

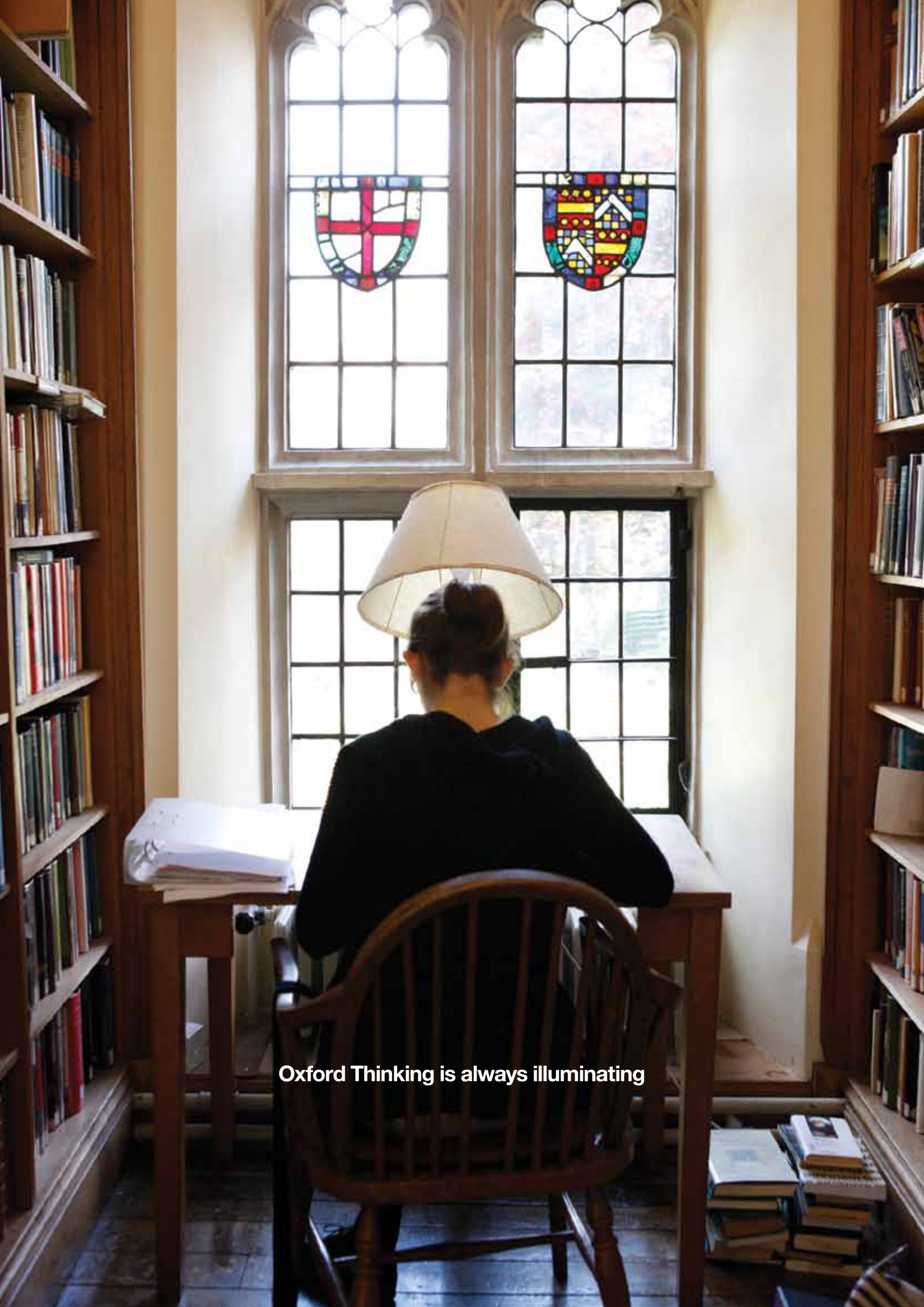




Oxford Thinking is never cast in stone







Oxford Thinking is always illuminating



A photograph of a narrow alleyway between stone walls. A person in a blue shirt and jeans is standing on a stone-paved sidewalk, leaning against a wall. The walls are made of dark, textured stone. A wooden door is visible on the right wall. The text "Oxford Thinking has no walls" is overlaid in white. The scene is outdoors, with a paved road and yellow double lines in the foreground.

