
BLUEPRINT

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Vital vaccines | Future leaders | Boosting the Bank of England



News in brief



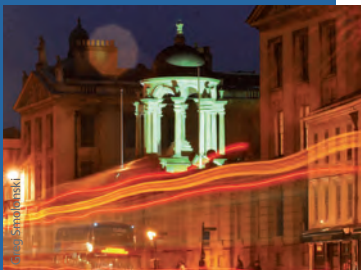
The Bodleian Libraries' Book Storage Facility was officially opened by the Vice-Chancellor and Bodley's Librarian on 7 October. The book warehouse, which can hold up to 8.5 million volumes, will store books, maps, manuscripts, microfilms, periodicals and newspapers from the Libraries' collections. They will be stored in 745,000 conservation trays in an 11m-high shelving system. The £26m purpose-built facility, in South Marston near Swindon, has been completed in less than a year since the ground-breaking.



'Shared Treasures' was the theme of this year's Alumni Weekend, which took place on 24–26 September. The weekend celebrated the reopening of the Ashmolean and Pitt Rivers Museums, as well as paying tribute to the University's museums, libraries and archives, winners of a Queen's Anniversary Prize. Now in its fourth year, the 2010 Alumni Weekend was attended by over 1,000 alumni and friends and consisted of a programme of more than 120 lectures, panel discussions, walking tours, concerts and social activities.



The *Oxford Thinking* campaign has continued to make significant progress, not least thanks to a gift of £75m from Leonard Blavatnik, which ranks as one of the largest philanthropic gifts ever made to a cause in the UK (see p11). The University recently honoured some of its most significant supporters by inviting them to become members of the Chancellor's Court of Benefactors. Nine new members were admitted on 28 September in recognition of their exceptional philanthropic support.



The energy use of 24-hour buildings at the University is the subject of a study by the Environmental Change Institute and the Estates Directorate's Environmental Sustainability Team. The Midnight Oil Project, which has received funding from HEFCE, will investigate the overnight use by staff and students of the Chemistry Research Laboratory, the Old Road Campus Research Building, the New Biochemistry Laboratory and the Henry Wellcome Building of Gene Function. For details, visit www.admin.ox.ac.uk/estates/environment/energy/midnightoil.shtml.



The Ashmolean has completed a further stage in its redevelopment with the reopening of the Cast Gallery on 1 October. The gallery, which was once a separate building, is now joined to the main museum via a glass-ceilinged promenade. The museum has one of the largest collections of casts of Greek and Roman sculpture in the UK. By integrating the cast collection with those of the Ancient World Galleries, visitors can see the sculpture of the ancient Mediterranean in its wider cultural and historical contexts.



The James Martin 21st Century School has introduced a new shorthand name: the Oxford Martin School. The name, which came into effect on 27 September, is accompanied by a change to the organisational structure of the School, with research activity organised into four broad clusters: Health & Medicine; Energy & Environment; Technology & Society; and Ethics & Governance. The changes follow the recent expansion of the School as a result of the \$50m matched funding challenge, which helped fund 19 new research projects across the University.



Oxford Today, the University's alumni magazine, has a new publisher. London and Bath-based Future Publishing was appointed by the University earlier this year and starts work with the Michaelmas term issue. New editor Richard Lofthouse, formerly a teaching fellow in Modern History at Corpus Christi College (2000–04), says: 'While much of the content will be familiar to readers, the University and Future have worked together closely to redesign the title to improve access and layout for readers.'

Firm foundations



The programme of cross-departmental and cross-collegiate building construction and renovation that the University is setting in motion is documented in a new publication, *Foundations for the Future* (www.ox.ac.uk/about_the_university/foundations_for_the_future). The publication describes some of the major building projects and refurbishments that are currently being undertaken, such as the Radcliffe Observatory Quarter and the Weston Library, as well as the University's ambitions for development in the future.

One of the new buildings profiled is the Earth Sciences building, which became the department's new home on 20 September. Located in South Parks Road, on the site of the old Central Chemistry building, the new teaching and research facility provides additional laboratory space for the department, and an undergraduate teaching and learning space on the ground floor. Designed by Wilkinson Eyre Architects, the £38m building features a narrative wall to showcase geological research, and social corridors designed to foster interaction between staff and students.

Oxford Open Doors, organised by Oxford Preservation Trust in partnership with the University, saw 50,000 visitors go behind the scenes on 11–12 September for tours, talks and exhibitions



Research round-up

An unusual wildflower that accumulates metals in its leaves has been found to use them as a kind of 'armour' against bacterial infection, according to researchers at the Department of Plant Sciences. Alpine pennycress (*Thlaspi caerulescens*) is a small plant in the mustard family that grows on metal-rich soils scattered around Britain and Europe, such as the sites of former mine workings. The plant is known to accumulate zinc, nickel and cadmium to a very high concentration in its leaves, but why it should do this has remained a mystery. Now scientists have shown that when *Thlaspi* plants accumulate metals in their leaves, they become resistant to attack by the bacterium *Pseudomonas syringae* pv. *Maculicola*. Dr Gail Preston, co-author of the report, said: 'Our results demonstrate that these plants are exploiting their metal-rich environment to armour themselves against disease.'



An Oxford University report launched at all three major political party conferences has called on the coalition government to promote mutuals in order to aid economic stability in the financial system. The report, *Promoting corporate diversity in the financial services sector*, was written by Professor Jonathan Michie, Director of the Oxford Centre for Mutual and Employee-Owned Business. The report argued that a stronger mutual sector would promote effective competition and mitigate against systemic risk. It urged the government not to return to the 'business as usual' model for the financial services sector, which proved such a risk to the economy. Professor Michie said: 'It is vital that the banks face competition from mutuals, which would also reduce the risk of the credit crunch being repeated.'



