

THE IMPACT OF YOUR GIVING

Report to Donors, Academic Year 2017–2018



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Message from the Dean

I am pleased to introduce Saïd Business School's first Impact Report for Donors covering the academic year 2017/18. The financial support we receive from philanthropists, foundations, alumni, and corporate partners plays a vital part in enabling us to pursue our mission according to our shared values. It helps us to provide a dynamic environment for educating the business leaders of the future, to conduct cutting-edge and thought-provoking research, and to create a community that is focused on and capable of addressing some of the serious challenges that are facing the world – environmental and social as well as economic.

As the world around us becomes more complex, and events and people seem to invite division and insularity while dismissing facts, it is vital that we continue our commitment to the truth, to being part of a global community, and to building a better world. We are profoundly grateful to our donors at all levels for your continuing support in these goals.



Peter Tufano
Peter Moores Dean and Professor of Finance,
Saïd Business School



*‘... it is vital that
we continue our
commitment to the truth,
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At Saïd Business School...

...we seek to improve the performance of the individuals, teams and organisations we serve, whether in our degree programmes, Open Enrolment programmes, digital courses, Diploma programmes, or Custom Executive Education programmes.

We believe strongly that business can play an integral part in addressing the systemic issues that will alter the future for generations to come: planetary threats; rising inequality; the mismatch of education, skills and employment opportunities; and growing nationalism and challenges to the institutions of democracy.

As a community, we commit to trying to use our knowledge, power, and influence to make progress against these challenges, working across sectors and mindful of the needs of others.

‘We work together to help transform the global business landscape and tackle world-scale problems.’

1 Teaching and research

High-quality, rigorous academic research provides the fresh ideas, novel perspectives and intellectual power to enable the School and its students to have an impact.

Philanthropic donations fund individual faculty members, innovative research initiatives, and research centres dedicated to specific areas of practice.

In numbers

Oxford Future of Marketing Initiative

- 2 Years running
- 8 Corporate Partners
- 5 Faculty members
- 4 Researchers
- 25 Live papers

2 Initiatives supported by philanthropy

Oxford Future of Marketing Initiative
Oxford Future of Real Estate Initiative

3 Research Centres supported by philanthropy

Oxford University Centre for Business Taxation,
Oxford University Centre for Corporate Reputation,
Skoll Centre for Social Entrepreneurship

Teaching and research

News



Powering progress

Oxford Saïd gets closer to its Global Leadership Centre vision

Following two public consultations and detailed pre-application discussions with officers at Oxford City Council and the Oxford Design Review Panel, a formal planning application has been made for the development of the former Osney Power Station into a **Global Leadership Centre** for Oxford Saïd.

This state-of-the-art residential facility will replace Egrove Park as the School's executive education centre: less than five minutes' walk from the main building on Park End Street, it will further strengthen the links between executive education and the School's research and degree-level teaching, as well as with the rest of the University.

The plans include large teaching spaces with lounges and break-out rooms to support small-group activities; 120 hotel-quality bedrooms; fine dining for approximately 140 people, a bar and leisure facilities. The Victorian brick frontage of the original power station will be retained and repaired, and new public areas developed.

There are still opportunities for donors to contribute to funding the development of the Centre, through naming teaching and hospitality spaces.

Teaching and research

News

Oxford Saïd appoints first Intesa Sanpaolo Research Fellow

Research will focus on ethics, reputation, and the law in investment banking

Dr Rita Mota is the first **Intesa Sanpaolo Research Fellow** at Saïd Business School, based in the Oxford University Centre for Corporate Reputation.

The Fellowship is being funded as part of a strategic partnership between Intesa Sanpaolo, one of Europe's largest banking groups, and the University of Oxford, formally agreed in March 2018. The partnership also includes the naming of an Intesa Sanpaolo Lecture Theatre in Saïd Business School.

Dr Mota is working with Alan Morrison, Professor of Law and Finance, on ethics, tacit contracts, and the intersection between finance, reputation and the law in investment banking.



Teaching and research

News



Oxford Future of Real Estate Initiative launched

Partnership between academics and industry underpins ambitious programme of applied research

In April 2018 Oxford Saïd launched the **Oxford Future of Real Estate Initiative** to research and predict the changes faced by the industry over the next decade.