Oxford Thinking has no walls

# Oxford Thinking. And Spending.

**With a minimum target of £1.25 billion, Oxford Thinking is the most ambitious fundraising campaign ever mounted by a European university. We are determined to retain Oxford's place as one of the world's foremost centres of learning. This report highlights the progress we have made to 31 January 2010.**

"I am delighted with the progress that has been made on the campaign which now exceeds £800 million, a considerable achievement by any measure but particularly during a time of such economic uncertainty. I look forward to the next stage which I hope will be equally successful. Great or small, any contribution to the campaign will add to the sum of knowledge that can be passed on by this great University."

**Dame Vivien Duffield,  
Chairman of the Campaign**

"Over the centuries, Oxford scholars have contributed immeasurably to civilisation and have helped create one of the most illustrious universities in the world. It will always need their participation, their contribution, and the gifts of others inspired by Oxford, to sustain its primacy."

**Lord Patten of Barnes,  
Chancellor of the University of Oxford**

"The University of Oxford has been ahead of its time for almost 900 years. In the millennia ahead, our mission is to ensure that the world progresses sustainably, successfully, joyfully and always with a sense of wonderment at 'what can be'. This Campaign will help us to achieve our goals and to continue to flourish."

**Professor Andrew Hamilton,  
Vice-Chancellor of the University of Oxford**

"The tutorial system is one of Oxford's most valuable treasures. It opens new doors and new vistas for each aspiring intellect. Ensuring that it will continue to bring enrichment to future generations is a critical aspect of the Oxford Thinking Campaign."

**Dr Frances Lannon,  
Chairman, Conference of Colleges**

**Our minimum target**

**£1.25bn**

**Amount raised to 31 January 2010**

**£817m**

**Donors to 31 January 2010**

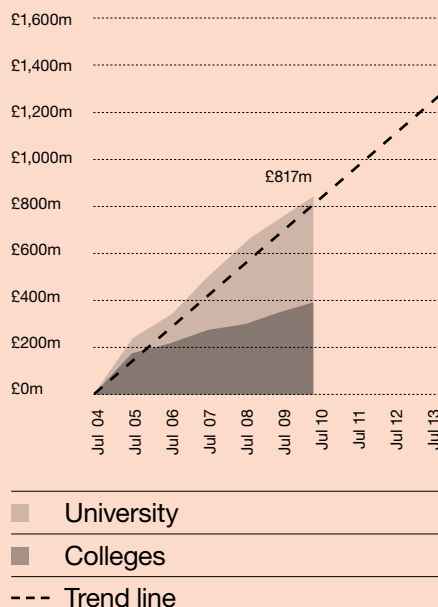
**22,000**

**New centres and institutes created**

**49**

**Campaign Progress Graph**

1 August 2004 to 31 January 2010





## Thank you

Old Members. Friends. Corporate and institutional donors. International benefactors. Thank you. Together, you have raised over £817 million since the inception of the Oxford Thinking Campaign in 2004. Thank you for donating £10, £20 and £50. And thank you for your massive gifts and matched funding pledges. We appreciate every donation. These are examples of some of your generous gifts to our Campaign, which are helping us to maintain our world-leading position.

## Support for tutors and researchers

Inspiring generations of scholars to reach new academic heights requires us to take our budgets to new heights. In particular, we cannot afford to compromise our world-class tutorial system, despite its high cost. A crucial aim of the Campaign is to attract and retain the world's finest academics, secure permanent posts, obtain funding for research programmes and invest in centres of study that demonstrate Oxford's flair and vision.

### **We top every UK university league table. But we need more Chairs**

We continue to invest in academic staff and teaching programmes. Since the summer of 2004, almost 50 new centres and institutes have been created, existing Chairs and Fellowships have had their endowments guaranteed, and new posts have been established.

### **'Together, your discipline and mine could solve this problem'**

Many of the world's most pressing problems cannot be solved in isolation. They need thinking that crosses boundaries between disciplines. Oxford Thinking.

The James Martin 21st Century School Challenge raised \$US100 million (nearly £60 million) in the year to April 2010 for Oxford researchers to tackle urgent issues about our global future. The success of the Challenge will lead to the development of innovative, interdisciplinary research on a variety of twenty first century

challenges and opportunities. Topics to be addressed include manipulating the brain and its ethical implications; the future of computing; economic modelling in a rapidly changing world; innovations in global healthcare; developing low-cost photovoltaics; globalising tidal power generation; and plants for the twenty first century.

