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REFERENCE AND ADMINISTRATION

Reuben College is a Society of the University of Oxford, constituted as part of the University by Council Regulations 1 of 2019 (as amended 30th June 2020). The University enjoys charitable status as one of the exempt charities listed in Schedule 2 of the Charities Act 1993. The names of all Members of the Governing Body at the date of this report and of those in office during the reported year, together with details of staff and advisers of the College, are given below.

The establishment of Reuben (then Parks) College was approved by a vote of the University Congregation on 7th May 2019 (*Gazette, Vol.149, p444, 16 May 2019*). The College's first postholder, the President, took up his post on 1st September 2019, having been appointed by Council on 4th February 2019. In June 2020 the Reuben Foundation made a landmark £71m donation to endow the college (in four tranches, from 2020 to 2026). As a result of the gift, and by agreement from Council and Congregation on 30th June 2020, the University's statutes recognised a new name for the College: Reuben College (*Gazette, Vol. 150, p429, 11 June 2020*).

GOVERNING BODY, OFFICERS AND ADVISERS

MEMBERS OF THE GOVERNING BODY

The Members of the Governing Body fulfil the role normally undertaken by Trustees' under charity law. The members of the Governing Body during the year ended 31st July 2024, or subsequently appointed, are detailed below.

Lionel Tarassenko	President (AI & Machine Learning Theme Lead)	Appnt 1/9/19
Chrystalina Antoniadou	Official Fellow (Cellular Life)	Appnt 1/5/20
Esther Becker	Official Fellow (Cellular Life)	Appnt 1/5/20
Jeroen Bergmann	Official Fellow (Innovation & Entrepreneurship)	Appnt 1/5/20 Rsn. 31/3/24
Ani Calinescu	Official Fellow (AI & Machine Learning)	Appnt 1/5/20
Katrina Charles	Official Fellow (Environmental Change)	Appnt 1/5/20
David Clifton	Official Fellow (AI & Machine Learning)	Appnt 1/5/20
Lei Clifton	Official Fellow (AI & Machine Learning)	Appnt 1/7/21
Ignacio Cofone	Fellow by Special Election (Ethics & Values)	Appnt 1/9/24
Mark Coles	Official Fellow (Cellular Life Theme Lead)	Appnt 1/10/19
Callioppe Dendrou	Official Fellow (Cellular Life)	Appnt 1/9/23
Katrien Devolder	Official Fellow (Ethics & Values)	Appnt 1/5/20
Aiden Doherty	Official Fellow (AI & Machine Learning)	Appnt 1/5/20
Peter Drobac	Official Fellow (Innovation & Entrepreneurship)	Appnt 1/5/20 Rsn. 6/1/25
Sam Fankhauser	Official Fellow (Environmental Change)	Appnt 1/4/21
Tina Fawcett	Official Fellow (Environmental Change)	Appnt 1/1/23
Philip Fowler	Official Fellow (Cellular Life)	Appnt 1/9/23
Lauren Hammond	Fellow by Special Election (Environmental Change)	Appnt 1/11/24
Ioannis Havoutis	Official Fellow (AI & Machine Learning)	Appnt 1/7/21

Genevieve Helleringer	Official Fellow (Ethics & Values)	Appnt 1/9/24
Angeliki Kerasidou	Official Fellow (Ethics & Values)	Appnt 1/5/20
Teresa Lambe	Official Fellow (Cellular Life)	Appnt 1/5/20
Ben Lambert	Official Fellow (AI & Machine Learning)	Appnt 1/9/24
Michaela Livingstone-Banks	Official Fellow (Public Engagement with Research, Heritage & Culture)	Appnt 1/9/24
Kostas Margellos	Official Fellow (AI & Machine Learning)	Appnt 1/5/20
Jane McKeating	Official Fellow (Cellular Life)	Appnt 1/10/19
Caroline Mawson	Senior Tutor and Fellow by Special Election	Appnt 1/10/19
JC Niala	Official Fellow (Public Engagement with Research, Heritage & Culture)	Appnt 1/9/24
Jonathan Pugh	Official Fellow (Ethics & Values)	Appnt 1/6/21
Stephen Purbrick	Bursar and Fellow by Special Election	Appnt 21/11/22
Anders Sandberg	Official Fellow (Ethics & Values)	Appnt 1/5/20 Rsn. 16/4/24
Benjamin Schuster-Boeckler	Official Fellow (Cellular Life)	Appnt 1/5/20
Anupama Sen	Official Fellow (Environmental Change)	Appnt 1/7/21
Sushma Shankar	Official Fellow (Cellular Life)	Appnt 1/9/23
Cath Spence	Official Fellow (Innovation & Entrepreneurship)	Appnt 1/7/24
Philip Stier	Official Fellow (AI & Machine Learning)	Appnt 1/5/20
Janet Stott	Official Fellow (Public Engagement with Research, Heritage & Culture)	Appnt 1/8/20
Anjan Thakurta	Fellow by Special Election (Cellular Life)	Appnt 1/9/23
Catarina Vicente	Official Fellow (Public Engagement with Research, Heritage & Culture)	Appnt 1/8/20
Felicity Waite	Fellow by Special Election (Cellular Life)	Appnt 1/5/25
Richard Walker	Official Fellow (Environmental Change)	Appnt 1/1/23
Watu Wamae	Official Fellow (Innovation & Entrepreneurship)	Appnt 1/10/24
Harriet Warburton	Official Fellow (Public Engagement with Research, Heritage & Culture)	Appnt 1/1/22
Stuart Wilkinson	Official Fellow (Innovation & Entrepreneurship)	Appnt 1/5/20 Rsn. 14/2/24
Monika Zurek	Official Fellow (Environmental Change)	Appnt 1/5/20

