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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 key 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 2025, or appointed at the start of academic year 2025-26, are detailed below.

Lionel Tarassenko	President (AI & Machine Learning Theme Lead)	Appnt 1/9/19
Ghada Alsaleh	Official Fellow (Cellular Life)	Appnt 15/9/25
Chrystalina Antoniadis	Official Fellow (Cellular Life)	Appnt 1/5/20
Philip Awadalla	Official Fellow (Cellular Life)	Appnt 15/9/25
Esther Becker	Official Fellow (Cellular Life)	Appnt 1/5/20
Jakub Bijak	Fellow by Special Election (Values & Society)	Appnt 1/2/26
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 Rsn. 1/5/25
Lei Clifton	Official Fellow (AI & Machine Learning)	Appnt 1/7/21
Ignacio Cofone	Fellow by Special Election (Values & Society)	Appnt 1/9/24
Mark Coles	Official Fellow (Cellular Life)	Appnt 1/10/19
Calliope Dendrou	Official Fellow (Cellular Life)	Appnt 1/9/23
Katrien Devolder	Official Fellow (Values & Society)	Appnt 1/5/20
Aiden Doherty	Official Fellow (AI & Machine Learning)	Appnt 1/5/20
Sam Fankhauser	Official Fellow (Environmental Change)	Appnt 1/4/21
Tina Fawcett	Official Fellow (Environmental Change)	Appnt 1/1/23
Anne Ferrey	Official Fellow (Cellular Life)	Appnt 15/9/25
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 (Values & Society)	Appnt 1/9/24
Angeliki Kerasidou	Official Fellow (Values & Society)	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
Emma Lawrance	Official Fellow (Cellular Life)	Appnt 2/2/26
Michaela Livingstone-Banks	Official Fellow (Public Engagement with Research, Culture & Heritage)	Appnt 1/9/24 Rsn 30/9/25
Ho Yin Mak	Fellow by Special Election (Innovation & Entrepreneurship)	Appnt 1/7/25
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, Culture & Heritage)	Appnt 1/9/24
Bartlomiej Papiez	Official Fellow (AI & Machine Learning)	Appnt 15/9/25
Jonathan Pugh	Official Fellow (Values & Society)	Appnt 1/6/21
Stephen Purbrick	Bursar and Fellow by Special Election	Appnt 21/11/22
William Rudgard	Fellow by Special Election (Environmental Change)	Appnt 23/2/26
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, Culture & Heritage)	Appnt 1/8/20
Anjan Thakurta	Fellow by Special Election (Cellular Life)	Appnt 1/9/23
Catarina Vicente	Official Fellow (Public Engagement with Research, Culture & Heritage)	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, Culture & Heritage)	Appnt 1/1/22
Jun Zhao	Official Fellow (AI & Machine Learning)	Appnt 15/9/25
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

College address

Reuben College, Parks Road, Oxford, OX1 3QP

College Website

www.reuben.ox.ac.uk

The Members of the Governing Body reviewed this Annual Report for the year ended 31st July 2025 under the Charities Act 2011 on 11th March 2026.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENTS

Under the 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 (the creation of Associate Research Fellowships) were approved by Council on 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.

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.

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

The main strategic concern during academic year 2024-25 remained the College's move towards independence. Discussions on preparing for post-independence relationships continued with the key University departments which provide services to the College and with the GLAM Division, specifically the Radcliffe Science Library (RSL) and the Collections Teaching & Research Centre (CTRC), which are shared building occupants. The plan with the latter remains to establish a strategic partnership, with the

College operating as ‘landlord’ and the GLAM departments as ‘tenants’. There was an initial discussion about the financial aspects of such a partnership, but agreement on these matters is yet to be reached.

The final stages of planning for 650 students to be on course at the start of academic year 2027-28 (the steady-state number for Reuben agreed with the University) and to be supported by 65 Official Fellows (10% of the number of students) began in earnest during academic year 2024-25. It was decided that the four academic themes of the College (AI & Machine Learning, Cellular Life, Environmental Change and Ethics & Values – renamed during the year as Values & Society) should begin to expand at the boundaries of the subjects. This was reflected in the choice of new Fellows selected after interviews at the beginning of the 2025 Long Vacation and appointed for the start of 2025-26.