Taking daily tablets of certain B vitamins can halve the rate of brain shrinkage in elderly people who suffer from mild memory problems, a study by the Oxford Project to Investigate Memory and Ageing has shown. The two-year randomised clinical trial found that high dosages of folic acid, vitamin B6 and vitamin B12 slowed the higher rate of brain shrinkage observed in sufferers of mild cognitive impairment or Alzheimer's. The team found that, on average, the brains of those taking the combination of vitamins shrank at a rate of 0.76% a year, while those in the placebo group had a mean brain shrinkage rate of 1.08%. Professor David Smith of the Department of Pharmacology, who led the trial, said: 'It is our hope that this simple and safe treatment will delay the development of Alzheimer's disease in many people who suffer from mild memory problems.'



Research has found that the history of sectarian violence in Northern Ireland has thrown up surprisingly few cases of sexual violence. Dr Timothy Wilson of the Faculty of History has identified unwritten rules and conventions underpinning violence and rioting in Belfast in a new book, *Frontiers of Violence: Conflict and Identity in Ulster and Upper Silesia 1918-1922*. Dr Wilson carried out a detailed study of newspaper, court and police reports of rioting and sectarian violence between 1918 and 1922. He found that in Ulster, communal identities were already clearly drawn out in 1918, so violence aimed simply to maintain and reinforce these boundaries, whereas Upper Silesia lacked this clear-cut religious divide, so violence focused on boundary creation, which tended to be more gruesome.



Concerns about children being too stressed in exams, spates of child suicides, unruly or dangerous children, children who murder, child insanity and nervous disorders, child sexuality and problems of adolescence are nothing new. Nor are pushy parents, questioning whether teachers should be paid according to results, or problems of school catchment areas. Professor Sally Shuttleworth has shown in a new book, *The Mind of the Child*, that many of our current concerns with reference to children have their roots in Victorian times – but they take some surprising forms. Professor Shuttleworth, of the Faculty of English Language and Literature, said: 'My research shows that, far from being "seen and not heard", children were the focus of significant attention from medics and scientists, parents and teachers, journalists and literary writers. The Victorian period is the first time that people tried to understand the mind of the child, prompted in part by great works of literature by Bronte, Dickens and Eliot written from a child's perspective, and this era shows many similarities to today.' Professor Shuttleworth found concerns that exams were putting too much pressure were widely shared – except by heads of girls' schools.

People & prizes



Ruth Bird, the Bodleian Law Librarian, has been elected as an Honorary Bencher at Middle Temple (one of the four Inns of Court) and will be called to the Bar on 12 October.

She will be advising on library matters and is a member of a committee undertaking a review of the Middle Temple Library.



Dr Dora Biro, a Royal Society University Fellow in the Department of Zoology, was awarded a 2010 L'Oréal Fellowship For Women in Science. The award will allow her

to embark on a new set of experiments looking at the social transmission of navigational information in birds.



Professor Alan Cowey, Emeritus Professor of Physiological Psychology, has been elected by the General Assembly of the Hungarian Academy of Sciences as an Honorary

Fellow of the Academy in recognition of his scientific discoveries and his support of Hungarian scientists in Oxford over many years.

He has also been awarded the 2010 Lifetime Achievement Award of the British Psychological Society.



Dr Hugh Jenkyns of the Department of Earth Sciences has received the Laurence L Sloss Award of the Geological Society of America for his outstanding

contributions to the interdisciplinary field of sedimentary geology.



Dr Colin B Macdonald, University Lecturer in Numerical Methodologies, has won the 2010 Richard C DiPrima Prize of the Society for Industrial and Applied Mathematics

for his dissertation 'The closest point method for time-dependent processes on surfaces'. The work made key advances in, and has significant applications to, biology, materials science, computer graphics and image processing.



Dr Julie Maxton, who completes her term as University Registrar on 31 January 2011, has been appointed as the next Executive Director of the Royal Society.

Professor Ewan McKendrick, currently Pro-Vice-Chancellor (Education, Academic Services and University Collections) and the next Registrar of the University (see p5) has been appointed a Council member of the Arts and Humanities Research Council.



Dr Abdisalan Mohamed Noor, a Wellcome Trust-funded scientist at the KEMRI Centre for Geographic Medicine Research-Coast and Honorary Fellow

of the Nuffield Department of Clinical Medicine, is this year's winner of the African Union Young Scientist National Award for Life and Earth Sciences. Dr Noor earned the award for his extensive contribution to providing the research-based evidence necessary to develop new maps of malaria risk and intervention coverage to guide malaria control policies in Kenya and across the African region.

Physics prizes



The Institute of Physics has awarded two of its 2010 medals to Oxford researchers. **Professor James Binnie** of the Rudolf Peierls Institute for Theoretical Physics has been awarded the Dirac medal for his contribution to our understanding of how galaxies are constituted, how they work and how they were formed. **Dr Myles Allen** (pictured), who leads the Climate Dynamics Group in the Department of Physics, has won the Appleton medal and prize for his important contributions to the detection and attribution of human influence on climate and quantifying uncertainty in climate predictions.

British Academy new Fellows

Eight Oxford academics are among 38 new Fellows of the British Academy, the national academy for the humanities and social sciences:

Professor Eric Clarke, Heather Professor of Music, researches the psychology of music, music theory and musical aesthetics/semiotics.

Professor Robert Gildea specialises in French and European history in the 19th and 20th centuries. He has written on the impact of the German occupation in France and Europe during the second world war and is directing a collaborative research project on 1968 in Europe.



Professor Cecilia Heyes, Senior Research Fellow in Theoretical Life Sciences and Professor of Psychology at All Souls College, works on the evolution of cognition, exploring

the ways in which natural selection, learning and developmental and cultural processes combine to produce the mature cognitive abilities found in adult humans.