COLLEGE OFFICERS

The key Officers of the College to whom day-to-day management is delegated are as follows:

Lionel Tarassenko	President (1/9/2019) (appnt by Council 4/2/19)
Caroline Mawson	Senior Tutor and Fellow by Special Election (appnt 1/10/19)
Stephen Purbrick	Bursar and Fellow by Special Election (appnt 21/11/22)

COLLEGE ADVISERS

Investment managers

Oxford University Endowment Management

Auditor

As per University of Oxford – KPMG LLP

Bankers

As per University of Oxford – Barclays Bank PLC

Solicitors

As per University of Oxford – Darbys Solicitors LLP, 52 New Inn Hall Street, Oxford OX1 2DN

College address

Reuben College, Parks Road, Oxford, OX1 3QP

College Website

www.reuben.ox.ac.uk

The Members of the Governing Body will review this Annual Report for the year ended 31st July 2024 under the Charities Act 2011, together with the audited financial statements for the year, on 7th May 2025.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENTS

Under those Regulations referred to above, the Governing Body has power to do all that may be necessary to administer the Society and it is given authority to make By-laws, subject to the approval of Council. Reuben's By-Laws were approved by University Council on 13th July 2020 (*as amended by Council 12th July 2021*), and changes on Regulations to Fellowships (Associate Research Fellows) were approved by Council 15th May 2023.

ORGANISATIONAL MANAGEMENT

The College's internal organisation management is informed by a variety of external committees. These include the College's advisory board (with external members), Conference of Colleges, and several University Committees. For discussion of key strategic issues, for example the impact of the delays in the college buildings refurbishment programme and the cost overrun, the College's President retained a direct line to the University's Pro-Vice-Chancellor for Planning and Resources.

Throughout the 2023-24 academic year, Reuben College continued to consider the process of moving towards becoming an independent college.

GROUP STRUCTURE AND RELATIONSHIPS

The College is part of the collegiate University of Oxford. Material interdependencies between the University and the College arise as a consequence of this relationship. Over the reporting period, the College fully complied with all University reporting requirements in place, and proactively sought support from several central University services in the absence of any formal protocol.

REPORT OF THE GOVERNING BODY

OBJECTIVE AND AIMS

The case for a new graduate society/college was made in the University's 5-year Strategic Plan (2018-23), reflecting the ambition to increase postgraduate taught (PGT) student intake by up to 450 a year and postgraduate research (PGR) student intake by up to 400 a year, while maintaining quality (Education Priority 5).

The College was established in 2019 and is a Society of the University of Oxford under Statute V of the University's Statutes. The College's objectives are, for the public benefit, to advance graduate-level studies. Within this, the College's aim is to create a community of scholars who embrace and promote opportunities for interdisciplinary collaboration, and develop creative initiatives to generate wider impacts and positive benefits from research, entrepreneurship and public engagement.

Extract from Council Regulations 1 of 2019

Made by Council with effect from 7th May 2019 (Gazette, Vol.149, p444, 16th May 2019) Amended on 30th June 2020 (Gazette, Vol. 150, p429, 11th June 2020)

1. Reuben College shall be a society through which persons who are graduates of other universities (or in the opinion of the governing body possess comparable qualifications) and who are not members of any college, society, Permanent Private Hall or other institution designated by Council by regulation as being permitted to present candidates for matriculation may be admitted as members of the University.
2. The governing body may admit to membership of Reuben College
 - (a) students desiring to work for research degrees;
 - (b) other graduate students desiring to pursue academic work in Oxford;
 - (c) other persons at the discretion of the governing body.
3. The governing body shall consist of the President, who shall be its chair, and Official Fellows and such other fellows as shall be made members of the governing body in accordance with by-laws determined by the governing body and approved by Council under regulation 4(1) below.
4. (1) The governing body may from time to time make by-laws which shall be consistent with the statutes, regulations, policies and procedures of the University and which, when approved by Council, shall be binding on all Fellows of Reuben College.
(2) The governing body shall also have full powers (subject to the provisions of these regulations) to do all that may be necessary to administer Reuben College as a graduate society, subject to the following conditions:
 - (a) it shall submit a report annually to Council;
 - (b) it shall submit estimates to Council in Hilary Term in respect of the ensuing financial year, and shall satisfy Council that no charge will fall on University funds except such as may be provided by Council; and
 - (c) the academic policy of Reuben College shall be consistent with the University's strategies and plans as approved from time to time by Council. In cases in which Council thinks it appropriate, Council may direct the governing body on certain courses of action consistent with those strategies and plans.

STRATEGIC PLANNING

With academic year 2023-24 being the College's first year in its refurbished buildings, its focus was inevitably on operational matters, with only limited time available for longer-term planning. The key strategic concern was the College's move towards independence which was progressed in two key areas:

- Discussions on the eventual post-independence relationship took place with the key University departments which provide services to the College. The College's approach is to determine whether continuing to use the central service is feasible, how this might operate in practice and what the financial arrangements might be. Overall, the College is keen to continue to use University services where this is mutually beneficial. Its physical connection to other University buildings and its shared use of utilities means that a close connection with Estates is essential. Close working relationships are also being developed with IT Services in areas such as network and Audio-Visual support. An initial discussion also took place with the Finance Division, which confirmed that in some key areas the College will need to make its own provision – for example. it will need its own bank account.

