

COMMONWEALTH 2021



Lincoln College
UNIVERSITY OF OXFORD



ACTING RECTOR'S REPORT

"Over the past year Lincoln has stood out as a college where problems were shared, and, in spite of it all, we have been drawn together, not pushed apart."

I have just glanced at the Rector's report of a year ago. I can't match that erudition or knowledge of history and anecdote, but his observations of a virtual college – not matching the real one – were prescient.

A year ago I thought, and I don't suppose I was alone, that it would all be over by Michaelmas. How wrong I was, of course, but when we did re-open for business at the start of the academic year, I was taken aback by the detailed preparations that had been made. The marquee in Chapel Quad, the provision of dozens of screens everywhere, our encouraged use of the normally little-used Laundry Gate to relieve Lodge traffic, and work going on unabated by staff everywhere to make the College usable. I deliberately avoid singling out particular departments or individuals for praise; because it is wholly true that everyone at Lincoln has taken this terrible time in their stride. The same attitude has pervaded all undergraduates and graduates; there have been no tensions or dissensions, just an eagerness on both 'sides' (not sides at all) to continue with academic work, and to pursue what few social activities have been possible.

My optimism at the end of Michaelmas was again misplaced. We had a term of mixed teaching – seeing people in person where possible and using Teams where not. It looked as though we would have an agreeable Christmas and an almost normal Hilary – all dashed within the space of a few days. And Hilary was, indeed, a very tough term. The College was a 'ghost town', with everything done from the monotony of a desk at home. As Trinity beckoned, and with all approaching the end of their tether, we saw some metaphorical shoots of spring – 80% of undergraduates came back, although still not much in evidence – no milling around in quads just yet.

Here we are, half way through Trinity term, and we are beginning to plan, government regulations permitting, of course, for some further re-vitalising of collegial spirit beyond the end of term.

Over the past year Lincoln has stood out as a college where problems were shared, and, in spite of it all, we have been drawn together, not pushed apart. That extends to our alumni, too. You have more than risen to the occasion and have been so very generous in providing us with emergency funds to help us get through this. The money has been invaluable and has enabled us to respond quickly to students' needs without having to think twice. We could not easily have done without it, and it has helped us immeasurably at a financially very difficult time.

If there is one good thing to have come from this, it is the drawing together of the whole College. Staff. Students. Old Members. Fellows. I hope it will endure.

David Hills
Acting Rector

DEVELOPMENT DIRECTOR'S REPORT

As I write this, Trinity term is in full swing. It makes quite a change from my article last year, when a visit to the College felt almost surreal, tumbleweed drifting through a bedraggled Front Quad. Now, with a new lawn laid and flowing window boxes, it is back to a more familiar – and familial – sense of itself. Not that everything is completely normal. Summer Eights in 7th week? Better than not at all, and many Lincoln students are participating. And while we await a more general relaxation of social distancing measures, it is good to see students dining in Hall once again, having in-person tutorials, attending outdoor cinema events, and generally making the most of summer in Oxford.

The College has been able to extend Trinity term residence for two weeks, thanks to the amazing generosity of alumni to our Covid-19 Appeal fund. Students will be able to stay on during this time, and we have arranged a programme of events which will include formal dinners for freshers, finalists, and a half-way hall – all of which were unable to take place as usual this year. We hope to catch up with other missed events, such as graduations, over the next year, and also to resume alumni events later in the summer.