Led by Professor Andrew Baum, the initiative has been designed to bring academics together with industry experts from leading businesses across the global real estate community. It is being supported by six founding partners: Bryan Cave Leighton Paisner, CBRE, EY, Redevco, TH Real Estate and UBS, with vacancies for four more partners that the initiative aims to fill by the end of this year.

The Oxford Future of Real Estate Initiative will employ a variety of research methods to understand the technology and innovation drivers of change in the real estate industry.

The first confirmed research topics include blockchain and property trading; big data and the investment/occupation decision; leasing or operating. Future management models for real estate; and technology and the smart city of the future.

Andrew Vaughan, Chief Executive Officer at Redevco, commented: 'As a retail-focused investment manager, we recognise the enormous structural changes taking place in our sector. We believe these will be both positive as well as disruptive, will come at an astonishing speed and will significantly impact our business. We are delighted to join the Future of Real Estate Initiative working with like-minded partners to learn about and anticipate the impact of such technologies and innovations at an early stage.'

2 Scholarships

Teaching at Oxford Saïd is based on the Oxford traditions of challenge, questioning, and debate. Students at all levels develop critical thinking and problem-solving skills, and improve their ability to embrace complex ideas.

Donations have funded scholarships to strengthen the diversity and talent in our classrooms, and particularly to increase the number of female students and those from Africa.

In numbers

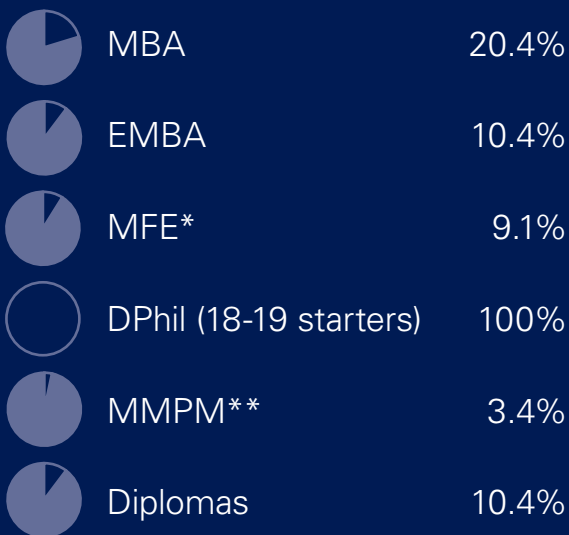
133 scholarships awarded

MBA	68
EMBA	18
MFE*	6
DPhil	10
MMPM**	2
Diplomas	29

*Masters in Financial Economics

**Masters in Major Programme Management

Places funded by scholarships



Scholarships

News



Six Oxford Leo Tong Chen Scholarships

The **Leo Tong Chen Scholarships** support three MBA students per year from China, and three who are ordinarily resident in the UK, US, Australia or New Zealand, for the next five years.

'As an alumnus of a young school I have not only benefited from, but also have the opportunity to build, its character and legacy. I hope the Oxford Leo Tong Chen Scholarships can be a catalyst to more alumni supporting our school's efforts to recruit the best entrepreneurial and visionary students to its programmes.'

Leo Tong Chen

'I hope the Oxford Leo Tong Chen Scholarships can be a catalyst to more alumni supporting our school's efforts to recruit the best entrepreneurial and visionary students to its programme.'

Leo Tong Chen

Scholarships

News



Three Linbury Trust Scholarships

The **Linbury Trust scholarship** programme has been designed for students intending to work in the UK's arts, heritage, and cultural sectors. The scholarships fund three students per year on either the MBA or Executive MBA (EMBA) programmes.

'As one of three inaugural Linbury Scholars, I'm hugely excited to learn from such an international and professionally diverse MBA cohort, as well as from Oxford's world-leading faculty, and to take those lessons back into the cultural sector. I also look forward to making the most of the whole Oxford experience, through music, sport and more.'

Joseph Littlewood

Scholarships

News

Two Jacobs Foundation Scholarships

The **Jacobs Foundation Scholarships** are awarded to students with a strong interest in the field of youth and child development, agricultural development in Africa, or impact investment, with a preference for education.

‘I am honoured to be awarded this scholarship as I desire to create the most meaningful experience at Oxford that will ensure that my fellow classmates are set up for success in their different ventures. I am also excited about the MBA programme as I will be exposed to different viewpoints, and work with individuals who will challenge my world view.’