Professor Terence Irwin is Professor of Ancient Philosophy. His studies focus in particular on Plato, Aristotle, Stoicism, Kant and moral philosophy and its history.

Professor Aditi Lahiri is Professor of Linguistics and researches phonology, phonetics, historical linguistics, psycholinguistics and neurolinguistics.



Professor Emilie Savage-Smith of the Faculty of Oriental Studies and Senior Research Consultant of the Bodleian Library researches Islamic

science, medicine and magic.

Professor Michael Sheringham is Marshal Foch Professor of French Literature. His research interests include modern and contemporary French literature and thought, particularly autobiography and life-writing, surrealism, poetry since Baudelaire, memory and subjectivity, and the ordinary.

Professor Roland Smith is Lincoln Professor of Classical Archaeology and Art. His research interests include Ancient Greek and Roman art and visual history, marble sculpture and portraits, late antiquity, and the archaeology of Greek cities in the Eastern Roman Empire.

Silver SWAN for Zoology

The University's Department of Zoology has won a national award for its work promoting women in science, and the University overall was also recognised.

The Athena SWAN Charter Awards awarded Zoology a silver SWAN award for its work and commitment to the advancement and promotion of the careers of women in science, engineering and technology (SET) in higher education and research. Oxford retained its bronze SWAN award overall in this year's round of honours.

The Department has recently seen a number of high-profile success stories from its female scientists. Researchers have won fellowships in each of the four years that the L'Oréal UK and Ireland Fellowships For Women in Science have run, and Professor Sunetra Gupta recently won the Royal Society's Rosalind Franklin Award, given to recognise outstanding women in SET, for her work on theoretical epidemiology. The department has worked hard at measures such as minimising complications arising from conflicting demands of work and childcare.

Oxford is one of ten founder members of the Athena SWAN Charter, which aims to redress the balance of women in SET, and to increase the number of women recruited to top posts.

Pitch (near) perfect!

University groundstaff who looked after the pitch at Oxford United's Kassam stadium were named runners-up in the FA's Conference Groundsman of the Year awards at the end of the season. Last year was the first full year in which University staff were employed to maintain the playing surface.

The award was particularly gratifying as the postponement of the Boxing Day match against Rushden because areas of the pitch were frozen caused much complaint. Staff say that the severe winter weather affected pitches all over the country and are pleased that the FA has recognised the quality of the pitch despite the problems.

Viewfinder found

The statues (p16) decorate the south porch of the University Church of St Mary the Virgin in the High Street. The ornate porch, which was built in 1637 to a design by Nicholas Stone, features an entrance arch flanked by a pair of barley-sugar spiral columns and a shell niche with a statue of the Virgin and Child. The statue was shot at by Cromwellian soldiers in 1642 and restored 20 years later, but damage can still be seen.

Arrivals board

Registrar



Professor Ewan McKendrick, currently Pro-Vice-Chancellor (Education, Academic Services and University Collections), Herbert Smith Professor of English Private Law and Fellow of Lady Margaret Hall, has been appointed Registrar of the University with effect from 1 January 2011.

Professor McKendrick holds law degrees from the universities of Edinburgh and Oxford and has been lecturer in law at Lancashire Polytechnic (now the University of Central Lancashire), the University of Essex, the LSE and Oxford. He was Professor of English Law at UCL from 1995 to 2000, when he returned to Oxford to take up the Herbert Smith Chair of English Private Law. He served as Chair of the Board of the Law Faculty from 2004 to 2006 and was Oxford's Pro-Vice-Chancellor (Research) from 2006 to 2008.

Professor McKendrick was called to the Bar in 1998. He is a barrister at 3 Verulam Buildings and a Master of the Bench at Gray's Inn. His teaching and research interests are in commercial law, contract law and tort law.

Cameron Mackintosh Visiting Professor of Contemporary Theatre



Director Trevor Nunn is the new Cameron Mackintosh Visiting Professor of Contemporary Theatre, based at St Catherine's College. The professorship is for one academic year.

Trevor Nunn's illustrious career – running first the Royal Shakespeare Company and then the National Theatre – has seen him firmly in the centre of British cultural life since he became the youngest ever Artistic Director of the RSC. Whilst there, he directed most of the Shakespeare canon, alongside historic productions such as *Nicholas Nickleby* and *Les Misérables*.

From 1996 until 2003, he was Director of the National Theatre, where his productions included world premieres of plays by Tom Stoppard and Tennessee Williams and revivals of plays by Shakespeare, Chekhov and Gorki and of musicals such as *Oklahoma!* and *Anything Goes*. He directed the original productions of *Cats*, *Starlight Express*, *Aspects of Love* and *Sunset Boulevard* and has also directed operas, films and television adaptations.

Director, MRC Human Immunology Unit



Vincenzo (Enzo) Cerundolo, Professor of Immunology at the Weatherall Institute of Molecular Medicine, became Director of the Medical Research Council Human Immunology Unit on 1 July.

Professor Cerundolo was previously Associate Director of the Unit and is an Honorary Consultant in the Department of Medical Oncology and Co-Head of the Experimental Medicine Division of the Nuffield Department of Clinical Medicine. His main research interest is the cell-cell interactions in the immune system that ultimately result in the expansion and activation of tumour-specific T cell populations. Understanding such mechanisms could lead to the development of more effective treatment strategies in cancer patients.

Action Research Professor of Paediatrics



Georg Holländer, Full Professor of Molecular Medicine in Paediatrics at the University of Basle, Head of Research at Basle University Children's Hospital and Visiting Professor at the Institute for Genome Research, University of Tokushima, Japan, took up this post on 1 September. He is also a fellow of Jesus College.

After training at Basle University Medical School and the Basle Institute for Immunology, Georg Holländer researched at Harvard Medical School before returning to Basle, where he was appointed Head of Research at the Children's Hospital in 1999.

His chief scientific interests are focused on the molecular and cellular programmes controlling the development of the thymus and its function in health and different disease states.