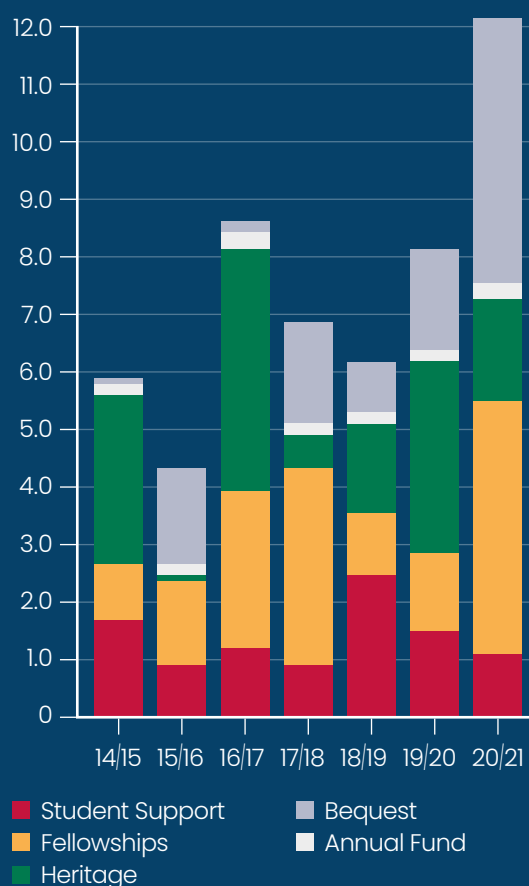
The Covid-19 Appeal has been hugely important in helping us to respond to the pandemic with sensitivity and generosity, and the article on pp.10-11 details just how much it has achieved. We are very fortunate to have such a supportive community of alumni, and I have been more aware of that than ever this year. In addition to the Covid-19 Appeal, we have also been fundraising for the Mitre, and I'm delighted to say that this has enabled us to complete the project without drawing on our endowment. But in addition to these projects, we continue to raise funds for our core costs, particularly in academic posts. This year, we have received two extremely generous donations from the Berrow Foundation and the Berrow Lord Florey Foundation, which will support in perpetuity posts in Law (especially International Law) and Biochemistry respectively. A further bequest will enable us to support long-term research in ovarian cancer, one of the most deadly cancers affecting women. Academic scholarships for students are also high on our list of priorities, and we were delighted to receive a substantial donation towards Masters scholarships from the estate of the late Dr Elman Poole (1953), who had done a great deal to support them during his lifetime. All of these donations are testament to the trust that our alumni and friends place in us to further our academic goals, and to widen access to scholarships in Oxford. We are truly grateful to all of you for your support, and hope that over the next year, we'll have the opportunity to say 'thank you' in person.

