduate as £6,000, of which St Anne's estimates its share of the loss at £3,200. This figure comprises the deficit on academic costs and the cost of subsidised meals and accommodation.

Our academic costs amount to £2.4m. This is made up of tutors' salaries and other teaching costs, the cost of the Academic Office which co-ordinates all student admissions, examinations and support. It also includes the Library, the most extensive college library in the University.

In the past two years, national pay agreements for academics have substantially increased the salary bill for the College. Academic salary costs increased by 12% in 2006/7. St Anne's has to pay its share of each of its university posts.

This means that academics are now much better rewarded; the increases have benefited younger academics, who were previously paid under £25,000 per annum. The new salary scale offers greater incentives to more of our most talented students to consider an academic career. However, the College has had to bear the increase at a time when academic income is not increasing proportionately. 46% of the cost of our Fellowships is funded by endowments.



The College is extremely fortunate in the generosity of its Senior Members.

Increasing Fellowship endowment is one of our highest priorities.

We cover our academic deficit through developing other income streams:

Conference business

Our conference business is now the biggest in the University. Since the opening of the Ruth Deech Building, its turnover has risen from £1.2m in 2004/5 to £1.6m in 2006/7.³ In 2007/8 we hosted over 300 conferences and events, accommodating 7,500 guests.

Endowment

Our endowment is managed by Newton Investment Management overseen by the Investment Committee, which includes 5 external members with financial expertise. In 2006/7, the endowment produced £1.3m in income and made a total return of 11.6%.

Donations

The College is extremely fortunate in the generosity of its Senior Members. In 2006/7, we received donations from 1,248 members amounting to £601,106. A proportion of this is directed towards the endowment. Money donated to the Student Support Fund is spent annually wherever the need is greatest. Much of our annual income is contributed by Senior Members in our annual telephone campaign. We are extremely grateful to all those who accepted calls from current undergraduates. Our students telephoned 838 alumnae who, with extraordinary generosity, pledged £109,048.

Additional academic income

A welcome addition to academic diversity at St Anne's are Visiting Students from Europe and the United States. Fully integrated into college academic and social life, staying for one year, Visiting Students are extremely popular. In 2006/7, we took 6 Visiting Students. In 2007/8 we have taken 16. These students can bring in an additional £200,000 a year in academic income and do not take up places allocated to our undergraduates reading for Oxford degrees.

³ Estimates for 2007/8 are £1.8m

Our support staff

In addition to our academic staff, St Anne's employs 110 dedicated people working in all areas of the College: Academic, Bursary, Deanery, Development, Finance, HR, IT and the Library. The Bursary, including Scouts, Accommodation, Catering, Conference & Events, Estates and the Lodge, is responsible for managing an annual expenditure of £4.2m

At the centre of the College is our Kitchen and Dining Hall team. They have won numerous awards in catering competitions, including Best College Kitchen in Oxford. In 2007/08 they served 206,000 meals.

Although we do not have to maintain ancient buildings, the St Anne's site is high maintenance. Our 500 bedrooms, 2 lecture theatres and 12 teaching and seminar rooms are utilized very heavily in both term time and vacations. Our maintenance budget is set at £450,000. It is insufficient to properly maintain our estate and increasing it is a high priority.

Our financial constraints

The College had a turnover of £7.9m in 2006/7 and made an operating surplus of £479,000 but after interest payable of £516,000. This resulted in a deficit of £37,000, a great improvement on the deficit of £351,000 in the previous year.

St Anne's still has some way to go before it can attain the level of dependable income and expenditure that is necessary to sustain our activities. Our objective is to reach an operating surplus of £100k per annum by 2010/11.

However, the uncertainties surrounding higher education funding and the continuing cap on undergraduate fees, coupled with the rising price of energy and food, present us with significant challenges in the year ahead.