- The College also invested in developing its relationship with the GLAM Division, specifically with the Radcliffe Science Library (RSL) and the Collections Teaching & Research Centre (CTRC), which are shared building occupants. Initially discussions concentrated on day-to-day operational issues, including the rectification of building defects. This relationship will develop into a strategic partnership, post-independence, with the College operating effectively as ‘landlord’ and the GLAM departments as ‘tenants’, working together for mutual benefit. During academic year 2023-24, the College started to meet termly with senior representatives from the two departments and the GLAM management team, providing an effective forum for operational and strategic discussions to take place.

With the move into the refurbished College site almost completed by October 2023, Reuben was able to increase its student intake significantly. At the start of academic year 2023-24 – its third year of student intake – Reuben admitted 228 students, including 37 part-time students, having the previous year only admitted 97 new graduates to keep within Linacre’s capacity constraints. This resulted in on-course figures of 337 students for academic year 2023-24 (including Hilary term starters), across all four academic Divisions and the Department of Continuing Education – more than double on-course student numbers the previous academic year (of 164 students).

The College’s Governing Body also took the decision to make as strong a case as possible for association with new University posts, and for the first time was successful in two such bids, including one for association with a Statutory Chair.

RISK MANAGEMENT

The following continued to be major risks to the College’s establishment and development:

1. financing of college buildings
2. completion of building projects, and hence availability of buildings
3. recruitment and retention of Fellows
4. recruitment of students
5. relationship with other stakeholders.

The five risks were kept permanently under review by the College Officers, with at least one risk on the agenda of every weekly Senior Management Team meeting.

The financing of the last stage of the refurbishment of the College buildings had switched the previous year from an allocation by the University’s Strategic Capital Steering Group (SCSG) to a loan from the University. Delays to the completion of the College buildings continued to be a preoccupation of the President and Bursar throughout the year. The College moved into its allocated space in the RSL’s Jackson and Worthington buildings and Inorganic Chemistry Teaching Laboratory just before the start of the academic year. Work continued in several parts of the buildings, including the Abbot’s Kitchen and the College Bar, and Practical Completion did not take place until 29th February 2024. Further information is provided in the section on ‘Buildings’ below.

SIGNIFICANT DEVELOPMENTS IN THE YEAR (1/8/23-31/7/24)

At the start of the academic year, Reuben College’s flagship event during term time (“Dining with Dinosaurs”) moved to its new location of the Dining Hall and to Tuesday evening. Otherwise it retained all the features previously honed on Wednesday evenings during the two years in the Natural History Museum.

The evening starts at 6.30 pm with a 35-minute TED talk, with or without slides, depending on the speaker’s preference. The talk is immediately followed by dinner, with the opportunity for students to question the speaker at the end of the first course. During the second course, the students on each table debate one or two questions raised by the talk, with occasional guidance from a Fellow sitting at the table. Everyone is encouraged to participate, and everyone’s views are welcome. At the end of the dinner, rapporteurs who volunteer to do so report back on the key points raised in their discussions.

Highlights during Hilary Term were a talk from a Nobel prize-winner for medicine, Sir Peter Ratcliffe, and a talk from one of our inaugural cohort of Visiting Fellows. The College had welcomed its first Visiting Fellows at the start of that term: Sam Gyimah (former Minister of Science, Innovation & Higher Education), Sarah Haywood (Managing Director of Advanced Oxford), Dr Donald Palmer (Associate Professor of Immunology at the Royal Veterinary College, University of London), and Sir Graham Wrigley KCMG (former Chairman of British International Investment, the UK's development finance institution). Elected by Governing Body, these individuals have brought with them a wide range of experience and expertise to enrich the College's intellectual and interdisciplinary exchanges.

The College Fellows and the President agreed at the 1st May 2024 meeting of Governing Body that the President's contract with the College would be extended by a further two years, from September 2025 to 30th September 2027, as the President had indicated that he wished to step down at the usual retirement age (70) for Heads of House. In an unrelated development, it was announced on 7th May 2024 that the President had been made a non-party political life peer.

Trinity term finished with the *Grand Opening Dinner*, an evening in mid-June during which the College celebrated the refurbishment of its heritage buildings in the company of VIP guests, including David, Simon and Lisa Reuben, the Chancellor, the current and previous Vice-Chancellors, and several Heads of colleges.

The Chancellor, Lord Patten, spoke at the end of the first course, noting that Reuben was the first new college during his 20-year Chancellorship, just before his retirement. Lisa Reuben then gave a speech on behalf of the Trustees of the Reuben Foundation, before the President showcased the buildings and highlighted key events and people in the short history of the college since its foundation.

Governance

The College's internal organisational structure is headed by its Governing Body, under the chair of the College President, which meets three times a term (thus nine times in the 2023-24 academic year). It receives regular reports and proposals from five key committees, each with academic and student representation: Graduate Provision Committee; Governance & Appointments Committee; Equalities & Welfare Committee; Strategic Planning Committee; and Finance & Resources Committee. Several of these committees in turn have sub-committees with particular areas of focus. The committee structure, terms of reference, and papers, are all available to College Fellows on a secure Sharepoint site, with brief descriptions also publicly available on the College's 'Governance, Policies & Committees' webpages: [Governance and Policies | Reuben College \(ox.ac.uk\)](#)

The College Fellowship

Three Governing Body Fellows demitted from their University posts to take up positions outside the University and thereby were required to resign their College Fellowships (Jeroen Bergman, Stuart Wilkinson and Anders Sandberg). This left gaps particularly in the Innovation & Entrepreneurship theme – with one new recruitment to the theme within the 2023-24 reporting period (Cath Spence). Four further appointments were made in the period 1st August 2023 – 31st July 2024, all in Cellular Life, to reflect the volume of student intake from the Medical Sciences Division (Calli Dendrou, Philip Fowler, Sushma Shankar) and including one Statutory Professor (Anjan Thakurta).