### **Retiring law tutor. Less than retiring alumni**

Responding to a challenge grant of up to £250,000, dependent on matching gifts, over 80 former students of Jeffrey Hackney made gifts ranging from £50 to £50,000 to establish the Hackney Fellowship in Law at Wadham College. The challenge grant was kindly donated by John and Marcy McCall MacBain, following a previous gift of £1.75 million to build a Graduate Centre at Wadham. John, a student of Jeffrey Hackney, eagerly joined the campaign to raise money for the Fellowship.

The appeal was launched at the end of August 2009 with a deadline of 30 September and thanks to an overwhelming response, the target of £250,000 was reached a couple of days before the deadline. The gifts continue to arrive and the College is well on its way to funding this post fully, held by Laura Hoyano, a much admired law tutor.

### **A firm financial strategy**

Wafic Rida Saïd has created a Strategic Development Fund for the Saïd Business School. With a capital value of £25 million, the Fund will support strategically valuable initiatives and opportunities at the School.

### **Back in the 1300s, no one thought of digitising manuscripts**

In memory of a husband and father who was an Oxford scholar, the Freeman family has helped to put a beautifully illustrated 1300s manuscript back on public display. Collections from Peter Freeman's colleagues, friends and family were donated to the Bodleian to restore the manuscript given to the Library by Archbishop Laud (also Chancellor of the University) in 1633. The manuscript had been withdrawn from use due to its perilous condition, but the £4,000 donation has secured its expert conservation by Bodleian staff and digitising of the text and images to make it available online.

## **An enterprising approach to environmental challenges**

A visionary benefaction of £10 million from Martin Smith and Dr Elise Becket Smith created the Smith School of Enterprise and the Environment. The School serves as a global research and teaching hub drawing together academics from different University departments to work with policy-makers and business leaders to develop practical solutions to the environmental challenges of the twenty first century.

### **Fighting disease with knowledge**

Sir Ka-shing Li has donated £5 million to the University of Oxford to battle infectious diseases in Asia, where influenza, malaria and tuberculosis remain leading causes of death. Projects being funded by the donation include a new training programme in infectious disease research at Shantou University, further medical training at Oxford for Shantou medical students and opportunities for clinical scientists to undertake graduate degrees with the University of Oxford. These projects form part of the Li Ka Shing-University of Oxford Global Health Programme, established in 2007 by a previous £2 million donation by the Li Ka Shing Foundation.

## **Support for students**

We believe that the brightest, most gifted students should flourish at Oxford, regardless of their financial circumstances. Backing up this belief with determined action, we are raising funds to support scholarships and bursaries.

### **Never-ending scholarships**

As part of a wider gift totalling £5.1 million, the Clore Duffield Foundation, chaired by Dame Vivien Duffield, has generously pledged a donation in support of three Clore Humanities Graduate Scholarships in perpetuity to support postgraduate research in the Humanities. A gift of £1.75 million will also support the creation of the new Clore Graduate Centre for Lady Margaret Hall.

### **An exercise in exchange**

The Lincoln College Annual Fund appeal has provided £13,000 to transform a small, outdated gym into a new home for its archive.

In return for giving up their gym, all JCR and MCR members of the College have received free membership of the Iffley Road gym and swimming pool. The Fund also refurbished Lincoln's boathouse with equipment for their rowing team to train together. This arrangement shows how quickly an annual fund can make a difference to college facilities and students' quality of life.

## **Transforming Christ Church's endowment**

Michael Moritz and Harriet Heyman's gift of £25 million will dramatically enhance the College endowment. It is the largest financial gift in Christ Church's history and among the largest ever made by an old member to an Oxford college. Making sure that Oxford attracts the most gifted students, scholars and teaching staff, the donation is being used to fund academic posts in science and mathematics, modernise and restore buildings and provide student bursaries. As part of the gift, £100 million of the Christ Church endowment is now managed by Oxford University Endowment Management Ltd, which operates a globally diversified portfolio on behalf of the University and a growing number of other Oxford entities.

## **£1m boost to bursaries**

The Palgrave Brown Bursary Fund will establish an undergraduate scholarship programme to support Oxford students from Norfolk and Suffolk, and from Eastern European countries outside the EU. The funding came via a generous legacy from Alan Palgrave Brown, an alumnus of Christ Church.