The Future of St Anne's

St Anne's has grown in the past thirty years to become one of the biggest and most successful colleges in Oxford. At the same time, it has kept its distinctive identity intact. In the next thirty years, we aim to:

- Be the college that demonstrates Oxford's ability to attract, from the widest variety of backgrounds, the very best students, whoever, they are, wherever they come from. Our history is one of emancipation and opportunity. These remain the ideals through which we will add to the University in the future.
- Offer all graduate students, Masters and Doctoral research students, an academic and social environment as valuable for their needs as that which we offer our undergraduates.
- Build up through endowment our ability to fund the salaries of our Fellows, as student fees alone do not cover the costs. Only in this way can we continue the tutorial system and offer the range of subjects taught at St Anne's, supported by academics renowned for their excellence in their disciplines.
- Ensure we have the buildings and the academic resources to support a robust and ambitious intellectual community - stretching from undergraduates and graduates to our young research academics through to our Professors and Tutorial Fellows. As students take on more debt to pay their fees, so they understandably have higher standards of expectation of what the College should offer them.



St Anne's will place as its first priority securing the strength of its academic base.

Our intellectual capital and our physical capital are interlinked. Everything we do should be to ensure the advancement of learning.

Our academic purposes

- St Anne's will place as its first priority securing the strength of its academic base. At present, 46% of the costs of our Tutorial Fellowships are met by income from a Fellowship endowment of £10m. We will seek to endow as many of our other Fellowships as we can. Only in this way can it ensure the continued quality of the tutorial system.
- We will seek to secure endowment funding for other core academic activities, notably the development of the Library in the digital age, the post of Librarian, and for the Library administration.

- We wish to fund an Outreach and Access Officer to secure our reputation for academic opportunity regardless of background. As an immediate goal, we intend to make our website the best model for admissions information in the University.
- We will augment the funding of undergraduate bursaries to ensure that, even if there is an increase in fees, there will be support for students of talent who might otherwise not be able to afford to come.
- We will enlarge and improve our Junior Research Fellowships and our graduate development scholarships to enable the best young researchers to direct their careers and give them the opportunity of teaching our undergraduates under the guidance of our Tutorial Fellows.

Our buildings and resources

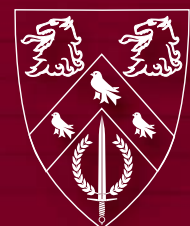
St Anne's does not have the visibility in Oxford that it deserves. Its Woodstock Road frontage does not do it justice. As St Anne's finds itself at the centre of the modern University, with the development of the Radcliffe Observatory Quarter, the College must take advantage of having one of the most publicly prominent under-developed sites left in Oxford. Our plans are advanced for a phased development of the Woodstock Road front of College to provide the buildings and infrastructure essential to our future competitiveness. We have three ambitions:

- A new Library/Learning Centre to add to our current Library, our greatest asset, but now overflowing and too small to meet the needs of our increased number of students.
- The Gatehouse, built in 1967, is coming to the end of its life. The cost of its refurbishment is prohibitive. We wish to demolish it and open to public view the front of our best building, the Grade II listed Hartland House; this will create a new quad in the front of College. We will need to replace 20 student rooms with modern accommodation.
- St Anne's has an immediate urgent need for a new kitchen. Our students list the quality of our food as one of the great advantages of being at St Anne's. But the old kitchen, built in 1958 and now derelict, catered for 130,000 meals a year. This year, our temporary kitchen provided 206,000.

The conference business, on which our academic expenditure depends, itself depends on a first class catering business. Planning permission for our temporary kitchen is fast running out. This is our most urgent infrastructure project.

Thanks to the support of a generous benefactor, we have been at work on an architectural Master Plan for St Anne's. We intend to have a detailed scheme to take forward before the end of the year. The plan will lay out a phased development that will determine the future shape of the College and allow us to build it over the years to come.

St Anne's hopes that any Senior Member who wishes will return to the College at some time in the coming year and that anyone who would like to be involved in the present and future life of the College will feel welcome here at any time.



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