The President, Professor Lord (Lionel) Tarassenko had agreed with Governing Body in May 2024 that he would retire at the end of August 2027 and so the College began to develop plans during 2024-25 for the appointment of his successor. The appointment of an inaugural Alumni Officer during the 2025 Long Vacation saw the College begin to plan small-scale fundraising projects in conjunction with its nascent alumni body.

RISK MANAGEMENT

During 2024-25 the College’s Risk Register was re-written and simplified, with the aim of creating a more manageable document, which focuses on the key risks relevant to Reuben College at this stage in its development. The College recognises that the Risk Register will need revision over time, especially as the College moves towards independence when it will face a range of additional risks and complexities in its operations.

The Risk Register now focuses on nine key areas of risk:

1. Limited financial scrutiny and unclear roles and responsibilities
2. Unstable College finances
3. Financial fraud
4. Failure of College IT systems
5. Loss of key personnel
6. Failure to adequately maintain, grow and/or replace the College's building infrastructure
7. Failure to review, update and adhere to relevant Higher Education policies and guidance
8. Difficulties in the delivery of events and activities as part of the College’s mission and objectives
9. Failure to manage external communications and development.

Twenty-four specific risks are detailed under each key area. None are red, but three are amber, namely:

- 2.2 The College's accumulated reserves are insufficient to meet its long-term liabilities (driven by the lack of a medium-term financial plan);
- 2.3 The financial and legal settlement with the University constrains its ability to operate on a sustainable basis (reflecting the lack of certainty on key parts of the College’s post-independence agreement with the University); and
- 6.1 Management of a serious Health and Safety incident, reflecting incomplete recording and reporting procedures within the College.

The College’s Finances & Resources Committee has requested updates on all amber items at future meetings. The Committee also has to approve any changes in status – i.e. from amber to green.

SIGNIFICANT DEVELOPMENTS IN THE YEAR (1/8/24-31/7/25)

The 2024-25 academic year was the first full year on-site. Although Practical Completion had been achieved on 29 February 2024, the final settlement with the contractors was not reached until June 2025.

Three houses in North Oxford were refurbished and added to the College's accommodation offer, including within them a family flat and couples' accommodation. At the other end of the city, the College also acquired the long-lease of a dedicated boathouse, enabling the Reuben rowing crews (including the first female Rowing Blue and the first male Rowing Blue in the April 2025 Boat Races) to access the boats and equipment which were acquired (from St Benet's Hall) the year before.

Reuben's flagship event, the Tuesday evening talk and dinner, free to all Reuben members, saw an impressive array of speakers being hosted in academic year 2024-25, not least the newly-elected Chancellor of the University of Oxford, Lord (William) Hague, Lord (Alok) Sharma, Chair of COP26, and Professor Myles Allen CBE, Head of Atmospheric, Oceanic and Planetary Physics at Oxford speaking on Net Zero in A Populist World. In conjunction with Sam Fankhauser, Reuben Fellow and Professor of Climate Economics and Policy, Reuben built on its research interests in Environmental Change, and set up a strategic partnership with the Oxford Net Zero Institute, an interdisciplinary research initiative to inform effective and ambitious climate action. Reuben and the Oxford Net Zero Institute share a commitment to help tackle climate change, both bringing an interdisciplinary approach to this task.

During a busy summer, Reuben College hosted its Diagnostics for Low- & Middle Income Countries and Entrepreneurship Forum events. The Diagnostics Conference attracted a record 135 delegates exploring innovations in global health diagnostics, while the Entrepreneurship Forum brought together students, academics, and investors for talks, networking, and the now traditional pitching competition for graduate students – awarding £30,000 to Autotone and £10,000 to Azenity to accelerate their ventures.