## **Support for the University environment**

World-class thinking deserves world-class physical resources, so adding to and refining the Oxford environment is a Campaign priority. We are restoring historic college and University buildings, refurbishing museums, expanding research laboratories, renovating student accommodation, improving sports grounds and upgrading lecture theatres.

## **Developing the future**

Major capital developments in progress or at completion will significantly improve the University's research and study resources.

- The construction of the new Earth Sciences Building in South Parks Road is proceeding well and a topping out ceremony was held in October 2009.
- The Radcliffe Observatory Quarter masterplan has been agreed with the City Council and demolition and related archaeological work is nearing completion.
- Planning and fundraising continues for the Mathematical Institute and the Humanities Phase One buildings including English, History, Philosophy, Theology and the library.
- A start has been made on the Oxford Molecular Pathology Institute Building at the Dunn School, scheduled for completion in January 2011.
- The Park Hospital land on the Churchill Hospital site, earmarked for future phased development of Medical Sciences' research facilities, is in the midst of acquisition from the Mental Health Trust.

## **A new library...**

The Garfield Weston Foundation has generously given £25 million to the development of the New Bodleian Library, to be named The Weston Library. Commenting on the largest gift ever made by the Foundation, Chairman Guy Weston said: 'Our Foundation has long sought to support centres of excellence. A decade ago we assisted the restoration of Oxford's Old Bodleian Library. Today we have a chance to help transform the New Bodleian Library, which we hope will become a home to inspiring world class collections for future generations.'

## **... for old treasures**

A gift of £5 million from Julian Blackwell will transform the way the Library's diverse and often hidden treasures are displayed. These rarely-seen manuscripts include Shakespeare's First Folio and a Gutenberg Bible.

## **Sport: Grounds for optimism**

The Foundation for Sport and the Arts has awarded £230,000 to Oxford Sport. This has funded an Olympic-standard upgrade to the artificial hockey pitch at Iffley Road,

following a decade of intensive use. It will also pay for the installation of floodlighting around the Bannister Running Track. University and college athletes will be able to use the track in the evenings and floodlit football matches will take place on the central pitch.

Depending on future donations, the Campaign hopes to fund improvements to the Iffley Road indoor sports facilities, including a tennis centre. A multi-sports centre, new grandstand and cricket school complex are also planned.

## **From packing cases to display cases**

Following a major £61 million project to transform the Ashmolean Museum, an entirely new building with 39 galleries now stands behind the familiar 1845 facade.

By doubling the exhibition space, visitors can now see hundreds of objects previously kept in storage. With an emphasis on showing the influences and interrelations of world culture, the extended displays add new depth and resonance to an appreciation of the Museum's astonishing collections.

The new Education Centre and three study centres provide scholars, school parties and the public with hands-on access to items in the reserve collections.

New state-of-the-art conservation studios provide greatly improved facilities for the team of world-class conservators, enabling them to take the best possible care of the Ashmolean's collections, for the enjoyment, education and inspiration of future generations. Fundraising for the redevelopment of the Ashmolean Museum is ongoing.

## **Entertainment. Enlightenment**

Sheikh Mohammed bin Issa al Jaber has donated £1 million towards a new auditorium at Corpus Christi College. The MBI Auditorium will give College members access to a contemporary venue for drama, music and lectures. Featuring a garden roof terrace, the sensitive architectural concept has helped renovate a section of ancient wall at the College and include it within the exciting new auditorium design which won a RIBA award.

## Disabled students face enough hurdles... they can do without steps

Oxford aspires to be a role model in widening access to the most talented, irrespective of personal circumstances. A grant of £40,000 from the Wolfson Foundation made possible the creation of a specially designed suite at St Peter's College for students with disabilities. This is just one example of the Trustees' generous and historic support for the University. Since 2004, awards from the Wolfson Foundation to specific projects at Oxford, totalling nearly £16 million, have been counted towards the Campaign.

## Taming wildlife conservation challenges

Dr Thomas Kaplan and Daphne Recanati Kaplan, founders of the charitable foundation Panthera, have funded a new diploma and new facilities at the University's Wildlife Conservation Research Unit (WildCRU). The diploma aims to equip conservation practitioners from the developing world with the practical skills and theoretical understanding that will enable them to contribute effectively to conservation research and action in their home countries.