Seye Odukogbe
Founder of not-for-profit Cycle to Class initiative



Scholarships

Impact stories

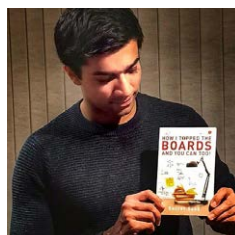


Itua Iyoha

Saïd Business School Foundation Scholarship

Itua has used her time at Oxford to develop her interest in sustainable food systems and the marketing of consumer goods. She participated in the Skoll Academy and served as Trek Coordinator for the **Oxford Business Network for Africa**.

After graduating, she plans to work with a start-up in Oxford for a few months before returning to her former employer, McKinsey and Company. Itua says: 'Because of scholarships like this one, studying at a top institution like the University of Oxford is within reach of students of African origin like myself. I am deeply grateful to the Foundation for the gift of the scholarship, and I hope to be able to pay it forward by making a donation to support the next generation of African scholars at the University.'



Gaurav Sood

Saïd Business School Foundation Academic Excellence Scholarship

Gaurav is currently completing an internship in a management consulting firm in London, after which he intends to take up a job offer from a Venture Capital fund. He says that it is only through doing his MBA that he has understood how much he enjoyed finance: 'It was only through this scholarship that I was able to come to the University of Oxford, meet such amazing people, learn from their experiences, attend several classes and consequently realise where my passions actually lie. The last year has been introspective and has helped me understand where I see my future – something that was only made possible by the scholarship.'



Charlotte Clune

Forté Foundation Fellowship; Trinity Saïd MBA Scholarship

Charlotte plans to pursue a career in Venture Capital, based in London, a 'sector and geography pivot' from her previous work in asset management in New York. She said: 'My receiving both the **Forté Foundation Fellowship** and the **Trinity Saïd MBA Scholarship** was incredibly influential in my choosing to attend Oxford.

The scholarship funding enabled me to feel completely comfortable with the financial decision to pursue an MBA, and is now enabling me to think deeply and carefully about my next career step throughout the summer. Further, I lived in my college, Trinity, throughout the year, so the connection of the Saïd scholarship to Trinity was really gratifying.'

3 Entrepreneurship

Entrepreneurs and entrepreneurial thinking play a vital role in generating wealth, using innovative ideas to create social change, and developing and strengthening communities.

Philanthropy is enabling Saïd Business School and the University of Oxford to enhance entrepreneurial activity in all academic areas, not only through the launch of the Oxford Foundry space, but through continuing support for its education, incubation, and accelerator programmes.

In numbers (Figures as of July 2018)

2,100 students

out of Oxford's 24,000 registered with the Foundry

130 applications

for the accelerator programme

9 teams

have gone through OXFO L.E.V8

Entrepreneurship

News

Impact of the Oxford Foundry accelerates

Entrepreneurship centre celebrates its first year of operation

The Oxford Foundry, the entrepreneurial hub at the heart of the University of Oxford, was opened officially by Apple CEO Tim Cook in October 2017.

The venue has made a great start in achieving its aim to build a community of innovation across the University, inspiring and supporting Oxford's 24,000 students in all academic disciplines to develop their entrepreneurial skills or create and scale commercial ventures.

Reid Hoffman, co-founder of LinkedIn, provided the first \$1 million to get the project started. His donation was followed by others from the Amersi Foundation, EY, Barclays, Meltwater Fairhair.ai, and DeTao Education Group. Oxford Saïd alumnus Mohamed Amersi said his donation was motivated by his belief in the influential role entrepreneurs can play in addressing global challenges. It has enabled the creation of the Amersi Foundation Accelerator space, which provides office space in the Oxford Foundry for 10 start-ups.



Entrepreneurship

Impact story

Ready to launch

Mikesh Udani explains how the Oxford Foundry's LE.V8 programme helped to get it off the ground

'I was two years into a banking career when I admitted to myself that it was not as fulfilling as I had hoped. I decided to return to my first love and do a Masters in Computer Science at the University of Oxford, looking at how technology could be used to solve problems in education and healthcare. This led to a Fellowship with the Oxford Biodesign Programme, which I emerged from with two co-founders and a prototype product.

We soon secured some funding and were camping out in different places, including the Oxford University Innovation Incubator. We initially came across the Oxford Foundry as just a cool centrally located working space, a great hub for students and alumni. But then we applied to the LE.V8 programme which combined six to eight months of office space with mentorship and guidance.