Following deliberations across College committees, and finally at Governing Body, the College instituted a scheme for 'Associate Membership of Common Room' to supplement that which it already provides, albeit at a smaller scale, for alumni and partner membership of the Graduate Common Room. Starting in February 2025 with 'Invited Membership' for those who had made a substantial contribution to the College, the College then advertised for 'elected' Associate Membership of Common Room, electing 16 such from July 2025. Predominantly, but not exclusively, designed to provide association for postdocs without a college membership, this initiative has enabled the College to enable some access to college facilities and events for those outside its full college membership. The scheme, and numbers so elected, will be kept in review as the College balances its relatively small physical site and infrastructure, with an aspiration to provide meaningful opportunities for broader engagement with (mainly) post-doctoral researchers, many of whom do not have the college association which they would welcome.

October 2024 saw the first of Reuben's DPhil students, from the inaugural cohort admitted in October 2021, granted leave to supplicate. Daniel Grimmer (Philosophy) was the first to achieve this milestone, being quickly followed by Cillian Gartlan (Clinical Medicine), Maksymilian Brzezicki (Clinical Medicine) and Jen Semler (Philosophy). Three more Reuben students submitted their theses in July 2025: Dennis Mazingi (Clinical Medicine), Kaitao Tang (Engineering Science) and Linh Huyen Truong (Clinical Medicine).

On 21st June 2024 the College held its first ever Ball in its own buildings. Led by a small but energetic student Ball Committee, the Midsummer Night's Dream Ball, held in partnership with Linacre College, was a great success, with all tickets being sold and the event covering its costs.

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 2024-25 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

The Fellowship continued to expand and broaden in line with the College's student body. Ten new Governing Body (GB) Fellows were thus recruited during the 2024-25 academic year, including four Associate Professors with Non-Tutorial Fellowships (APNTFs), from the Faculty of Law, Department of Education, Saïd Business School, and Department of Experimental Psychology). The ten new GB Fellows appointed were:

Cath Spence, Official Fellow (Innovation & Entrepreneurship)
Ignacio Cofone, Fellow by Special Election (Values & Society)
Genevieve Helleringer, Official Fellow (Values & Society)
Michaela Livingstone-Banks, Official Fellow (Public Engagement with Research, Culture & Heritage)
JC Niala, Official Fellow (Public Engagement with Research, Culture & Heritage)
Ben Lambert, Official Fellow (AI & Machine Learning)
Watu Wamae, Official Fellow (Innovation & Entrepreneurship)
Lauren Hammond, Fellow by Special Election (Environmental Change)
Felicity Waite, Fellow by Special Election (Cellular Life)
Ho Yin Mak, Fellow by Special Election (Innovation & Entrepreneurship).

Two Governing Body Fellows demitted from their College posts in the period: David Clifton (AI & Machine Learning), having served for five years, and Michaela Livingstone-Banks (PERCH theme), having served for only one.

Nine new Research Fellows (post-docs) were appointed for the beginning of the 2024-5 academic year, and one in summer 2025 as a joint recruitment with the Faculty of Philosophy (Early Career Fellowship in Ethics in AI, Institute for Ethics in AI):

Tarrion Baird; Anna Cook; Padraig Dixon; Tess Johnson; Conor Keogh; Winok Lapidaire; Isabelle Taylor; Yee Van Fan; Thomas Williams; and Federica Fedorczyk.

As of the start of the 2024-25 academic year, the following held Associate Research Fellowships at the College, under the auspices of the Schmidt Futures *AI in Science* programme:

Amy Hinsley; Brian Moser; Cait Newport; Daniel Dehtyriov; Elnaz Azizi; Heloise Stevance; Henry Lloyd-Laney; Holly Pacey; Jan Christoph Thiele; Jialun Chen; Jinzhao Sun; Laura Mansfield; Lydia France; Mengyun Wang; Micah Bowles; Milan Klower; Qi Hu; Rachel Parkinson; Samvida Venkatesh; Shuxiang Cao; Tianning Tang; and Veronika Juraskova.

The Futures *AI in Science* Fellows are distributed across various Departments in the MPLS Division. Some regularly attend college events such as the Tuesday evening talks and dinners; all are invited to participate in the termly colloquium in the Reuben Lecture Theatre, where a sub-set of them present the machine learning research underpinning their scientific work.

Under a new scheme to extend support to those who had finished their term of office as Research Fellows, these Associate Research Fellows were joined in January 2025 by demitting Research Fellows: Gabriela Pavarini; Joshua Bull, Saher Hasnain and Moritz Kraemer.