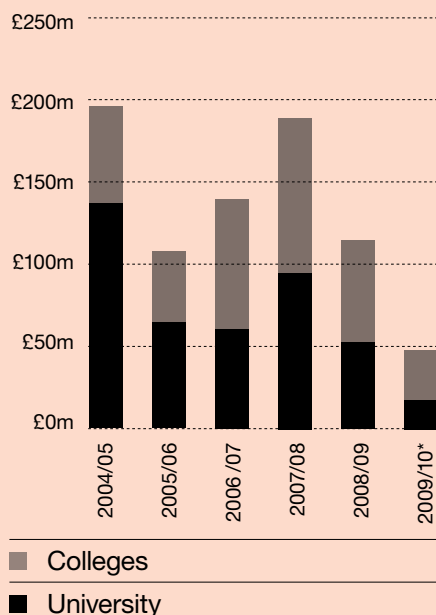
## Campaign income split at 31 January 2010

University: £428 million (52%)  
Colleges: £389 million (48%)

## Endowment figures

University in 2008/09: £585 million  
Colleges in 2008/09: £2.425 billion

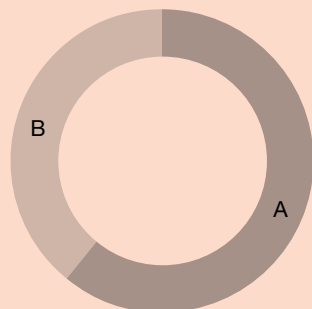
## Year-on-Year income



\* 2009 – 2010 income is to end of January 2010 only

## Campaign income by UK and the Rest of the World

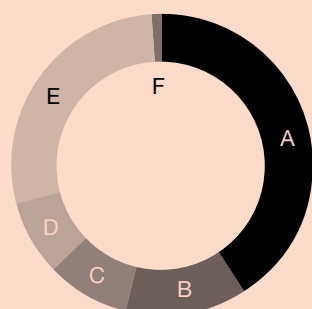
|                     |     |
|---------------------|-----|
| A UK                | 61% |
| B Rest of the World | 39% |



## Campaign income by source

Since the start of the Campaign 1 August 2004

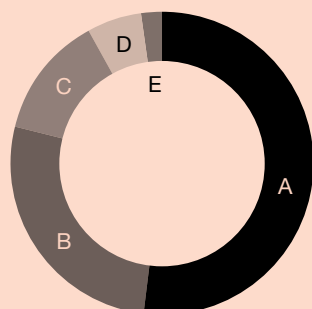
|                                |     |
|--------------------------------|-----|
| A Alumni                       | 41% |
| B Other friends and supporters | 13% |
| C Legacies                     | 9%  |
| D Corporations                 | 8%  |
| E Foundations                  | 28% |
| F Other                        | 1%  |



## Income according to Campaign priority area

University only (not including income to colleges)

|                       |     |
|-----------------------|-----|
| A Academic programmes | 52% |
| B Buildings           | 27% |
| C Academic posts      | 13% |
| D Student support     | 6%  |
| E Other               | 2%  |



# Thank you in advance

This report shows where much of the £817 million raised to 31 January 2010 has come from. And where it is going. We still need to find at least £433 million to meet our ambitious campaign target.

You can support any aspect of Oxford life you especially value by completing the enclosed donation form or visiting our website ([www.giving.ox.ac.uk](http://www.giving.ox.ac.uk)). By giving to the University's greatest current needs, your donation will go into the Annual Fund, which is set up to ensure budgets are always available to respond quickly to the areas of greatest need within Oxford.

Alternatively you can choose to contribute to a particular college or to a faculty/department, museum, library, or any other area of your choice. However you allocate your donation, you will make an immediate impact on the quality of our students' Oxford experience.