Susan Harrison
Director of Development



DESIGNATION OF NEW DONATIONS (CASH RECEIVED) SINCE THE START OF THE ROAD TO 2027

Donations by type over the past five years



PARTICIPATION SINCE THE START OF THE ROAD TO 2027

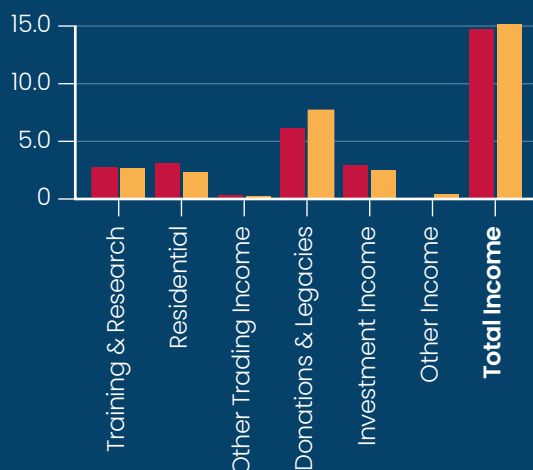
Goal: 50%
To date: 41%



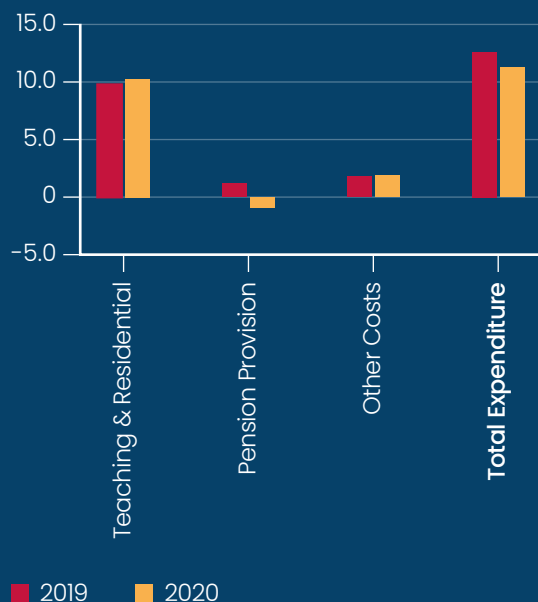


BURSAR'S REPORT

INCOME (£M)



EXPENDITURE AND SURPLUS (£M)



The Covid pandemic has continued throughout this academic year and students were unable to return to College for Hilary term. Almost 80% of students have returned for Trinity term although in-person teaching for many of our students could not commence until 17 May 2021. Most exams continue to be taken online. Students and staff have been resilient and have coped very well with these extraordinary circumstances.

From a financial perspective, the impact of the pandemic has been mixed. Overall, we expect a modest surplus for the year. We lost substantial income from accommodation and catering in Hilary and Trinity terms, and we will not have our usual conference business in the summer. However, we have higher teaching income as we have admitted more students than normal, anticipating student deferrals that did not occur. We also benefited from furlough income, deferred large capital projects, and had lower variable costs. We did take advantage of the closure of our catering last year to restore and clean the wooden wall panels and floor in the Hall, which are now gleaming.

Thanks to the generosity of our alumni we have been able to help students who incurred unexpected expenditure as a result of the pandemic, including help with travel costs such as self-isolation accommodation and tests, aids to permit study and exams at home, and help with funding additional living costs arising from extensions to study programmes due to Covid-related closures.

Overall, our residential income was reduced by £0.8m last year, but this was more than offset by an increase in donations and legacies.

We had a £0.5m increase in charitable expenditure (before the pension provision).



MITRE

We completed the Mitre renovation in mid-February 2021, on time and just below our £16 million budget, despite the unexpected difficulties caused by the pandemic. The Turl Street Mitre now provides high quality historic accommodation for students. Our thanks to alumni for £5 million of donations which, together with our £10 million in borrowings and £1 million reserves, enabled us to fund this project. Rental of the rooms for guest accommodation in the summer will make a substantial contribution to the interest costs for the 40-year borrowing we undertook at a fixed rate of 2.78% to help finance the costs of the renovation. We look forward to welcoming our first guests this summer.

ENDOWMENT

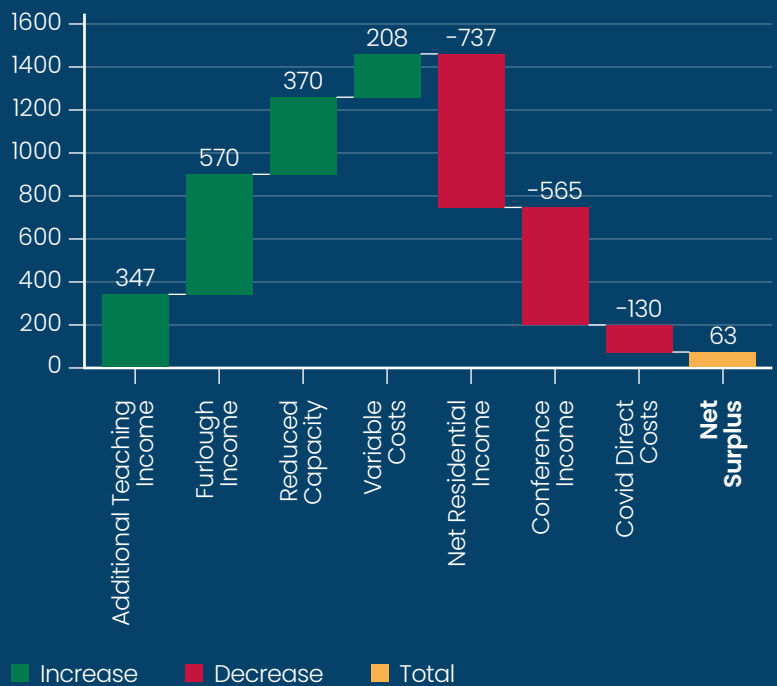
Our endowment securities investments have recovered very well from the pandemic. In the nine months to 31 March 2021 we had a return of 13.2%. Our property investment will be revalued on 31 July this year, as we do at each year-end.