Reuben's first four Visiting Fellows, elected from 1st January 2024, continued to contribute to College life throughout the year, and the scheme evolved to see further elections for the start of the 2025-26 academic year.

Students

At the start of academic year 2024-25 – its fourth year of student intake – Reuben admitted 232 students (44% PGR, 56% PGT), including 33 part-time students. This resulted in initial on-course figures of 428 students for academic year 2024-25, across all four academic Divisions and the Department of Continuing Education – a 27% increase in student numbers from the previous year.

The student body grew not only in numbers, but also in its diversity. In the 2024-25 academic year, Reuben partnered with the Laidlaw Foundation and the Saïd Business School to host 10 Laidlaw MBA scholars, each year for the next three years. Reuben was also selected as one of five colleges to host DPhil students in the first two Centres for Doctoral Research (CDTs) funded by the Ellison Institute of Technology – the Generative Biology CDT, and the Fundamentals of AI CDT.

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. In considering how to ensure the relevance of themes across an increasingly diverse student body, the College considered how best to balance the reach of each theme and its critical edge. It was agreed to broaden the ‘Ethics & Values’ theme into one of ‘Values and Society’ and more closely to build on the valuable connections with the University’s Museums by expanding the ‘Public Engagement with Research’ Strategic Area into ‘Public Engagement with Research, Culture & Heritage’ (PERCH).

Whilst Tuesday evening talks and dinners (aka ‘Dining with Dinosaurs’) remained the signature event for Reuben College, the College also committed further 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’. Intellectual exchange and development were thus further promoted through a wide programme of College seminars, skills sessions and other initiatives, including the President’s newly launched ‘Interdisciplinary lunches’.

Funding for academic enrichment activities, normally offered to all on-course students for conference attendance or other academic-related costs (currently just over £200 p.a.), was bolstered by a generous bequest for student projects in Arts, Humanities and Social Sciences (The Dawn Barkby Bequest). This bequest saw support for student projects expand beyond that provided through the Reuben Foundation endowment.

Iffley Road gym and swimming pool membership, as well as membership of the Linacre gym, were made available free of charge to all college members, with each student also able to apply for up to £100 of financial support *per annum* for sports and/or well-being activities.

In addition to the students completing their DPhils, as noted above, 150 taught-course students, and 3 MSc/MPhil by Research students were awarded degrees on the basis of their studies finishing in the 2024-25 academic year. This represented degrees across 55 different courses, and all University Divisions, including over 50% of awards at the level of Distinction (38) or Merit (41).

Admissions

The College made 397 offers for academic year 2024-25, resulting in the admission of 232 new students (including 7 Hilary Term starters).

As at December 2024, 410 students were enrolled at Reuben College:

170 PG Taught (42%)	235 PG Research (58%)
335 Full-Time (83%)	70 Part-time (17%)
215 Female (52%)	195 Male (48%)
255 ‘overseas’ fee status (62%)	155 ‘home’ fee status (38%)
210 ‘Non-EU/UK’ nationality (52%)	120 UK nationality (30%)

Scholarships

Through its endowment and matched GEMS funding, the College supported 50 Oxford-Reuben scholars in the 2024-25 academic year. This was again an increase on all previous years. In total, 20 new awards were made for the academic year and 30 scholars continued their studies. For each of these scholars, the scholarship endowment fund was 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 £797,269) were awarded as follows:

- 7 scholarships for students ordinarily resident in Africa (including 2 research students);
- 5 scholarships for students ordinarily resident in Israel;
- 5 interdisciplinary scholarships;
- 2 refugee scholarships;
- 18 UK Research Council partnership awards;
- 7 Clarendon or AHRC partnership awards;
- 3 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. In academic year 2024-25, 'EDI' scholarship funding fell below this target, partly due to the late withdrawal of a number of scholars with full Reuben scholarships. The College Working Group and Student Fees and Funding team have since then reviewed offer rates to mitigate such impact in future years.