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Oxford Thinking stands out







**Oxford Thinking blooms annually**

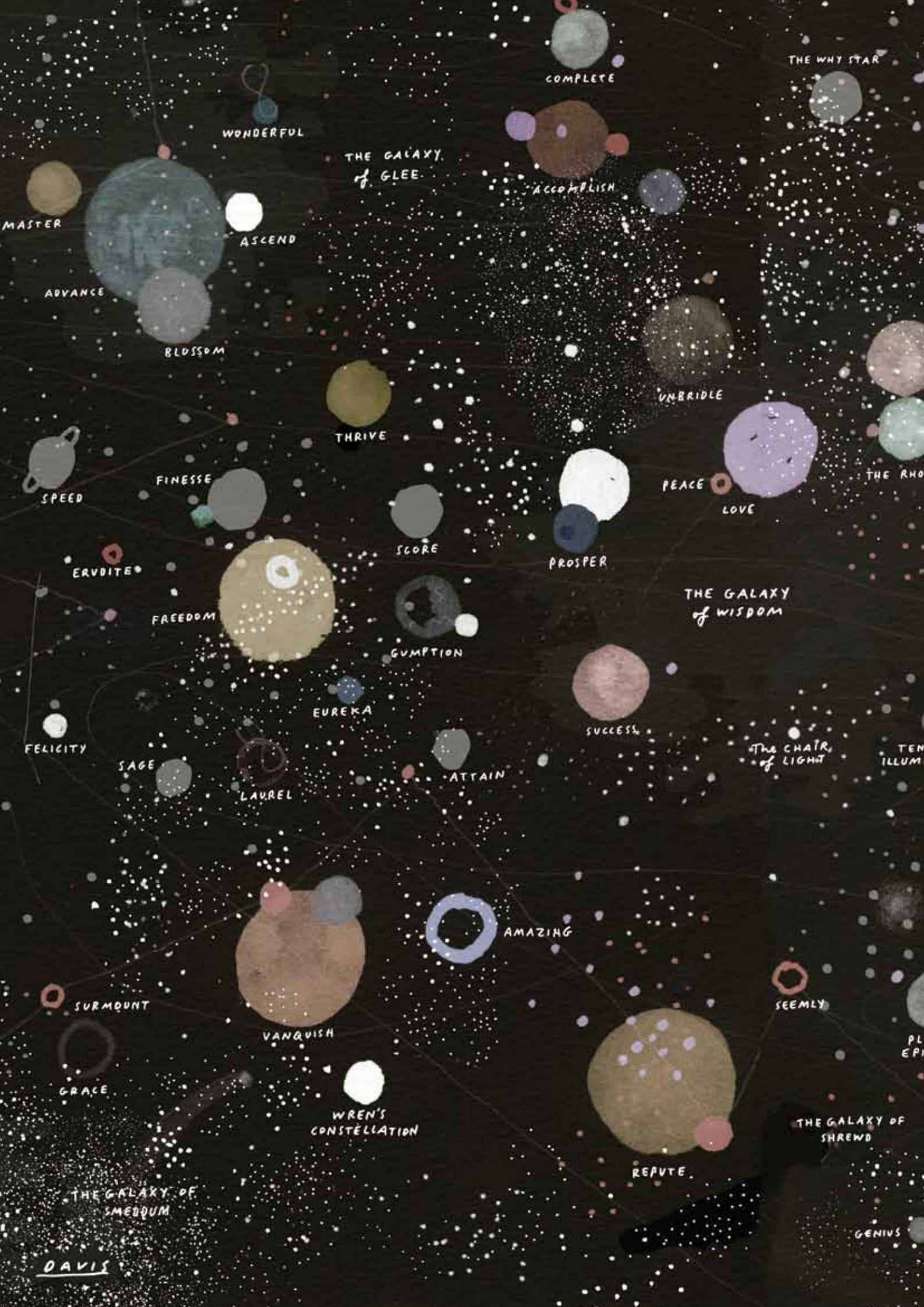




Oxford Thinking shows the way

LOGIC LANE





THE WHY STAR

COMPLETE

WONDERFUL

THE GALAXY of GLEE

ACCOMPLISH

MASTER

ASCEND

ADVANCE

BLOSSOM

UMBRIDLE

THRIVE

PEACE

LOVE

THE RHO

SPEED

FINESSE

SCORE

PROSPER

ERUDITE

THE GALAXY of WISDOM

FREEDOM

GUMPTION

SUCCESS

EUREKA

THE CHAIR of LIGHT

FELICITY

SAGE

ATTAIN

TEN ILLUM

LAUREL

AMAZING

SEEMLY

SURMOUNT

VANQUISH

WREN'S CONSTELLATION

THE GALAXY of SHREWD

GRACE

REPUTE

GENIUS

THE GALAXY of SMOODUM

DAVIS