OUTLOOK

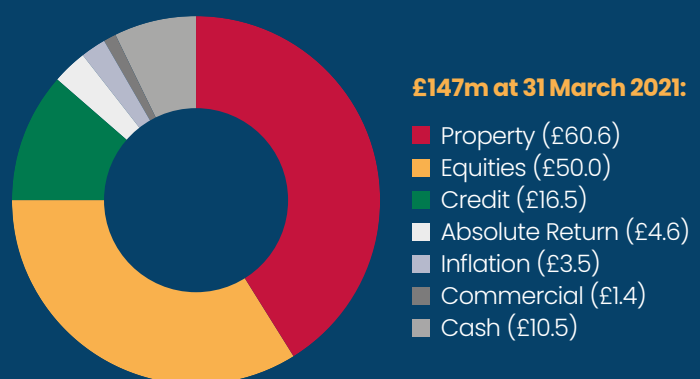
The students and their tutors, as well as the College staff, have been through a difficult two years. However, teaching has continued and students have been able to take their exams. The College has been successfully run from the homes of its staff. From a financial perspective, the College's endowment enables it to be financially resilient. We have weathered this unexpected pandemic well and we hope to return to normal in the next academic year.

Alex Spain
Bursar

INCREMENTAL INCOME IN 2020-21 (£000S)



INVESTMENT PORTFOLIO





THE TURL STREET MITRE

After over two years of renovations, the College is delighted to announce that the Mitre project has been completed on time and within the original £16 million budget. While £10 million came from a loan taken out under favourable terms, the remainder of the funds have largely come from alumni donations, for which we are immensely grateful. The difference to the building is staggering and the newly refurbished student rooms have been thoughtfully designed to provide modern comfort while retaining the original features and quirks of the building. The Turl Street Mitre will be home to our second-year undergraduates from September onwards and will operate as a hotel during the vacation period. We already have a large number of bookings for this summer and we hope you will stay in the Turl Street Mitre on your next visit to Oxford. To book a room, visit turlstreetmitre.co.uk.



We do still have a number of rooms available to name. This is a unique opportunity to leave your mark on a historic Oxford landmark and to be part of the history and fabric of a building that dates back to the thirteenth century. So far, the response to our Mitre fundraising appeal has been fantastic and almost half the bedrooms and spaces are now spoken for. We have seen a variety of donors, with many alumni wishing to sponsor their old bedroom or name a room in honour of a loved one.

In addition to the bedrooms, we have recognised the generosity of alumni who have supported the Turl Street Mitre's public spaces. The new reading room is named the Alexander Baker Seminar Room in honour of donor Alex Baker (2003), while the Mitre Lodge and seminar room will be known as the Hunter Seminar Room following a gift from Richard Hunter (1986). The courtyard in the Mitre is named The Fleischer Courtyard, in recognition of Anthony (1950), Spencer (1976), and Kevin (1986) Fleischer.

We were also grateful to receive a number of legacies which have helped the project, and have named the Place Wing and the Albury Wing of the building in memory of the late Geoffrey Place (1955) and the late Alan Albury (1950) respectively. We hope this will be a fitting tribute to their memory.