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New Heads of House take office

Green Templeton College

Professor Sir David Watson, formerly Professor of Higher Education Management at the Institute of Education, University of London, has taken office as Principal of Green Templeton College.



Sir David's academic interests are in the history of American ideas and in higher education policy. He has contributed widely to developments in UK higher education, including as a member of the Committee of Inquiry chaired by Lord Dearing in 1996–97 and as Vice-Chancellor of the University of Brighton between 1990 and 2005. He also chaired the 2009 Commission of Inquiry into the future for lifelong learning and is a trustee of the Nuffield Foundation and President of the Society for Research into Higher Education.

Linacre College

Dr Nick Brown, formerly a University Lecturer in Plant Sciences and a fellow and senior tutor at Linacre College, is now the Principal of Linacre.



Dr Brown's research interests range from the microscopic and local to international policy concerns. He works with the Woodland Trust on a project to assess changes in woodland cover in the UK and also works with the United Nations Environment Programme (UNEP) Post Conflict Assessment Unit to investigate the environmental impacts of conflicts and pre-existing chronic environmental problems. In addition, he was a member of a UN task force investigating the environmental impacts of the Boxing Day 2004 tsunami in the Maldives.

Dr Brown chaired the University's Tutors for Graduates Committee, which represents, and advocates on behalf of, graduate students. He also represented graduate colleges during the Institutional Audit carried out by the Quality Assurance Agency.

St Peter's College

Mark Damazer is the new Master of St Peter's College. He moves to the college from his post as Controller of BBC Radio 4 and Radio 7, a role to which he was appointed in 2004 having been Deputy Director of BBC News



since 2001. Before that he was Assistant Chief Executive of the News division with responsibility for driving the long-term ambition, quality and standards in news programming across BBC networks. Other major roles in news and current affairs have included Head of Current Affairs and Head of Political Programmes for the BBC.

Mr Damazer was educated at Cambridge, where he obtained a Double Starred First in History, and was subsequently awarded the Harkness Fellowship at Harvard University. He is a Board Member of the Institute of Contemporary British History, a Vice-Chair of the International Press Institute Executive Board and a Fellow of the Radio Academy.

Keble College

Sir Jonathan Phillips, formerly Permanent Secretary at the Northern Ireland Office, has taken office as Warden of Keble.



He comes to Oxford following a career in Whitehall spanning many aspects of public policy. After 25 years working mainly in economic departments, he moved, in 2002, to the Northern Ireland Office as its political director. He has supported two Prime Ministers and four Secretaries of State in the Northern Ireland political process and was appointed Permanent Secretary in 2005. He left that role after the successful devolution of policing and justice powers to the Northern Ireland Executive earlier this year.

Sir Jonathan read history at St John's College, Cambridge, and completed a doctoral thesis on the campaign for government funding of Catholic higher education in Ireland in the late 19th century – one of the elements of the Irish home rule question.

Merton College

Sir Martin Taylor has taken office as Warden of Merton College. He moves to Oxford from the University of Manchester, where he had been Professor of Pure Mathematics since 1986.



Sir Martin's early research concerned various properties and structures of algebraic numbers, and in 1981 he proved the Fröhlich Conjecture. More recently, his work has involved the study of various aspects of arithmetic geometry.

He was awarded the London Mathematical Society's Whitehead Prize in 1982 and was elected a Fellow of the Royal Society in 1996. He became President of the London Mathematical Society in 1998 and from 2004 to 2009 he served as Vice-President and Physical Sciences Secretary of the Royal Society.

Somerville College

Dr Alice Prochaska is now Principal of Somerville College, where she herself studied and received her undergraduate degree and DPhil in Modern History. She joins Somerville from Yale, where she has been University Librarian since August 2001.



Dr Prochaska has pursued an extensive career in research and academic administration, from museums and the National Archives and the University of London's Institute of Historical Research, to Director of Special Collections at the British Library. She has chaired the Rare Books and Manuscripts Standing Committee of the International Federation of Library Associations, the National Council on Archives, and the Board of the Center for Research Libraries, and recently became Chairman of the Winston Churchill Archives Trust.

Her research interests include the history of trade unions in Britain and sources for modern British, American and Irish history. Her current special interest is in the stewardship of primary sources and international collections, and the history and ethics of cultural restitution.



iStockphoto/Sean Warren

On the case of killers

Almost one-third of the world's population is infected with the bacterium that causes TB. Jenny Lunnon explains how the University's Jenner Institute is developing vaccines to fight this and other infectious diseases

Above: Short-term pain for long-term gain

Tuberculosis (TB) kills 1.8 million people every year and prevents millions more from leading normal lives. It is spreading rapidly: around two billion people – almost a third of the world's population – are currently infected with *Mycobacterium tuberculosis*, the bacterium that causes TB, and there are nine million new cases of TB disease annually. These sobering statistics explain the urgency with which medical researchers are trying to develop a new vaccine to protect those most at risk, including people whose immune systems are already weakened by HIV infection.

One promising new candidate, called MVA85A, has been developed by Dr Helen McShane, working with Dr Sarah Gilbert and Professor Adrian Hill at the Jenner Institute, a research collaboration between scientists at the University of Oxford and the Institute for Animal Health in Pirbright and Compton. Set up in 2005, it is named in honour of Edward Jenner (1749–1823), whose pioneering work on a vaccine for smallpox helped create the new science of immunology.