Launching the College's *Global Challenges Programme*, Dr Andrew Serazin was elected to a Senior Research Fellowship (see below). Dr Caroline Green was elected to a Research Fellowship, in conjunction with the Institute for Ethics in AI. The inaugural scheme to welcome Visiting Fellows to the College saw also the election of four such Fellows (see above).

Fifteen further Associate Research Fellows joined the College under the auspices of the Schmidt Futures *AI in Science* programme: Mengyun Wang, Milan Klower, Jan Christoph Thiele, Laura Mansfield, Junzhao Sun, Veronika Juraskova, Samvida Venkatesh, Daniel Dehyriov, Amy Hinsley, Micah Bowles, Lydia France, Henry Lloyd-Laney, Cait Newport, Jialun Chen, and Brian Moser.

Students

The College's four academic themes (Artificial Intelligence & Machine Learning; Cellular Life; Environmental Change; and Ethics & Values) and two strategic themes (Innovation & Entrepreneurship and Public Engagement with Research) continued to underpin the structure of the academic offering of the College. As planned, intellectual exchange was primarily facilitated through a full programme of College workshops, seminars, skills sessions and other initiatives. 'Dining with Dinosaurs' on Tuesday nights (see above) nevertheless remained the signature event for Reuben College.

The College committed to providing students with a wealth of activities that complemented and enhanced their studies and which gave them opportunities to develop new skills 'outside the classroom'.

Conference attendance and other academic-related costs were supported by an allowance of £225 p.a. for each fee-liable full-time student (*pro rata* for part-time students), with other discretionary and hardship funding also available. Iffley Road gym and swimming pool membership, as well as membership of the Linacre gym, were made available free of charge for all college members. Each student could also apply for £100 of financial support *per annum* from a sports and well-being fund.

122 Reuben students were awarded degrees at the end of the 2023-24 academic year, across 47 different Master's courses, including in Latin American Studies; Migration Studies; Social Anthropology; Translational Health Sciences; History; and Women's, Gender & Sexuality Studies. 37 of the finishing students obtained a Distinction and 44 a Merit: together 66% of the cohort.

Admissions

The College made 351 offers, revising intake targets to incorporate requested adjustments from the Pro-Vice-Chancellor for Education for an increased proportion of postgraduate taught students, particularly in Medical Sciences. This resulted in the admission of 228 students.

As at December 2023, 330 students were enrolled at Reuben College:

185 PG Taught (56%)	145 PG Research (44%)
270 Full-Time (82%)	60 Part-time (18%)
165 Female (50%)	165 Male (50%)
215 'overseas' fee status (65%)	115 'home' fee status (35%)
220 'Non-EU/UK' nationality (67%)	110 UK nationality (33%)

Scholarships

Through its endowment and matched GEMS funding, the College supported 44 Oxford-Reuben scholars in the 2023-24 academic year. This was an increase on the 31 scholarships held in the previous academic year (itself an increase from 16 in the year prior). In total, 25 new awards were made for the academic year and 19 scholars from the first two cohorts continued their studies. Reuben College was one of 18 colleges to have welcomed a Ukrainian refugee scholar. For each of these scholars, the scholarship endowment fund is being used either in full or in part (if the latter, in conjunction with other schemes to ensure a full scholarship).

Scholarships (total value for the year of £844,028) were awarded as follows:

- 7 scholarships for students ordinarily resident in Africa;
- 4 scholarships for students ordinarily resident in Israel;
- 2 interdisciplinary scholarships;
- 2 refugee scholarships (including 1 Ukrainian scholar);
- 15 UK Research Council partnership awards;
- 6 Clarendon partnership awards;
- 5 awards on socio-economic criteria;
- 3 Black Academic Future awards.

The College aims to hypothecate at least 50% of its scholarship funding to students from disadvantaged and/or under-represented backgrounds, and in academic year 2023-24, 52% of Oxford-Reuben Scholarship funding was so awarded, across 22 scholars.

Co-curricular activities

Moving into the College buildings enabled another year of firsts for the College and the organic unfolding of a college community on its own site. From the very first Freshers' dinner on site in Michaelmas term, to the opening of the College Bar in Hilary term, and to the College's Grand Opening event in Trinity term, students, staff and Fellows began the work of transforming the college site into a college home.