There are still opportunities to get involved, either by sponsoring a bedroom or becoming a Mitre Patron; all donors of gifts at Patron level and above will be included on the donor plaque in the Fleischer Courtyard. U.K. gifts may be eligible for Gift Aid, and can be made as a pledge over a three- or five-year period. To find out more, please contact Susan Harrison (susan.harrison@lincoln.ox.ac.uk) or Jane Mitchell (jane.mitchell@lincoln.ox.ac.uk). You can also view the rooms available and explore the map of the Turl Street Mitre at: tinyurl.com/mitre-floor-plans.





NUMBER OF
BEDROOMS IN
TOTAL: **67**



NUMBER OF
ACCESSIBLE
ROOMS: **2**



NUMBER OF
ENSUITES: **54**



NUMBER OF
WINGS: **3**



NUMBER OF
BEDROOMS
SPONSORED: **30**



MONTHS TO
COMPLETE THE
PROJECT: **30**

"Having lived in Bear Lane as students we were both lucky to have had fully modern housing in close proximity to College as students. Our mother was an educator and firmly believed in the power of both teaching and the experience of learning together. We have dedicated the room we supported to her for this reason."

Alexandra Duch (2000) and Claudia Duch (1998)

"I'd been hoping for years that the College might find a way to restore this unloved rabbit-warren so Jenny and I have been thrilled to support this outstanding project which will be brilliant for the College's members and its visitors."

Richard Hardie (1967)





SPONSOR STORIES

CARA HUNTER REVISITS THE MITRE

I was on Death Row. Sounds like the start of a Netflix true crime show, but for generations of Lincoln students those words will still strike a certain kind of fear to the soul. Because I'm talking about that stretch of corridor in the dark heart of the Mitre, that was in the dictionary under 'Short Straw' when it came to the annual room allocation. So far away from an emergency exit you were destined to be toast if ever a fire really did break out, and so small I bet even those condemned to real Death Row cells have more elbow room.

I still have photos of that room, along with the odd nightmare when I think I'm still in it. Such a narrow space the single bed could only be rammed against the long wall (there wasn't enough room to put it round the other way); the bizarrely wide corridor outside that didn't make any sense at all, given how small the rooms were; the view up towards the Library spire, which was considerably the best thing about the entire room; and – I'm getting triggered even thinking about this bit – the fact that the whole corridor was directly over the now long-defunct Turl Bar, so evenings were loud enough to drive you to actual murder, not to mention the beer deliveries at stupid o'clock in the morning. All topped off by the fact that they had an extractor fan right under my room and the whole place throbbed when they turned it on....

This was back in the '80s, but I don't think things changed that much in the intervening aeons. Up until now, that is. If you haven't seen the revamped Mitre you're in for a treat – it's spectacular. My old room is at least twice the size, and even has its own en-suite bathroom (yes, an actual bathroom!). From condemned to commended in one huge leap. So that was one reason why I decided to sponsor the room. The other – and you really couldn't make this up – is that I now write crime thrillers for a living, so if that wasn't a marriage made in heaven for 'Death Row' I don't know what is. Not that I expect the new generations of Lincolnites to call it that, of course. And I certainly don't expect any murders to take place in such a beautifully renovated room. Though that doesn't mean I won't be tempted to set a fictional one there – just don't tell the Development Office...

Cara Hunter (1982)

FUNDING THE SCHOLARS OF THE FUTURE

One of Lincoln's top priorities in recent years has been to make graduate study accessible and financially viable for the best scholars from around the world. As the first college to establish a Middle Common Room, it is only fitting that we continue our commitment to graduate scholars, through funding scholarships and awards, and by ensuring that their experience in Oxford is first class, which means providing good quality accommodation and supporting social and collegiate activities.

We have received tremendous support from alumni, which has enabled us to double the number of substantial scholarships we are able to offer. You will read the growing list of names each year in the College *Record*, but the bar chart shows graphically how dramatic the increase is.