Co-curricular activities

With more than 400 students on course, the Tuesday evening talks and dinners ('Dining with Dinosaurs') were well attended throughout the academic year, with only a marginal decrease in numbers during Trinity Term when students on taught courses prepare for and sit their exams. The full list of Tuesday talk speakers for academic year 2024-25 is as follows:

- Reverend Professor Keith Magee (UCL and Newcastle University) on race and religion in the 2024 USA elections
- Visiting Fellow Sir Graham Wrigley on the role of private investment in international development
- Visiting Fellow Dr Donald Palmer on the importance of public engagement and representation in science
- Professor Sadie Creese (Computer Science, Oxford) on cyber security
- Fiona Fox (Chief Executive of the Science Media Centre) on science in the media
- Professor Dame Molly Stevens (DPAG and Engineering Science, Oxford) on interdisciplinary teamwork
- Professor Myles Allen (Physics, Oxford) on 'net zero' in a populist world
- Dr Peter Drobac (Saïd Business School and Reuben) on how equity drives innovation
- Dr Charlie Weller (Head of Vaccines, Wellcome Trust) on outbreaks and the interface between research and policy
- Lord (Alok) Sharma (Chair of COP-26) on the past and future of international climate change negotiations
- Professor Pablo Mukherjee (Professor of Anglophone World-Literature, English Faculty, Oxford) on Sci-Fi to AI – a post-colonial encounter
- Professors Peter Coveney (Chemistry, UCL) and Roger Highfield (Science Director at the Science Museum Group) on building a digital twin
- Associate Professor Paulo Savaget (Saïd Business School and Engineering Science, Oxford) on workarounds for complex problems
- Professor Anneke Lucassen (Nuffield Department of Medicine, Oxford) on Genetic screening
- Lord (William) Hague (Chancellor, Oxford) on the next chapter of the history of the world
- Professor Andrew Zisserman (Engineering Science, Oxford) on visual AI
- Professor Marian Knight (National Perinatal Epidemiology Unit, Oxford) on biases affecting the care of pregnant women.

Alongside regular 'formal' dinners, the College and GCR together held cultural dinners celebrating, across the year, Diwali, Eid, Iftar, Thanksgiving, Lunar New Year, LGBTQ+ History month, Cultures of the Arab world, and Latin America. This was complemented by family events including a children's party, 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. The Reuben Insights Festival is an annual day of presentations, exhibitions, and free food and drinks, providing a welcome opportunity for students to practise presentation and public engagement skills in a friendly environment.

Under the ‘Reuben Explores’ banner, fortnightly workshops focusing on skills development, support, and extra-curricular opportunities saw students out and about on ‘Uncomfortable Oxford’ city tours, attending workshops on topics as varied as integrating art and research, engaging with policy, applying for DPhil study (for Master’s students), public engagement with research, and innovation & entrepreneurship, alongside more common topics such as welfare support, preparing for exams, productive study, and academic writing. All these events are delivered by a combination of College Fellows, experts and workshop leaders from across the University.

The College’s Public Engagement with Research team awarded funds totalling £3,500 for student activities and resources, supported by Fellowship level mentoring and guidance. From nine applications, six new projects were funded, and one project from the previous year provided with follow-on funding. The public engagement projects supported included:

- “Nuancing Consent: Conversations through Collage” - a creative art workshop for young people on exploring cultural and legal dimensions of consent (Maria Obrebska and Deshna Shah)
- A data-camp for Arabic-Speaking Students on Bioinformatics (Raghad Yamani and Atheer Alsayah (St Cross))
- Interactive workshops with local primary schools on advancing clean and affordable energy (Mercy Masanga and Ayomikun Ayodeji)
- “Building Bridges: Education and Peacebuilding Across Generations” - workshops in Greater Manchester for children and adult learners, using storytelling and creative exercises to explore education’s role in fostering empathy and peace (Abdirashid Ahmed)
- “Science Communication: A Family Affair” - researchers working together with family members to present their work to a patient audience and wider public (Zoe Wong)
- Development of an educational card game for families and school students that introduced key concepts of evolution, randomness, and environmental pressures (Katherine Faulkner and Wiktoria Luczak).