The most striking aspects about the programme were the sense of community that evolved and support from people connected with the Oxford Foundry. There were 30 of us in 10 startups, all entrepreneurs making similar journeys but with very different products and companies, learning a great deal from each other. The support and help we got from Alex Feyler and Ana Bakshi was phenomenal. They were so generous with their time and expertise – we never felt that we were being too demanding. They brought in high-calibre mentors, advisors and investors covering all aspects of starting a company, providing the kind of exposure which would be extremely hard without LE.V8.

The programme supported us to the stage where we are now looking for seed investment, while conducting further R&D and working towards market launch – in med-tech the R&D phase is typically quite long.

We are very grateful to the Oxford Foundry, and by extension to everyone who supports it. I advise anyone interested in entrepreneurship to spend time at the Foundry, even if you just have an idea. You could meet someone with complementary skills that you can work with, and all the events and the accelerator programme can help you get the startup to the next level, just as it did for us.'

Albus Health (formerly BreatheOx) develops monitoring solutions to predict and prevent asthma attacks. Co-founder Mikesh Udani explains how the Oxford Foundry's LE.V8 programme helped to get it off the ground.

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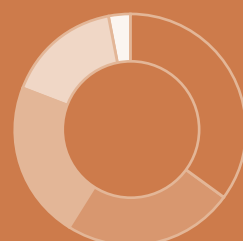
Community

Saïd Business School has never been about just what goes on within our walls. Our power lies in the lasting connections we make across the rest of the University of Oxford, with other universities, with businesses, individuals, and a range of international institutions and governments.

These connections are enabling us to build the quality and scale of business school community that we need to transform our society and address the global challenges facing the world.

In numbers

Annual giving	{	361	19
		Donations	Leadership donations
		12	£70,941
		Current AAF scholars	Amount raised
Giving Day	{	42	302
		Countries represented	Giving Day donors



Giving Day Causes supported

○ Dean's Development Fund	35%
○ Women's Scholarships	24%
○ Entrepreneurship	22%
○ The Faculty Research Fund	16%
○ Other	3%

Community



A great friend of Oxford Saïd

Sir Howard Stringer steps down as Chair of the School Board

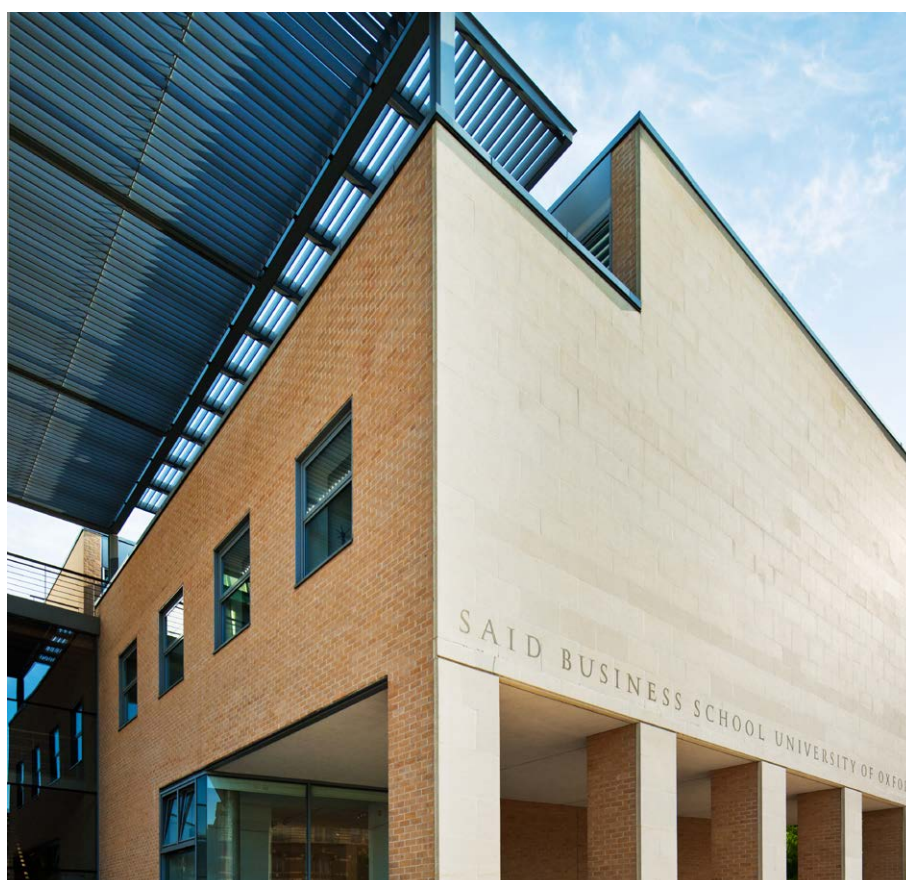
We are grateful to Sir Howard and Lady Stringer for the significant gift of £500,000 for the development of the new Global Leadership Centre in the former Osney Power Station. They also gave generously to the Dean's Development Fund in 2016.