To make the most of the donations we receive from alumni and friends, we try where possible to match these with institutional funds, such as the University of Oxford's flagship fund for graduates, the Clarendon Fund. The chart shows how successful Lincoln is in this scheme – we are in second place, behind only Balliol. And this is only one of many schemes we collaborate with.

Our success in establishing so many new scholarships is entirely due to the commitment of alumni, some of whom have sponsored large-scale schemes. Notable among these is the Kingsgate scheme, which has supported more than 20 DPhil and Masters scholarships per year for the last two years. This year, we launched two new schemes, one of which extends our existing Sloane Robinson Foundation Scholarships by joining forces with the Weidenfeld Hoffmann Trust to support their scholarship programme, and a long-term continuation of the Masters scholarships sponsored by the estate of Dr Elman Poole (1953). Most of our funding is short term, so we are always looking for more sponsors. If you are interested in knowing more about how to set up a scholarship, please get in touch with Susan Harrison (susan.harrison@lincoln.ox.ac.uk) or Jane Mitchell (jane.mitchell@lincoln.ox.ac.uk).

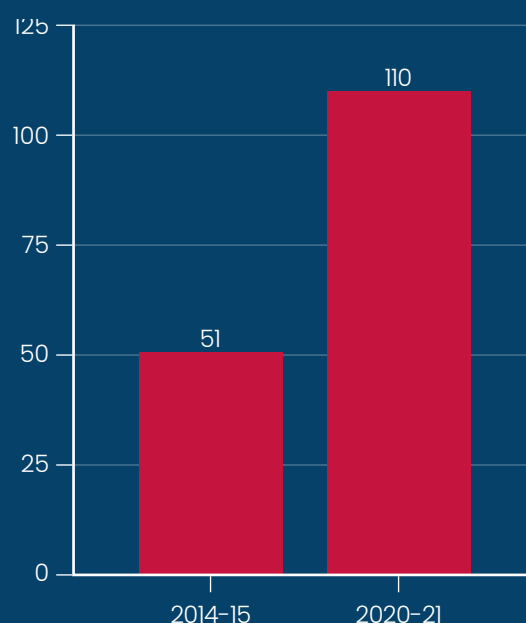
COLLEGE AFFILIATION OF 2020-21 CLARENDON COHORT (TOP 5)

College	Home/EU	Overseas	Combined
Balliol College	11	21	32
Lincoln College	9	18	27
St John's College	7	18	25
Merton College	10	15	25
Brasenose College	7	14	21

"The Sloane Robinson-Weidenfeld- Hoffmann Trust Graduate Scholarship not only allowed me to study at one of the best universities in the world, but it also gave me the opportunity to meet talented people and cultivate my leadership skills. I hope that the impact of those experiences will be reflected widely, including in my Palestinian community back home and the MENA region."

We-am Hamdan (Msc Education, 2020)

NUMBER OF SUBSTANTIALLY FUNDED GRADUATE SCHOLARSHIPS IN RESIDENCE AT LINCOLN





THE LINCOLN COLLEGE COVID-19 APPEAL

"Thanks to your generous contributions towards the Covid-19 Appeal, we have been able to support our students, including our largest ever first-year cohort, through these exceptional times. As we look forward to staying in College through 9th and 10th week to reinforce our collegial bonds, we are extremely grateful for your support in ensuring that these weeks will be accessible to us all."

James Hughes, JCR President 2020-21 (BA Modern Languages, 2019)

Following the first lockdown, and sudden closure of Lincoln in March 2020, the College quickly realised that it would face unforeseen financial pressures as a result of the pandemic. In response, the Lincoln Covid-19 Appeal was launched with the aim of establishing funds to allow the College to respond to the challenges ahead. The response from our alumni was incredible, with over £350,000 raised in just six months. These unrestricted funds have proved invaluable and have allowed us to continue to put student experience at the heart of what we do. Thank you for your kindness and generosity in sustaining excellence at Lincoln.