'Dining with Dinosaurs' took on a new life in the College's magnificent dining hall – allowing a fluidity between talk and dinner, and an interweaving of the two not possible in its previous location. Amongst various Dinosaur ephemera in homage to its roots, the College's caterers served up weekly dinners to accompany a varied range of debates and talks, including from external speakers:

- *"The Legacy of Henrietta Lacks"*, from Bristol-based artist Helen Wilson-Roe, celebrating Black History Month
- *"The role of character in leadership"* with Ed Brooks, Director of the Oxford Character Project
- *"'Justice in War': Lessons from Ukraine"*, with Helen Frowe, Professor of Practical Philosophy at Stockholm University and Director of the Stockholm Centre for the Ethics of War and Peace
- *"On Innovation"*, with Reuben Visiting Fellow Sarah Haywood, Managing Director of Advanced Oxford
- *"Insights on Viruses"* by Sir Peter Ratcliffe, Nobel Prize winner, Clinical Research Director at the Francis Crick Institute and Director of the Target Discovery Unit, University of Oxford
- *"From Clinical Medicine to Company Founder"* with Professor Millicent Stone, rheumatologist and founder & CEO of iOWNA, a digital healthcare SME
- *"Maternal Request Caesarean Sections & Medical Necessity"*, an International Women's Day talk with Dr Rebecca Brown, Senior Research Fellow at the Uehiro Oxford Institute
- *"Interdisciplinary Collaborations"* with Professor Blanca Rodriguez, Professor of Computational Medicine, Department of Computer Science, University of Oxford
- *"African & Global Futures - the role of equitable partnerships in Science & Innovation"* with Professor Kevin Marsh, founding director of the Science for Africa Foundation and co-director of the Africa Oxford (AfOx) Initiative
- *"Transforming the University's Relationship with the oxford(shire) Community"* by Professor Alex Betts, Local & Global Engagement Officer and Professor of Forced Migration and International Affairs, University of Oxford
- *"The Low Carbon Hub & the growth of community energy in the UK"* with Dr Barbara Hammond MBE, Chief Executive of the Oxfordshire Low Carbon Hub
- *"Womb transplantation – the frontiers of fertility, restoration, surgery & innovation"* with Professor Richard Smith, consultant gynaecological surgeon & Professor of Practice at Imperial College and Isabel Quiroga, Consultant transplant surgeon and Clinical Lead for organ retrieval in Oxford
- *"Reimaging History – Architectural Transformation in Reuben College"* with Christine Kwong, Managing Principal of FjcStudio UK and lead architect of the RSL refurbishment project

The broader cultural, community and social life of the college also expanded rapidly in the College's first year on-site. Alongside regular 'formal' dinners, the College and GCR together held cultural dinners celebrating, across the year, Halloween, Bonfire Night, Harvest Festivals of India, Lunar New Year,

LGBTQ+ History Month, Latin American & Caribbean Carnivals, Eid, May Day, Africa Day & the Summer Solstice.

Family events, focusing on student members with children, were held during every vacation, with all family members also warmly welcomed to family-friendly College events such as the University Church Carol Service for graduate students throughout the University – and the summer *Insights Festival*, a celebration of the work and interests of all Reuben students. For the first time during this festival, students gave 'pecha kucha' style presentations, in which they were given 5 minutes to speak to 15 slides, each slide moving automatically after 20 seconds. One of the prize winners broke into song (with audience participation) half-way through her presentation. There were also more traditional posters dotted around the Dining Hall and interactive exhibits enabling participants to experiment with ultrasound equipment, test an arthritis simulation, or play 'guess the bee'.

Under the 'Reuben Explores' banner, fortnightly workshops focusing on skills development, support, and extra-curricular opportunities saw students out and about on two 'Uncomfortable Oxford' city tours, attending workshops on topics as varied as Kafka, engaging with policy, applying for DPhil study, public engagement with research, and innovation & entrepreneurship; alongside more common topics such as welfare support, preparing for exams, productive study, and academic writing – with thanks to experts and workshops leaders across the University.

The College's Public Engagement with Research team awarded funds totalling £5,000 for student activities and resources, supported by Fellowship level mentoring and guidance. From 15 applications, 9 projects were funded, supporting public engagement projects on Parkinson's Disease; Arthritis; Bee Diversity; Sharing water research in Mexico; Raising awareness and reducing the stigma associated with Endometriosis; Healthcare Education; Diversifying portraiture in Oxford; a 4-day summer school in data-driven health research in Tamil Nadu, India; and in Ultrasonography in maternal healthcare. These were celebrated in a dedicated 'Dining with Dinosaurs' evening as well as showcased, as appropriate, in the summer Insights Festival (see above).

Student leadership

It would be remiss not to add in this account of co-curricular activities the continued dedication of a pioneering graduate body, and their constant, and fruitful, efforts to breathe life into the new college home. The graduate community continued to elect not only six 'executive officers' as President, Secretary, Treasurer, and Vice-Presidents for community, academic & social, but also a burgeoning 'body of officers', each assisting the College's growth to maturity. From support for the first ever on-site Freshers' dinners, celebrations of the opening of the College music room and Bar in Hilary Term, to representation at the College's Grand Opening in the summer, Reuben students played a vital and inspiring role in establishing a legacy on which to build.

College Sports

Just before the start of the academic year, the proposal that Reuben College should take a 25-year lease on the Isis Boathouse, situated on the river Thames north of Iffley Lock, was agreed by Governing Body. By the end of the academic year, Reuben Boat Club, which had inherited boats from St Benet's Hall, was being housed in the Isis Boathouse.

Eights Week in May 2024 marked the first outing of these Reuben boats, with oars painted in college colours, expertly propelled by all-Reuben rowers. Both sets of crews did exceptionally well during the four days of racing, with the women climbing five places and the men three places.