Having spent nearly a decade testing MVA85A in the laboratory and in small-scale clinical trials, with encouraging preliminary results, Dr McShane is now supervising the first efficacy trial of the vaccine in a rural area of the Western Cape in South Africa, which has a particularly high incidence of TB. Working in partnership with the South African TB Vaccine Initiative of the University of Cape Town, she is recruiting 2,800 infants who have already been vaccinated with BCG, the existing vaccine for TB, which was developed over 80 years ago. The problem with BCG is that, while it protects young children against severe forms of TB, it is not very effective in protecting adolescents and adults against TB of the lungs, which is now the main cause of illness and deaths from TB. The trial is looking at whether MVA85A, used alongside BCG, can improve its longevity and efficacy against all forms of the disease. Another trial, looking specifically at the effect of the new vaccine in HIV-infected adults, will begin shortly in Khayelitsha, Cape Town, and Dakar, Senegal.

Dr McShane is one of 24 Jenner Investigators who each specialise in developing vaccines for specific human or animal infectious diseases. Some of the Oxford scientists are working on 'the big three' – TB, malaria and HIV – while others are researching innovative vaccines for types of cancer caused by viruses, or new paediatric vaccines for Meningitis B, for example. The specialisms of their colleagues at the Institute for Animal Health include foot-and-mouth disease, bovine TB, and diseases affecting poultry. Pooling research funds and sharing their ideas and research results – including those relating to diseases that affect

both humans and animals, such as influenza and TB – enables them to increase the speed at which they can develop and test new vaccines.

Professor Adrian Hill, the Institute's Director and University Professor of Human Genetics, has been involved in over 30 trials over the course of his career. He explains that, due to the extremely high cost of vaccine development, speed is of the essence when ascertaining whether a new candidate really does have potential. 'There have been too many exciting new vaccine technologies that looked superb in mice but failed badly in clinical trials, such as DNA vaccines. The Jenner Institute's strategy is to undertake testing in the target species – humans, cattle or other livestock – as soon as there is adequate evidence of likely vaccine safety,' he said in an interview published in *International Innovation* in June 2010.

One thing that helps keep the cost of their trials as low as possible is the fact that the Institute has good access to the University's Clinical Biomanufacturing Facility, adjacent to the trials centre, which is authorised to manufacture trial vaccines.

It is very disappointing when a vaccine fails to live up to its initial promise, but results from trials may nonetheless prove useful for future research. 'You have a sequence of overlapping improvements,' says Professor Hill. 'The technology is improving all the time.'

'I think it's quite likely that one day you will go into a chemist and get a patch to vaccinate yourself overnight'

So, if something fails, it's not as if you go back ten years. And in an institute like this one, we learn from each other's experiences.'

An example of a recent improvement in the delivery of vaccines is the development of new vectored vaccines. One aspect of Professor Hill's own research involves the use of chimpanzee adenoviral vectors to deliver malaria vaccines in humans. The advantage of using these is that they avoid hindrance from natural human adenovirus infections while safely generating exceptionally strong immune responses.

Developing new vaccines is only part of the immense global public health challenge, however. In industrialised countries which have good healthcare facilities and reliable refrigeration and where most people are literate, have fixed addresses and can be contacted by post or phone, it is relatively easy to organise a comprehensive vaccination programme, whether for infants or



Jenner researchers use innovative techniques to design and manufacture vaccines

adults. But many of the countries where infectious diseases are causing the greatest suffering do not have any of these things. The prohibitively high cost and daunting logistics entailed in setting up cold chains are a particular problem in remote rural areas of Africa, making it impossible to guarantee that a vaccine will still be effective when it reaches its destination.

For this reason scientists at the Jenner Institute have been collaborating with Nova Bio-Pharma Technologies to develop an innovative way of delivering vaccines without the need for them to be refrigerated. The process involves mixing them with the sugars trehalose and sucrose and drying them out slowly on a membrane. The vaccine enters a state of 'suspended animation' but can be reactivated simply by the addition of water when it is needed, then injected using an ordinary plastic syringe. This technology has the potential to increase the coverage of the World Health Organisation's childhood immunisation programme against the killer diseases of polio, diphtheria, tuberculosis, whooping cough, measles and tetanus.

Jenner Investigators are also working with colleagues in the University's Institute of Biomedical Engineering on cheaper and easier ways to deliver vaccines, such as micro-needles and other, needle-free, approaches. Predicting future developments in vaccine delivery methods, Professor Hill says: 'I think it's quite likely that one day you will go into a chemist and get a patch to vaccinate yourself overnight.'

Improving the training of professionals involved in all aspects of vaccinology is

another important aspect of the Institute's work. Academics from Oxford and the Institute for Animal Health are now teaching a new postgraduate course in human and veterinary vaccinology, as well as courses in clinical vaccine development and vaccine biomanufacturing. These are taught partly face-to-face and partly in a virtual learning environment, and the participants range from research scientists and clinical trial coordinators to doctors and veterinarians. Professor Hill hopes that in future the Institute will be able to offer training in Africa for African scientists working on vaccine development.

All aspects of the Jenner Institute's work involve complex collaborations with many others who are also concerned with improving human and animal health: other academic institutions in Britain and around the world; government departments and the National Health Service; funders, which include the Wellcome Trust, the Bill and Melinda Gates Foundation, and the Jenner Vaccine Foundation; and the pharmaceutical industry. Professor Hill believes that scientists working in academia have a particularly important role to play in tackling diseases such as malaria, which primarily affect people in developing countries. The lower potential financial returns make pharmaceutical companies reluctant to risk investing in untried new vaccines, preferring to wait until they have reached a more advanced stage of development. 'A university is the right place to be trying out new ideas and concepts,' he says.

For more information, see: www.jenner.ac.uk

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Oxford, with its unparalleled tradition for educating world leaders – including 26 British Prime Ministers – has moved to give leading US schools of government a run for their money by creating a centre of excellence in public policy with a uniquely global and interdisciplinary outlook. On 20 September the University celebrated the official launch of the Blavatnik School of Government, which, in the words of the current Prime Minister, the Rt Hon David Cameron MP, ‘will create a new avenue for training and research in the crucial field of good government and public policy in this country and around the world’.