Finally, in a project combining EDI and Public Engagement funding from the College, DPhil student Morgan Mitchell’s ‘Beyond Boundaries’ project culminated in what was Reuben’s first art on-site exhibition. Entitled “Other Than Oxford”, the exhibition shared portrait photos of members of the University of Oxford from traditionally under-represented groups. By sharing these stories, Morgan hoped not only to engage people involved in high-level academic research at the University but also to reach young people aspiring to study STEM subjects and/or pursue careers in academic research.

Student leadership

The graduate body continued to be ably supported by its ‘Executive Officers’ as well as by a growing number of ‘officers’ roles and society leads. Most notably,

Jayroop Ramesh (DPhil Computer Science), as GCR President
Rachel Anscombe (DPhil Molecular & Cellular Medicine), as GCR Secretary
Christopher Bell (DPhil Biology), as GCR Treasurer
Wiktoria Luczak (DPhil Experimental Psychology), as VP Academic Affairs
Katherine Faulkner (DPhil Environmental Research), as VP Community
Paul Heller (DPhil Philosophy), as VP Social

They were succeeded in Trinity Term 2025 by:

Katherine Faulkner (DPhil Environmental Research), as GCR President
Puravi Panda (DPhil Pharmacology), as GCR Secretary
Pablo López Ribelles (DPhil Advanced Bioscience of Viral Products), as GCR Treasurer
Johannes Vöhler (DPhil Socio-Legal Studies), as VP Academic Affairs

Emma McMillan (DPhil Computer Science), as VP Community
Josef Holownia (DPhil Chemistry), as VP Social.

College Sports

2024-25 saw significant growth in the College's mixed football team, with regular numbers turning out to train each week. However, as the College does not own any sports grounds, the team had to rent space from other colleges. This was unsatisfactory, as pitches were not always available when required, especially high-quality pitches. The College decided that it needed to enter into a long-term agreement with another college to guarantee access for its teams as and when they needed it. This culminated in an agreement being reached with Wadham College at the start of academic year 2025-26 to have shared access to their pitches in Summertown (alongside Somerville College). This also opens the opportunity for Reuben students to join teams in those colleges for sports where there would not otherwise be sufficient numbers to form a viable team.

The Reuben Boat Club is now fully established in the College and continues to attract significant interest and engagement from its students, many of whom have not had previous rowing experience. The prolonged period of wet weather in late 2024 meant that rowing on the river was not allowed for much of Michaelmas and Hilary terms, with both teams being unable to compete in the Torpids races.

History was made in April 2025 with our first ever students competing in the annual Oxford-Cambridge Boat Race. Felix Rawlinson (MSc in Genomic Medicine) was in the Men's Blue Boat and Lilli Freischem (DPhil in Atmospheric Physics) was in the Women's Blue Boat. Sadly the races did not go Oxford's way on the day, but this does not in any way detract from Lilli and Felix's personal achievements.

Thankfully the weather had improved in time for the Summer Vllls races, with Reuben racing three boats from its boathouse for the first time (one Men's and two Women's teams). Both the First Men's and Women's teams moved up to Division 4, the lowest "Fixed Division" in each case (no need to row on to qualify) – a superb performance for a brand new Boat Club.

Other College Academic Events

The Global Challenges Programme, funded by a grant from the Templeton World Charity Foundation, formally began in March 2024. By the end of academic year 2024-25, it had delivered an extensive programme of activity and outreach, including:

- Three well-attended and high-impact events with 250+ participants in total from the academy, industry, finance, government and policy.
- The production of a [Challenge Statement](#) and [Proposals for Impact](#) summarising opportunities for the AI sector.
- Design and launch of an AI Ethical Design Masterclass with partners.
- Support for successful grant applications to Innovate UK, Elevate Great (a UK Trust), and Oxford Impact Accelerator Awards.

The [Fair Water?](#) Exhibition, partly supported by Reuben funds, and co-led by two Fellows - Sloane Robinson Fellow Prof Katrina Charles and Janet Stott, Head of Public Engagement at the Oxford University Museum of Natural History - went global: with the National Museum of Bangladesh in Dhaka; and in the Philippines, adapted in partnership with the Asian Development Bank, Ayala Foundation, and Ramon Magsaysay Foundation, and aligned with a significant social media campaign.