Sir Howard has been a great friend of Oxford Saïd since becoming Chair of the School Board in 2014. He is stepping down from that role this year, but we will continue to benefit from his advice and ideas as he remains a member of the Global Leadership Council (GLC).

During his Board tenure, Sir Howard has applied the wisdom gained from leading global media companies to the not inconsiderable challenges of running a young, ambitious business school as part of an ancient university. His support and strategic advice has been invaluable as Oxford Saïd has pressed ahead with its objectives of becoming a world-class business school community that uses the knowledge and leadership of its members to create better businesses and contribute to solving world-scale problems.

Community

Donor story



‘But as I started running large corporate businesses, I became increasingly aware that the executive education offered by Oxford was not only of a very high standard but could be more tailor-made than that from other business schools, where there was a fixed menu.’

Every pound that is given is tactical and visible

Sam Laidlaw’s first experiences of Saïd Business School was as a ‘very satisfied’ customer of its executive education programmes. ‘I had done an MBA at another business school and had been involved with that institution,’ he explains.

This meant that he was open to persuasion when the late Dame Helen Alexander first started sounding him out about joining the School Board as an external member three years ago. Once he was on the Board, Peter Tufano asked him to take over the chairmanship of the advisory group, which had been losing energy. Renamed the Global Leadership Council (GLC), this has now developed into an international and diverse group of senior leaders.

Laidlaw explains that the role of the GLC is partly to promote the School: ‘Oxford Saïd is still young, with less brand recognition than other schools, although the Oxford association always

helps’ he says. ‘We also advise the School Board on a variety of topics connected with research and teaching. We participate in the life of the School – GLC members have spoken at events and joined classes. And we have a key role with helping with fundraising, especially for big projects such as the Foundry and the Power Station.’

The conversion of the old power station in Osney to a **Global Leadership Centre**, a new home for Oxford’s prestigious leadership programmes, is understandably a high priority for Laidlaw. ‘Business education is critically important, and never more so than now, when there is a focus on sustainability and responding to world-scale challenges. How do we prepare the leaders of tomorrow to deal with these challenges, and to be able to deal with them creatively, flexibly, and responsibly?’

Community



Oxford Saïd is uniquely placed to do just that, he says, but it needs the facilities. The Global Leadership Centre will transform the old power station into a centre of excellence for business education right in the heart of Oxford.

Laidlaw is keen to point out that there are other ways of giving to Oxford Saïd. 'A number of GLC members have contributed to scholarships for women on the MBA. This sort of donation is particularly meaningful because it gives someone an opportunity – it's not just bricks and mortar,' he says.

He continues: 'Donors really make a difference to a young business school, and they can see it. Oxford Saïd does not have one of those massive endowments in which a donation of \$100,000 barely registers. Every pound that is given is tactical and visible, and starts working immediately. Just look at the Foundry, which is open and delivering already, creating prosperity.'

Sam Laidlaw is Chairman of Neptune Oil and Gas and the former CEO of Centrica. As Chair of Saïd Business School's Global Leadership Council and Deputy Chair of the Board, he is an active supporter of the School's development programme.

'How do we prepare the leaders of tomorrow to deal with these challenges, and to be able to deal with them creatively, flexibly, and responsibly?'

Community

Donor story

First-time donor inspired by Giving Day 2018

Sophia Horsfall was prompted to give to Oxford Saïd for the first time during the lead-up to this year's **Giving Day**. 'It was a modest amount but it came from the heart,' she said. 'I had an emotional attachment to the School because I had done the Diploma here, had a great time, and met many fantastic people. It was quite moving to see the Giving Day feeds, and realise that people from all over the world were getting involved.'