The University’s Chancellor, Lord Patten, an Oxonian who has held top positions in government, heralds the School as ‘a once-in-a-century opportunity for Oxford’ and ‘an important moment for the future of good government across the world’.

The Blavatnik School of Government is a £100m-plus initiative funded by one of the University’s most generous ever benefactors. American industrialist and philanthropist Leonard Blavatnik has committed £75m for the School, indicating that he may increase his benefaction to £100m over time. The School will support 40 academic posts and draw on Oxford’s expertise from across the University. ‘Oxford University’s reputation provides the School with the opportunity to bring together distinguished teachers and leaders in government to address the entire spectrum of policy issues,’ Mr Blavatnik said.

The new School matches Oxford’s strengths to a pressing need for world leaders who can solve problems that are increasingly global and increasingly complex – requiring not only a feel for every level of policy-making, from local to international, but an understanding of multiple disciplines.

The world’s most urgent policy challenges are becoming more complicated, requiring a different kind of training for our global leaders, says Professor Ngaire Woods, who has been leading the project to develop the School within the University. Although the School will sit in the Social Sciences Division, it will offer a pioneering multidisciplinary curriculum anchored in science, medicine, social science and the humanities. Professor Woods explains: ‘Not only do leaders face challenges demanding global action, but increasingly policy-makers need to be expert in many specialist fields. To address crucial policy issues such as energy security, ageing populations and the regulation of biosciences, they need to reach across a wide range of disciplines.’

The School will train its students to think globally. The fact that two-thirds of Oxford’s overall graduate community is from overseas puts the University in a powerful position to reach out internationally to outstanding graduates. Kofi Annan, former Secretary-General of the United Nations, has been quick to offer his endorsement. ‘More than ever before, we need a new generation of leaders who understand different dimensions of society and the economy, and its implications for governance and public policy,’ he said. Paul Collier, Professor of Economics at Oxford and author of *The Bottom Billion*, who is involved in the School’s teaching programme, adds that ‘although we are living in an increasingly globalised world, it is a world polarised by religious belief and divided between haves and have-nots. It is important that global leaders understand the complexities and implications of policy-making if we are to create a safer, fairer world.’

The University is contributing an additional £26m and a site in the new Radcliffe Observatory Quarter. Using existing buildings, the first students are expected to start in 2012 on a one-year Master’s degree, with student numbers increasing to approximately 120 within the next few years. An international search for the inaugural Dean is currently underway.

As the Vice-Chancellor, Professor Andrew Hamilton, notes: ‘Until now the major international schools of government have all been outside Europe, principally in the United States. The Blavatnik School of Government at Oxford will correct that imbalance.’



Greg Smolonski

‘A once-in-a-century opportunity’

The University’s new Blavatnik School of Government will help train world leaders who can address increasingly complex global problems, reports Maria Coyle

What's on

Exhibitions

The Secret Life of the Museum

Until 14 November

Museum of the History of Science

www.mhs.ox.ac.uk

The MHS building was completed in 1683 and is the oldest purpose-built museum in the world, originally housing the Ashmolean Collection. Items in this exhibition were discovered when floorboards were removed during refurbishment in 1999. They include a silver coin of Pope Innocent XII, a child's marble, an ornate piece of ivory carving, many 18th-century scraps of paper (including one with a rude insult written next to a set of initials) and remnants of staff snacks – dozens of cherry stones.

The Pre-Raphaelites and Italy

Until 5 December

Ashmolean Exhibition Galleries

www.ashmolean.org/exhibitions



Italy's art, culture, landscape and history was a central inspiration for one of Britain's most significant and enduringly popular art movements,

the Pre-Raphaelites. Featuring artwork by John Ruskin and Dante Gabriel Rossetti, Holman Hunt and Edward Burne-Jones,

the exhibition brings together over 140 pictures, some of which are displayed in Britain for the first time. Tickets online at www.ashmolean.org/exhibitions/tickets (£8/£6 concessions, including members of the University) or at the museum.

Special events

Sandi Russell: Render me my song

Tuesday 19 October, 7pm

Corpus Christi College

www.sandirussell.co.uk



Sandi Russell's acclaimed one-woman show traces the history of black women in America through words and music. Tickets £10/£6 concessions (£7/£5 in advance) from

www.oxfordplayhouse.com/ticketsoxford.

■ This event is part of **Black History Month**, in which a series of lectures, meetings and celebrations commemorate the past, present and future of the black community in the UK. Details of other events at www.admin.ox.ac.uk/eop/policy/race.shtml.

Talks and seminars

ERC funding schemes

Friday 15 October, 4.15pm

Exam Schools

www.ox.ac.uk/erc

Dr Alejandro Martin Hobdey from the European Research Council outlines the

ERC Starting Independent Researcher Grants Scheme and the Advanced Investigators Scheme. Booking not required.

Sir Trevor Nunn: inaugural lecture

Monday 18 October, 5pm

Bernard Sunley Theatre,

St Catherine's College

www.stcatz.ox.ac.uk

Director Trevor Nunn, this year's Cameron Mackintosh Visiting Professor of Contemporary Theatre (see p5) will speak on *All the World's a Stage – Shakespeare, the Player Poet*. In addition to the lecture theatre, an overflow room with video link-up will be provided. Register to attend by contacting Franca Potts on 01865 281596 or franca.potts@stcatz.ox.ac.uk.

Gallery Talk: The Decorated Body

Saturday 20 November, 2.30pm

Pitt Rivers Museum

www.prm.ox.ac.uk

An introduction to the Museum's Body Arts displays, which explore how the human body is adorned and adapted around the world, according to cultural ideas about beauty and identity. Questions, comments and feedback will be welcome as the Museum embarks on a project to improve public resources linked to these collections.

For more events happening across the collegiate University, visit www.ox.ac.uk/staff/events

Training & benefits



New to Oxford?