Closer to home, in the summer of 2025, the Environmental Change theme hosted a brilliant [Photography Exhibition](#) in association with the UN *Right Here, Right Now Global Climate Summit*. The event was organised by Environmental Change Fellows [Dr Anupama Sen](#) and [Dr Tina Fawcett](#), and its success has led to plans for an annual exhibition.

Staffing

Following significant expansion in previous years, staff numbers were relatively flat across the College in 2024-25, with c. 35 staff employed in a range of roles. Catering and cleaning continued to be managed by external contractors. To reflect the growth in student numbers, an additional support post was added to the Academic Administration team. Staff turnover has been low, with the College managing to fill any vacancies that arose. There was one change in the team leads listed below, with Alice Channer being appointed as the College's Head of Finance in April 2025.

Teams leads during academic year 2024-25 for key operational functions were as follows:

Team	Team Lead	Reports to
Academic Administration	Leema Chapman	Senior Tutor
Buildings and Operations	Toby Christensen	Bursar
Communications & Events	Sarah Davidson	Senior Tutor
Finance	Alice Channer	Bursar
IT & AV Support	Alex Wooten	Bursar

College buildings

There were no material changes to the College estate during 2024-25. The main College site is shared with the Radcliffe Science Library (RSL) and the Museum's Collections Teaching & Research Centre (CTRC), which is located in the double basement below the RSL and Museum lawn. The College provides facilities and maintenance support to both and there is a positive working relationship between all three parties. A joint Building Management Working Group meeting termly was set up to address any operational concerns, with Library and Museum representatives attending the College's new Health and Safety Working Group.

The majority of the outstanding issues with the buildings were resolved with the contractors (Morgan Sindall) during 2024-25, the one exception being the small lawn area by the College entrance, which remained prone to flooding. Investigatory work revealed that parts of it would need to be dug up and re-levelled, work not scheduled to take place until 2026.

The College has two properties, north of its main site: Farndon Court, a large accommodation block offering 98 single rooms in various configurations; and Numbers 2-6 in Winchester Road providing a further 30 single rooms, plus two couples' flats and one family flat. During 2024-25, a number of old windows in Farndon Court were replaced – the final stage in a programme of work which began in 2021.

The College's third property is its Boat House, located by Iffley Lock. The College has a long-term lease for the property which accommodates the Boat Club's three boats, with the some of the remaining space being let to private individuals under short-term agreements. The College would like to partner with another Oxford college to share the space with them on an on-going basis.

Catering and external events

The College's catering is supplied by Baxter Storey, a national catering company which serves other University and college sites. This arrangement allows additional staff to be drawn from other local sites if there is a large event in the College. Baxter Storey also runs a number of training and development programmes for its staff, in areas including food sustainability, from which the College benefits.

Lunchtime meals in the College Dining Hall are served from 12 noon to 2 pm on weekdays, with other University members being welcome from 1 pm to 2 pm. During academic year 2024-25, service was expanded, with a simple evening meal now available on Mondays and Wednesdays.

The College began offering the 50-seat lecture theatre, the stunning Abbot's Kitchen meeting room and the large Dining Hall for external events. The Abbot's Kitchen has proved popular with the University, with several high-profile dinners taking place there. The College is also building up the number of repeat customers, with a University Department regularly booking its Lecture Theatre.

In April 2025 the College hosted the Oxford Literary Festival, which combined a presentation on vegan food in the Lecture Theatre with a three-course vegan meal, prepared by Baxter Storey in the Dining Hall. This was a well-received opportunity to showcase the skill of the chefs and the College's commitment to sustainability.

COLLEGE FINANCES

The following is taken from the report on the 2024-25 financial year that was subsequently approved by the College's Finance and Resources Committee on 26th November 2025.

Overall, in 2024-25 Reuben College reported a deficit of £0.2m, £0.4m worse than the Q3 forecast which had predicted a £0.2m surplus. However, with depreciation stripped out, the 2024-25 result becomes a net surplus of £1.5m, £0.1m better than the Q3 forecast (£1.4m).