College Academic Events

In Trinity Term, the Global Challenges Programme, funded by the Templeton World Charity Foundation and led by Dr Andrew Serazin, our Senior Research Fellow, was launched. This programme brings together researchers, innovators, technologists, and policymakers to explore solutions to a range of issues relevant to the College's research themes. In the pilot phase (2024-2026), the topic of choice is the impact of advanced AI systems on human development. The initial workshop, on 10th May 2024, featured a

keynote talk from Baroness Kidron, who campaigns to make digital technologies, especially social media platforms, more transparent and empowering places for children and young people. The follow-up to this very successful workshop was a two-day conference in college on *Generation AI* on Friday 13th and Saturday 14th September, attended by scholars, policymakers, funders and entrepreneurs.

The second annual *Diagnostics for Low- and Middle-Income Countries* (LMICs) Conference took place in the Dining Hall on Tuesday 2nd and Wednesday 3rd July 2024. The conference brought together experts and researchers from various parts of the world, focusing on the critical challenges and advances in healthcare diagnostics for LMICs. Professor Philip Fowler, one of the new Fellows in Cellular Life, organised a session on ‘Diagnostics for TB’ and there was a joint session with the Pandemic Sciences Institute conference being held at the same time in Oxford. Sponsorship from Oxford Nanopore enabled the College to invite 20 international students and postdocs from UCL to participate in the two-day conference. The College’s links with the Africa Oxford (AfOx) Initiative also played a big part in the Conference, and Kevin Marsh, who directs AfOx with Anne Makena, gave the after-dinner speech on the first day. Together, they closed the conference with an interactive session with the participants, during which the challenges of moving from research to successful deployment of technological interventions in the developing world were explored.

The second Reuben College Entrepreneurship Forum took place at Reuben College on Friday 6th September 2024. The keynote lecture was delivered by Ed Bussey, who has been the Chief Executive of Oxford Science Enterprises (OSE) since September 2023. Ed is a serial entrepreneur, having launched, scaled and successfully exited three venture-backed businesses during his career. The Forum had started with opening talks from Dr Mairi Gibbs, the CEO of Oxford University Innovation and Dr Sanne de Jongh, Life Sciences Partner at OSE, who explained how they help support student entrepreneurship.

The Forum participants then heard from CEOs who founded their companies as Oxford students, before the keynote lecture and pitching competition. The latter had five invited teams competing for a first prize of £20k and a second prize of £10k. These teams had been pre-selected from the Business School’s Oxford Venture Builder (OVb) competition and from the Student Entrepreneurs’ Programme (StEP) of Oxford University Innovation (OUI). This Forum is now part of the calendar of events sponsored by ‘EnSpire Oxford’, the University’s Entrepreneurship Hub, to promote entrepreneurial activities amongst students, with the first event in the calendar, ‘All-Innovate’, also being held in the College’s Dining Hall, during the previous Hilary Term.

COLLEGE OPERATIONS

Staffing

During 2023-24 the College expanded its staff numbers so as to operate successfully in its new buildings with a higher number of students. One key challenge was the recruitment of a team of porters to staff the Lodge, which was not something that the College had previously experienced. A team of day porters, including weekend cover was fully in place by the time the College moved into its refurbished buildings in early September 2023, with night porters following in January 2024, enabling the College to provide 24-hour coverage seven days a week. The College was fortunate in being able to recruit a Head Porter with significant experience in other Oxford colleges, and this undoubtedly helped in the rapid establishment of a successful Lodge team.

Teams leads during academic year 2023-24 for key operational functions are shown below:

Team	Team Lead	Reports to
Academic Administration	Leema Chapman	Senior Tutor
Buildings and Facilities (including the Lodge)	Toby Christensen	Bursar
Communications & Events	Sarah Davidson	Senior Tutor
Finance	Eleanor Warner	Bursar
IT & AV Support	Alex Wooten	Bursar

The College also employs staff in the following functions: Executive Assistance to the President, Committee Support, Human Resources and Student Welfare. Total staff during 2023-24 were, on average 29 heads, 26 full-time equivalents. The College used the University's Temporary Staffing Service on several occasions to cover for staff absence or to support key teams at busy times.

College buildings

On 29th September 2023 the College moved into its permanent home in the newly refurbished Radcliffe Science Library and Inorganic Chemistry Teaching Laboratory. This was prior to Practical Completion and meant that significant work continued in parts of the building, including in the Radcliffe Science Library space and the Museum's Collections Teaching & Research Centre (CTRC) located in the double basement below the RSL and Museum lawn. Practical Completion itself was not reached until 29th February 2024. Defect rectification continued beyond this point, which placed a significant burden on the College's Buildings Manager throughout all of 2023-24.

Despite these challenges, the College's buildings worked well during the first year of occupation. The Dining Hall and Abbot's Kitchen meeting room are spectacular spaces, the stone staircase gives students a taste of the 'traditional Oxford' experience, while the large number of display screens provide an effective means of communicating information and providing College identity. After some teething troubles, the AV provision in the Dining Hall has worked well, with its 8m² display screen and sound amplification used at least once every week ("Dining with Dinosaurs").

The College Bar and Music Room were not completed until February 2024. The Bar provides attractive, flexible additional space for the student body, and is used for film nights, student bops and other events.

Turning to accommodation, 2023-24 was the first year that the College had use of numbers 2-6 Winchester Road. Numbers 3-6 had been well-maintained by the central University, and with some redecoration and refurbishment were successfully let to Reuben students at the start of Michaelmas Term, including a family in the College's only family accommodation. Number 2 Winchester Road had previously been used by a mixed college for undergraduate accommodation and needed substantial renovation work. The property was not used during academic year 2023-24, with work commencing in summer 2024 to make it ready for use from the start of the 2024-25 academic year. At the same time, work started on the final phase of window replacement in Farndon Court, the College's main accommodation block off the Woodstock Road.