So, how have we been able to use the gifts our alumni made to this special appeal? Through the Covid-19 Fund, we have been able to provide students with essential items for remote study such as noise-cancelling headphones, chairs, and laptops. Additional grants were introduced, including an emergency book grant to provide students with much-needed textbooks while the Library was closed, and a 'pack and send' grant for students who were unable to collect their belongings at the end of Hilary term 2020. Many students encountered additional living costs this year due to lockdown and restrictions around travel, and the Covid-19 Fund provided financial aid through rent grants and subsidies. A large number of students were required to return to Oxford early to self-isolate before the start of Michaelmas term, and grants were made available to help cover the cost of meals and accommodation during this time. Meanwhile, many of our graduate students had to prolong their DPhils due to the closure of research facilities, and the Covid-19 Fund supported their extended stay in Oxford, enabling them to complete their doctorates.

After a difficult year of restrictions, the College has committed to finishing this academic year on a more celebratory note. We have offered students the opportunity to stay in College for an additional two weeks at the end of Trinity term, to enjoy a programme of events including formal dinners in Hall, and the overdue Freshers' and Finalists' dinners. For our freshers, this will be the first time they have been able to experience this important side of life at Lincoln. The living costs for these two weeks have been heavily subsidised for all students, thanks to the funds available from the Covid-19 Appeal.

Behind the scenes, the Covid-19 funds also helped us to prepare for the academic year on a logistical level. A marquee was erected in Chapel Quad in Michaelmas term to provide additional space for teaching and meetings, and we invested in online teaching equipment and additional graduate teaching support. As you would expect, Lincoln College face masks were widely distributed, and we installed sanitising stations and PPE equipment throughout College.

Thank you to all those who donated to the Covid-19 Appeal. Your contributions have made an enormous difference to our students over the past 15 months, and will continue to help support the College as we look forward, with confidence, to the next academic year.



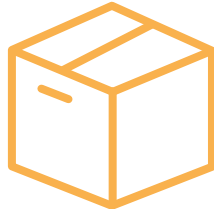
NUMBER OF EMERGENCY
BOOK GRANTS AWARDED: **71**



NUMBER OF REMOTE STUDY
GRANTS AWARDED: **39**



NUMBER OF SELF-ISOLATION
GRANTS AWARDED: **59**



NUMBER OF PACK AND
SEND GRANTS AWARDED: **14**



NUMBER OF STUDENTS
STAYING FOR 9TH AND 10TH
WEEK: **213**



MEDITATION APP
SUBSCRIPTIONS: **250**

THE LIBRARY

The Library response to the pandemic closure focused on provision of materials: ordering books to be sent directly to students and ensuring that the majority of our most borrowed titles of the previous Trinity term were available electronically. Once I was in our Library, I was able to offer scans and postal loans to keep Lincoln reading.

Lincoln was the first college to re-open its library in the Long Vacation, introducing a seat booking system with allocated timeslots. Adding tables and perspex screens means that 18 readers can be accommodated at each of the six sessions. Contactless deliveries have been provided to students who had to self-isolate.

The Library closed again for lockdown three and so I revisited the most borrowed list for Hilary term and purchased electronic access to as many of these titles as possible. Books were delivered to the Lodge for those in Oxford and posted out to those who were at home.

The Library re-opened in 8th week of Hilary term, when the first batch of students were allowed to return for face-to-face teaching. We continue to support students who are not in residence with postal loans and scans, whilst offering study slots, printing, and borrowing to those who are in Oxford.

Lucy Matheson, Librarian



"During a period when it has been hard to connect with the rest of the Lincoln community here in Oxford, it has been so wonderful to feel the support of the larger Lincoln community. In addition to Covid grants, we have also benefited from wonderful weekend programming that has made coming together virtually enjoyable – it went a long way to brightening winter days during lockdown. Many thanks from a first year MPhil student!"

Olivia Holder (MPhil Visual, Material and Museum Anthropology, 2020)

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