The depreciation charge for 2024-25 was £1.7m, a £0.5m increase from the Q3 forecast. This was due to a number of factors:

- £0.3m query with central finance over depreciation charge, the basis of which is currently uncertain.
- £0.2m due to additions from central finance post completion of the RSL building work, and as a result of the final capitalised amount of the RSL asset being determined.
- The £0.1m improvement against the Q3 forecast when depreciation is stripped out was driven by:
 - i. £0.2m other income, mostly accommodation income – the run rate at time of the forecast had been higher, but this trend was not presumed to continue for the final quarter.
 - ii. £0.1m premises saving as the Q3 forecast included a £0.2m provision which was not fully utilised.
 - iii. £0.1m Sales, Services and Trading income (predominantly external events), although this is largely offset by additional catering costs (shown within the "Premises" line).
 - iv. Offset by £0.3m reduction in Trust and Investment income – this was due to a conscious decision to draw down a smaller amount from the endowment than forecast.

2024-25 I&E		Reuben College								
	Reuben Scholarships £'000	Reuben College - Main account £'000	2024-25 Actuals Reuben College - Properties £'000	Academic and Student Payments £'000	Total Reuben College £'000	2024-25 Q3F Total Reuben College £'000	vs Q3F Total Reuben College £'000	Commentary		
INCOME										
O/seas Student and Other Fees	--	1,610.3	--	--	1,610.3	1,631.0	(20.6)			
Trust and Investment Income	516.2	1,812.0	--	--	2,328.2	2,647.4	(319.2)	Smaller amount drawn down from the endowment than forecast		
Donation and Other Grant Income	--	--	--	4.0	4.0	2.1	1.9			
Sales, Services and Trading	--	349.6	2.2	1.5	353.4	291.7	61.7	Events income slightly higher than forecast		
Other Misc Income	--	170.2	1,124.1	155.3	1,449.6	1,230.7	218.9	Accommodation income higher than forecast as Q3F had been "de-risked" in case the run rate did not continue		
Sub-Total Income	516.2	3,942.2	1,126.3	160.9	5,745.5	5,802.9	(57.4)			
EXPENDITURE										
Total Salary Scales	--	(1,508.1)	--	(152.1)	(1,660.2)	(1,821.1)	160.9	Savings in Total Salary largely offset with Casual/Agency staff in the line below		
Total Casual, Agency & Other Non-Payroll	--	(122.8)	--	(7.1)	(129.9)	--	(129.9)	Offset with Salary Scales in the line above		
Total Supplies	--	(18.7)	(7.3)	(10.9)	(36.9)	(62.9)	26.0			
Total Premises	--	(650.1)	(2,313.8)	(37.9)	(3,001.8)	(2,521.5)	(480.4)	This was driven by a £0.6mk increase in depreciation for premises (further details below), offset by £0.1m saving versus Q3F in other premises costs as a result of not needing to fully utilise a provision built into Q3F		
Total Equipment	--	(94.7)	(147.7)	(9.3)	(251.6)	(378.8)	127.2	Mostly driven by saving in Equipment depreciation		
Total Support Costs	--	(69.6)	(1.0)	(66.9)	(137.6)	(96.8)	(40.8)			
Total Library & Museum Expenses	--	0.7	--	(0.9)	(0.2)	(0.2)	(0.1)			
Total Other Expenses	(516.2)	(108.1)	(3.0)	(74.3)	(726.4)	(731.6)	5.2			
Total Services Space & Contribution	--	--	--	--	--	--	--			
Sub-Total Expenditure	(516.2)	(2,571.5)	(2,472.8)	(359.3)	(5,944.6)	(5,612.9)	(331.8)			
Surplus/(Deficit)	--	1,370.7	(1,346.5)	(198.5)	(199.1)	190.0	(389.1)			
Depreciation	--	(19.9)	(1,647.8)	--	(1,667.6)	(1,206.2)	(461.4)	Mostly driven by buildings depreciation £0.6m adverse offset by saving on equipment depreciation £0.1m. Buildings depreciation driven by £0.3m query with central finance over depreciation charge which is currently uncertain, and an additional £0.2m due to additions/true-ups in 2024-25 from central finance post completion of RSL building work.		
Surplus/(Deficit) excluding Depreciation	--	1,390.5	301.3	(198.5)	1,468.5	1,396.2	72.3			