During 2023-24 the College agreed to take on a long-term lease on the Isis Boat House, situated at Iffley Lock. This provides long-term accommodation for the Boat Club's existing three boats, plus space for any future acquisitions. Without this, the College's boats would have to be stored in other colleges' boat houses, on an insecure one-year rolling basis. It is hoped that the College Boat House can be used for future fund-raising and social events, further raising the Boat Club's profile.

Catering and external events

The College's catering is supplied by Baxter Storey, the result of a competitive tendering process which was closely supported by the University's Purchasing Department. Overall the College has been pleased with the service it receives. There is a dedicated Baxter Storey team located in the College on weekdays, with close oversight by a local manager who also looks after other University sites with Baxter Storey contracts. This ensures that cover for staffing shortages or busy times (such as a large external event) can be easily sourced. The Bursar reviews the monthly financial data with senior Baxter Storey staff.

Lunchtime meals are served in the Dining Hall between 12 noon and 2 pm five days per week, on a self-service cafeteria basis. Prior to moving into the building, the College was concerned that demand would be low and opened up the service to all University members. After some weeks it became apparent that the offering was in fact too popular, and so steps were taken to reduce external demand; firstly by restricting non-Reuben member use to the hour between 1 pm and 2 pm, then by introducing higher charges for non-Reuben members. The College does not operate a battels system, with all meals being charged for at the point of service. This materially reduces administrative overheads.

Throughout 2023-24 the College actively promoted its space for commercial letting, generating most of its business through Conference Oxford. Its main letting spaces are the 50-seat lecture theatre in the Abbot's Kitchen (ground floor), the Abbot's Kitchen meeting room (first floor) and the Dining Hall. The majority of customers have been University departments and associated bodies, but events organised by external bodies have also taken place. The feedback has been positive and the College will seek to build on this in future years, although in a relatively small overall footprint for the College there will always be some tension between student use and commercial letting.

COLLEGE FINANCES

Context

At the year-end (31st July 2024), the valuation of the RSL buildings had not been finalised.

The move into the new buildings saw the start of catering provisions, both internal and external, together with all of the support required for the operation of a physical college alongside the exit from the previous arrangements for accommodation and services provided by Linacre College.

The student numbers increased to provide CFF Income on an FTE of 293.

The catering offering evolved during the year, with pricing changes and differentiation between Reuben and non-Reuben students at lunchtime to manage the level of subsidy being made by the College.

Trinity Term 2024 saw further developments with the refurbishment of No.2 Winchester Road which was completed in time for incoming students in September 2024, the signing of the lease of the Boat House at Iffley Lock (with work expected to be carried out during academic year 2024-25), the Grand Opening Dinner, the College's first Gaudy as well as the now established *Entrepreneurship Forum* and *Diagnostics for LMICs* Conferences.

Financials

Statement of Financial Activities

1. Overall movement on the College's Funds for the year is a DEFICIT of £131k. This is after Depreciation and the Prior Year correction on College Funding Formula (CFF) Income (portion of student Fees receivable by the College). Before Depreciation and the PY adjustment, the SURPLUS amounted to £1,302k (vs budget of £1,147k).
2. The CFF income is largely driven by lower-than-budget student numbers.
3. The total income on the two endowed trust funds amounted to £1,958k in the year, with £342k of Trust Fund generated Income being deferred (£203k Scholarship and £138k general), with the purpose of bringing the result before depreciation on buildings in line with Q3 Forecast. Income in 2024-25 will increase, further to the £14.8M gift tranche being received in June 2024. This would be expected to generate an additional £600k in 2024-25 at current dividend yields.
4. A view was taken at year end between Central Finance and Reuben Finance with respect to the accounting of the depreciation on the RSL building project, that Reuben would report the full building depreciation but 2/3 of that would be recharged to the central Chest.
5. Based on the recent pension fund valuation, there is no deficit to be recovered and therefore there is no need to have a provision at year end.
6. Income and expenditure from the Global Challenges programme have been included in the 2023-24 accounts, with income having been deferred in line with the grant duration, but at the year end still generating a reported surplus of £40k.
7. Catering. The College contribution to the main contract amounted to £258k.

Balance Sheet

1. The estimated Reuben proportion of the internal Oxford University loan originating from the £6M overspend on the RSL refurbishment (1/3 amounting to £2M) is included, although there is no interest charge in 2023-24.
2. The final Endowment tranche of £14.8M is due in June 2026.

Looking Forward

1. Finalisation of the RSL Asset value and the associated Depreciation charges
2. Formalisation of the annual recharge to GLAM (£129k Income in 23/24)
3. Establishment of a baseline for the RSL utility costs to enable planning (2023-24 not fully charged)
4. Agreement on the accounting approach between Reuben and University Chest with respect to any “recovery” of Depreciation and what the accounting would be at independence (possible set up of a Fixed Asset Fund at the point of gifting, which could be applied to match the Depreciation charge)
5. Finalisation of the estimated £2M loan agreement and determination of the funding for the Capital repayment value of £2M
6. Establishment of an unrestricted designated fund for Fixed Assets to be considered
7. Whilst the surplus on the expendable endowments amounts to £1,849k at year end, this should be looked at in the light of the need to establish a Fixed Asset Fund (particularly for Farndon Court roof) and the outstanding loan of £2M.
8. The surplus on the Scholarship Endowment is £952k at year end, an increase in surplus of £203k in the year. Under terms agreed with the University, the College’s scholarship funds are managed by the University’s Student Fees and Finance. They will be reviewing reserve levels together with the College in 2024-25.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
For the Year Ending 31 July 2024