Have you recently joined the University? Are you getting to grips with Noughth Week and Full Term? Do you know your Congregation from your Convocation? For many new arrivals, Oxford can seem like a hugely complex institution, with a structure and language all of its own. To help guide you through the first few weeks and months, there is a range of information and courses available.

New to the University (www.ox.ac.uk/new_to_the_university) is a website that provides a general introduction to the collegiate University and aims to cover some of the questions you may have when you first arrive. It covers the basics, such as pay dates and the University Card, as well as an overview of the structure of the University, and information about living in Oxford, from where to find accommodation to what sports facilities are available.

To gain an insight into the structure, history and traditions of the University, sign up to 'Welcome to the University' and 'History of the University'. Both are face-to-face courses run by the Oxford Learning Institute on a termly basis. If you prefer computer-based training, the Learning Institute runs an online alternative, 'Induction for new staff'. The course takes approximately three hours to complete, but registration stays active for a year so you can do it in stages while you settle into your new job. If the Bodleian beckons, book yourself onto 'Introduction to the University

Library Services', which includes an introduction to Oxford's libraries, a tour of the Bodleian and training in the use of library systems. And for an overview of IT, invite yourself to Breakfast at OUCS, a termly event run by Oxford University Computing Services to introduce new members of staff to its services and facilities. For details of all these courses, visit www.ox.ac.uk/new_to_the_university/when_you_start.

Adjusting to a new life in Oxford can prove difficult not only for those joining the University but also for their partners. The Newcomers' Club offers a welcoming hand, providing a range of activities to help the partners of academics, of visiting scholars and of graduate students meet, socialise and make friends. The Club operates out of the University Club on Mansfield Road, and during term time, holds regular coffee mornings, activity groups for parents and children, art and book groups, and social events. For more information, visit <http://sites.google.com/site/oxforduniversitynewcomersclub/>



In a manner of speaking...

There's far more to linguistics than speaking lots of languages, Mary Dalrymple tells Matt Pickles

The question I am most commonly asked is how many languages I speak,' Mary Dalrymple, Professor of Syntax, says in her office at the University's Centre for Linguistics and Philology on Walton Street. 'There are many people who speak far more languages than I do, but there is much more to linguistics than just speaking a lot of languages.'

Professor Dalrymple explains: 'As students of linguistics we study what language is. We don't try to tell people how they should speak – after all, zoologists don't tell people which animals are "good" or "bad". What I love about linguistics is that it is so varied, ranging from detailed descriptions and analyses of languages to computational linguistics – which uses new computer technology to understand languages – to the documentation of languages which have never been studied before.'

This last point, the primary documentation of languages, is currently her main interest. Her team have recently been awarded a grant to document Dusner, an Austronesian language which is spoken by only a handful of people on the island of Papua in Indonesia. The language has gradually died out, as parents began to realise that their children's prospects would be better if they spoke Indonesian, Papua's principal tongue. Does Professor Dalrymple hope

to revive the flagging language?

'That's unlikely,' she admits. 'Our main concern is to document the language and preserve it for posterity. We intend to set up a website and upload information and analyses of the language, audio recordings of conversations and monologues by natives speaking in Dusner, and videos of cultural ceremonies. This task is also important to the local community in which Dusner's remaining speakers live, because the rest of the community would like to be able to incorporate the language into their rituals in the future.'

'It's the right time to engage with language documentation because so many languages are on the verge of extinction'

She adds: 'I have really enjoyed language documentation – it's something I'd like to do a lot more of and it's the right time to engage with this field, because so many languages are on the verge of extinction but the technology available today allows us to record and analyse these languages better than ever before.'

Mary Dalrymple joined the Centre for Linguistics and Philology from King's College

London in 2004, and has been Professor of Syntax since 2006. She moved to England in 2003 from the Palo Alto Research Center in California, following spells of study at Stanford and the University of Texas. She studied English Literature as an undergraduate, and her initial interest in the English language is reflected in her study of linguistics.

'Many theoretical parts of the English language still need clearing up,' Professor Dalrymple explains. 'A colleague at Stanford is currently investigating why English speakers tend to use "and" with adjective modifiers of a noun – why do we say "the long and winding road", not "the long, winding road"? To find an answer, researchers have to look at lots and lots of cases to determine how certain formulations come about. After all, language is a fluid concept – it changes and is shaped by those who speak it, and the job of the linguist is to record and analyse this, rather than set down rules which govern how languages are spoken.'

For now, though, she has put theoretical questions to one side as she races against time to record Dusner before it is too late, since only three people are left in the world who speak the language. And before you ask, Professor Dalrymple isn't one of them.



Creating confidence in cash

A new auction mechanism devised at Oxford is strengthening the financial system, as *Anthea Milnes* discovers

‘A world first in central banking...potentially a major step forward in practical policies to support financial stability’

Paul Fisher, Executive Director of the Bank of England

The Bank of England has started using a new auction designed by Paul Klemperer, the University’s Edgeworth Professor of Economics, which should help make the financial system more robust.

Professor Klemperer has been helping the Bank *pro bono* since he was approached by Mervyn King, Governor of the Bank of England, at the onset of the credit crunch in 2007. Following the run on Northern Rock, King urgently needed to be able to pump large amounts of cash into the commercial banks and building societies in order to prevent the collapse of the financial system. The Bank’s own auctions – in which the banks and building societies make bids to borrow money in return for interest payments – had failed to get funds to where they were most desperately needed.

‘Successful auction design involves mathematical modelling, data analysis and a good understanding of both the bidders’ and the auctioneer’s objectives,’ Klemperer explains. ‘The rules that govern an auction will affect whether bidders participate, how they bid, and whether they will try to manipulate or undermine the auction.’ The process of designing the auction therefore involved specifying what kinds of bids were possible, how the winners would be determined, what the winners would get, and what they would pay.