Sophia said that Oxford Saïd's commitment to addressing the world's most challenging problems was part of what

attracted her to the School in the first place, and also part of what motivated her to make a donation: 'It is an inspiring mission: it makes me feel part of a bigger thing that I cannot do on my own.'

She urged fellow alumni and students to participate in future Giving Days, likening it to crowdfunding: 'With large numbers of people giving even small amounts, the overall impact can be huge.' It is also an opportunity to give back. 'Anyone coming to Oxford is privileged,' she said. 'This is a great opportunity to pay that favour forward.'

'It is an inspiring mission: it makes me feel part of a bigger thing that I cannot do on my own.'



Community

Donor story

From research subject to partner

CreditEase donation cements ties with China



When Peter Tufano visited a young firm in China during his research on P2P platforms and financial innovation, neither he nor the firm's founder could have imagined that, 10 years later, they would be celebrating the creation of a partnership in Oxford.

Ning Tang is Founder, Chairman and CEO of CreditEase, a leading global fintech company focusing on financial inclusion and wealth management. In May 2018 he made a donation to the Dean's Development Fund which was recognised with the naming of the new 'CreditEase Classroom' in the Thatcher Business Education Centre.

Mr Tang had previously been a keynote speaker at the 2014 Oxford China Business Forum in Beijing exploring the transformation of Chinese firms through technology and innovation. He was invited to become a member of Oxford Saïd Global Leadership Council (GLC) last year.

'It's a great opportunity for me to introduce Oxford and Saïd Business School to China,' said Mr Tang. 'We would like to work more closely with the School and have more opportunities to have Chinese students, and scholars to come to Oxford to enjoy the great education and world-leading facilities that it offers.'

Dean Tufano said, 'Not all firms have succeeded in the P2P space but CreditEase has grown from strength to strength, and it's testament to the leadership of Ning and his executive team. We are delighted to be celebrating this tremendous gift, but also to celebrate 12 years of CreditEase's success and inroads into the UK and beyond, and we at Oxford Saïd are thrilled to be part of the journey.'

Our Global Leadership Council members

Alvaro Rodriguez Arregui	<i>Ignia Partners</i>
Angela Ahrendts	<i>Apple</i>
Bill Ackman	<i>Pershing Square Capital</i>
Catherine Roe	<i>CRM Consult</i>
Dominic Barton	<i>McKinsey & Company</i>
Geoff Skingsley	<i>L'Oréal</i>
Howard Stringer	<i>Atrium</i>
Jacqueline Novogratz	<i>Acumen</i>
Jamal bin Huwaireb	<i>Mohammed Bin Rashid Al Maktoum Foundation</i>
John Manzoni	<i>Cabinet Office</i>
Khaled Said	<i>Capital Generation Partners</i>
Laura Cha	<i>Executive Council, Hong Kong SAR</i>
Louise Richardson	<i>University of Oxford</i>
Margarita Louis-Dreyfus	<i>Louis Dreyfus</i>
Michael Warren	<i>Albright Stonebridge Group</i>
Miles Young	<i>New College</i>
Mohamed Amersi	<i>Emergent Telecom Ventures</i>
Moya Greene	<i>Royal Mail</i>
Ning Tang	<i>CreditEase</i>
Rasha Khawaja	<i>Toucan</i>
Robert Kapito	<i>BlackRock</i>
Sam Laidlaw	<i>Neptune Oil & Gas</i>
Scott Malkin	<i>Value Retail</i>
Sergio Ermotti	<i>UBS</i>
Shriti Vadera	<i>Santander UK</i>
Tina Ju	<i>KPCB China</i>
Vindi Banga	<i>Clayton, Dubilier & Rice</i>
Vivienne Cox	<i>Vallourec</i>
Wendy Becker	<i>NHS England</i>
Wafic Saïd	<i>Saïd Holdings</i>



We are continuing to raise funds for

- The Global Leadership Centre
- The Oxford Foundry
- Scholarships across all our programmes
- Faculty positions and research

Contact us if you would like to get involved in any of these projects.

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Look out for our 2019 Giving Day on Thursday 27 June!

And please consider introducing us to any of your contacts who share our values and who would be interested in giving to the School and becoming part of our global community.

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