	23/24 B £'000	23/24 A £'000	Notes
1 Income			
CFF Income	1,517.2	1,345.3	1
Donations	57.0	168.1	2
Internal Sales & Services	-	195.5	£66k Ext Events. £129k GLAM recharge
Other Central Funding	600.0	600.0	
Other Income	848.3	1,179.8	3
Sales, Services & Trading		152.4	£150k Baxter Storey lunchtime takings
Trust Fund & Investment Income	1,845.2	1,616.1	4
	4,867.7	5,257.2	
2 Expenditure			
Equipment	(123.0)	(144.5)	5
Salary Costs	(1,512.8)	(1,538.9)	Includes £17k severance. Payroll, Agency & temp
Supplies	(12.0)	(55.7)	
Premises	(970.2)	(1,283.4)	6
Support Costs	(99.8)	(134.6)	
Library & Museum Expenses	-	(7.6)	
Other Expenditure	(1,003.2)	(790.6)	7
	(3,721.0)	(3,955.3)	
SUB TOTAL	1,146.7	1,301.9	
3 Depreciation & Transfer to CHEST			
Equipment	-	(216.9)	
Premises	(1,142.1)	(1,952.8)	£1,750k for RSL building (approx. 10 months)
Expenditure recharges	-	1,149.0	2/3 recharge to GLAM at YE. 24/25 to be agreed
	(1,142.1)	(1,020.7)	
4 Prior Year Corrections			
Income	-	(413.1)	
NET INCOME/(EXPENDITURE) BEFORE GAINS	4.6	(131.9)	
Gains/ (Losses) on Investments		1,938.0	
Reuben Capital Endowment Received 23/24		14,791.7	
Endowment Income Surplus taken to Reserves		341.9	
NET MOVEMENT IN FUNDS FOR THE YEAR		16,939.6	
Funds Brought Forward at 1 August 2023		45,145.4	
FUNDS CARRIED FORWARD AT 31 JULY 2024		62,085.0	

Notes to the Statement of Financial Activities
For the Year Ending 31 July 2024

1 College Fee Income from the CFF

		CFF FTE	£'000
PGT	Home	52.5	164.5
	Overseas	101.5	566.8
PGR	Home	65.5	198.1
	Overseas	73.0	393.0
		292.5	1,322.4
Teaching & Research Adjustments			23.0
CFF 23/24 Income			1,345.4

2 Donation Income

Donor	£'000	
Reuben Foundation	108.0	Used as £48k DWD and £60k Entrepreneurship Forum prizes
Sloane Robinson	30.0	Used to support Fellow costs
Boat Club	1.4	
Released from Fellows Fund	28.6	Used to support Fellow costs
SOFA Donations Income	168.0	Note: Donations supporting events reported in Other Income

3 Other Income

	£'000	
Student Accommodation	1,004.8	
Event Income	43.5	
Piano	10.8	£11k contribution from Morgan Sindall (cost in Equipment)
Global Challenges Grant	68.6	
Conference support	45.0	Entrepreneurship - Parkwalk £5k and OSS £25k for 2023.
	1,172.8	Diagnostics - Oxford Nanopore £10k 2024 & UCL £5k 2023
Other	6.9	
SOFA Other Income	1,179.7	

4 Endowment Earnings

	Final tranche, June 2026		
	BA105	BA107	£'000
Dividend Earnings	649.3	1,140.0	1,789.3
Mkt Val	16,060.6	28,195.9	
Divi Yield	4.04%	4.04%	
Deposit Pool Interest	53.8	114.9	168.6
	5.05%	5.05%	
Effective Yield on Funds	4.58%	4.65%	
	703.1	1,254.8	1,958.0
Retained/Transferred to Funds	(203.6)	(138.3)	(341.9)
SORP Income Reported	499.5	1,116.5	1,616.1

5 Equipment Expenditure

	£'000	
Furniture - all sites	72.2	Includes £111k piano
Computer Software and Licences	44.7	
Equipment Repairs and Maintenance	22.1	
	139.0	
Other	5.4	
SOFA Equipment	144.3	
6 Premises Expenditure	£'000	
Catering Provision	548.6	Baxter Storey costs (Main, Int & Ext)
Property Management	144.8	Premises and Grounds R&M
Cleaning & Waste	211.3	Includes £191k from Absolutely Cleaning (all sites)
Fire & Security	8.3	
Rent, Rates & Insurance	138.3	
Utilities	232.2	£43k for RSL - not charged for the full year. £183k Accommodation
SOFA Premises	1,283.4	
7 Other Expenditure	£'000	
Grants To Postgraduates	500.0	Reuben Scholarship
Marketing and Advertising	60.7	Entrepreneurship Forum 2023 Prizes (funded)
Professional Charges	79.8	£80k Boathouse incl £60k Premium
Bank Charges	27.1	Accommodation and Fees
ICM recharge	29.8	Central overhead contribution
Health & Safety	22.7	
Natural History Museum Donation	10.0	
Expenditure Recharges	5.0	Linacre Battels not recoverable (now stopped)
	734.9	
Other	55.6	
SOFA Other Expenditure	790.6	