The Bank of England’s situation was particularly challenging because different bidders were asking for loans of funds on different terms, specifically offering different collateral as security for these loans, and the Bank wanted to be able to charge winners different interest rates accordingly. (Charging the same interest rates for risky loans as for safe ones would encourage borrowers to undertake riskier activities.) Making things even harder, the Bank wanted the amount of funds linked to each different type of collateral to depend on the bidding, because the Bank neither had enough information to specify these amounts in advance, nor did it want to publicly reveal its own view of the severity of the crisis. Furthermore, bidders might want to make ‘either/or’ bids, for example, a bidder might like to win A or B but not both, or would be willing to pay £x more to receive A than to receive B.

Klemperer had developed auctions designed to generate multiple prices for multiple goods previously, including the 3G mobile phone licence auction, which sold five licences of three different sizes, famously netting the British government £22.5bn in 2000 – five times the predicted amount. However, that auction, and others like it, required many rounds of bidding: the 3G auction took 150 rounds which took place over seven weeks. Since financial markets move fast, the Bank of England’s auction had to run instantaneously, so new techniques were required. Permitting the amounts of funds loaned to vary in response to the bidding was also an innovation.

Klemperer came up with a solution he christened the Product-Mix Auction, a single auction for multiple types of funds that would allow borrowers to simultaneously submit combinations of bids, and would also allow the Bank to avoid specifying the proportions of different types of funds it allocates until after the bidding. ‘And crucially,’ Klemperer explains, ‘it is much quicker and simpler to use and less vulnerable to collusion than existing multi-price auctions.’

Paul Fisher, Executive Director of the Bank of England, commented: ‘The Bank’s Indexed Long-Term Repo [auctions] represent a world first in central banking...This is potentially a major step forward in practical policies to support financial stability.’

Now that Klemperer’s design has been successfully used by the Bank of England, other Central Banks are considering implementing it. A similar approach could also have important applications elsewhere, such as the purchase of electricity generated in different locations. It might also be used as a mechanism for trading biodiversity, for example, by allowing developers to trade off development in one place against greater conservation elsewhere. Klemperer is working with doctoral students Elizabeth Baldwin and Daniel Marszalec on improving his design further.

‘Many people think auctions are just about raising lots of money,’ Klemperer says. ‘It’s nice to demonstrate that well-designed auctions can also help with more important problems, such as making the financial system safer, and conserving the environment.’

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Why am I here?

Chris Fyfe

Divisional Financial Controller for Academic Services and University Collections (ASUC)

Which bits of the University are part of ASUC?

The Academic Services include OUCS, other IT teams and the Language Centre. The University Collections are the Bodleian Libraries, the four University Museums and the Botanic Garden.

And what do you actually do?

I help the departments control their budgets and financial plans as well as ensuring that University-wide financial priorities are adhered to. The division spends about £60m a year and there are lots of capital projects such as the Ashmolean extension and the Book Storage Facility in Swindon. I enjoy working with interesting people who do fascinating work –

but I don't like getting drawn into battles!

How did you come to be doing this job?

As a child I wanted to be a scientist, a journalist and a train driver, all at the same time, but in fact I became a trainee accountant for Glasgow City Council. After leaving Glasgow I worked in Guyana with VSO, the international development organisation that works through volunteers to fight poverty in developing

countries. I then moved to Oxford to work for Oxfam for 12 years. By that stage, I had a family, so I needed a job that kept me in the UK.

Tell us about your recent trip to Haiti

I spent one month as an Emergency Finance Manager for Plan International, who were rebuilding schools after the earthquake. My visit was arranged through an accounting charity, Mango (www.mango.org.uk). Living and working conditions were difficult as many buildings had collapsed and many more were either unsafe or you simply didn't know if they were safe. I was working either in tents or on a building site and I spent most of the time sleeping in a tent in the garden of a staff house shared with 15 colleagues.

What's the role of a financial controller in a situation like that?

Ensuring that the money donated by Plan's supporters was spent effectively by putting in financial controls and training. The major work of relief organisations was to get the basic infrastructure rebuilt. In Plan International's case this meant primarily rebuilding schools, but also providing recreational areas for children in refugee camps. Plan had been in Haiti for decades, through its child sponsorship programme, and already had good local staff and contacts with the government departments, churches and other groups who ran schools. In many ways that made their task easier, although it was a challenge to go from giving a grant to a local group to construction work that involved recruiting builders and labourers and buying materials and vehicles.

The organisation had to learn to move rapidly and financial controls needed to be a lot stronger. The whole process of recruitment of labourers, tendering for supplies, recording of activities and results needed to be strengthened and good financial reporting was essential, not least so that the people who donated the money know it was spent wisely.

What are you most proud of having achieved in Haiti?

Working with field offices to set up financial controls that allowed them to manage projects directly. This ensured that there was adequate separation between, say, the person obtaining the quotes for cement and the person choosing the supplier, so reducing the possibility of corruption. It was also important to ensure that funds moved to the projects smoothly, e.g. the cement supplier is paid on time so that he will deliver his next order on time. I also helped recruit and train people to work in small offices in rural areas that were suddenly expected to manage large quantities of cash.

What was the most memorable thing about your visit?

The starkest memory is the massive scale of the destruction with collapsed buildings and ruptured roads going on and on for endless miles. I kept a daily blog (www.audacityofsoap.blogspot.com) to record my memories and keep some photographs, as well as to reassure my family that I was okay.

And finally, if *Blueprint* gave you £10,000 right now, what would you spend it on?

If I was going to give it to charity I'd be tempted to give it to Oxfam's Trade Campaign: Haiti's rice farmers were put out of business by subsidised US farmers. After the earthquake Haiti neither had the food nor the ability to export manufactured goods to buy food. Unfair trade is a global problem that undoes all the good work done by aid.

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