****

**2014 Report and Financial Statements**

**01 January 2014 to 31 December 2014**

**Registered Charity No. 1136409**

**contents**

Reference and Administration Details 3

Structure, Governance and Management 4

Objectives and Activities 5

The History of the Rhodes Project 7

2014 Achievements and Performance 10

2014 Financial Review 15

Future Activities 16

Acknowledgements 16

Declaration 17

**reference and administration details**

**Charity Name:** The Rhodes Project

**Formed**: 13 October 2009

**Registered Charity Number:** 1136409

**Registered:** 16 June 2010

**Principal Address:** Thames Wharf Studios

Rainville Road

London W6 9HA

**Telephone:** 020 3080 3905

**Website:** [www.rhodesproject.com](http://www.rhodesproject.com)

**Charity Trustees:** Dr Ann Olivarius

*Chair and General Counsel*

Ms Kathryn Olivarius

*Trustee*

Ms Lily Colman Osborn

*Trustee*

**Executive Director:** Dr Ann Olivarius

**Charity Manager:**  MsKelsey Murrell

**General Counsel:** Dr Ann Olivarius

McAllister Olivarius

Thames Wharf Studios

Rainville Road

London W6 9HA

**Bankers:** NatWest

22 King’s Mall

Hammersmith

London W6 0QD

**structure, governance and management**

**Description of the Charity’s Trusts**

**Type of governing document:** Declaration of Trust dated 13 October 2009, Amended 3 December 2014

**How the charity is constituted:** Charitable Trust

**Trustee selection methods:** Appointed by a resolution of the Trustees at a special meeting under clause 16 of the Declaration of Trust

**Organisational Structure**

The charity is based in the UK where it occupies leased office space in Hammersmith. Its Trustees guide the charity and oversee the staff that carry out the day-to-day administration of the charity. The full-time staff include: a Director, a Project Manager & Research Assistant and a Data Manager & Research Assistant. The Rhodes Project’s operations are supported by a worldwide network of Rhodes Scholars and interested or affiliated parties, and its research has been assisted by the generous support of the Rhodes Trust as well as various national Rhodes Scholar associations. Its research and engagement efforts have been bolstered by the Said Business School at the University of Oxford, and, in particular, by time and intellectual contributions of Dr Kate Blackmon. McAllister Olivarius, a law firm based in London, has provided logistical start-up support and has thus far covered the administrative and operational costs of the charity. McAllister Olivarius has provided seed funding for all the Charity’s projects and its employees assist with the charity’s work on an “as needed” basis. It is anticipated that this arrangement will continue until the Charity receives such funds and grants as to allow it to finance these charitable aims on a stand-alone basis.

**objectives and activities**

**Objects of the Charity**

The Rhodes Project is a non-governmental, non-political, and non-religious organisation that supports research and advocacy work to draw attention to the intersection between gender and success. It was constituted as a charity by trust deed dated 13 October 2009 and amended 3 December 2014 and registered with the Charity Commission of England and Wales on 16 June 2010. The Trust deed defines the objects of the charity as follows:

(i) The advancement of the education of the public in general on the subject of women’s achievements and/or obstacles thereto and to promote research for the public benefit in all aspects of these subjects and to publish the useful results in such ways as the charity Trustees see fit; and

(ii) The promotion of gender equality for the public benefit by advancing education and raising awareness of gender issues in such ways as the charity Trustees see fit, including, as they may decide annually by:

1. Awarding to researchers and writers of either gender commissions to undertake research and/or produce publishable articles on topics related to gender equality that complement and/or support the research undertaken within the remit of the object as described above;
2. Awarding to such persons maintenance allowances, salaries, and/or travel allowances as will benefit their research and encourage its distribution and publication to the public at large, either online, in peer-reviewed journals, or through independent publication;
3. Awarding to such persons salaries and/or living expenses so as to allow them to work for the charity and further the charity’s aims and public benefits for a defined and discreet period of time; and
4. Supporting and encouraging public discussion and publication of the findings that may result from the research described above with the goal that human society may be changed for the better.
5. Providing access to legal advice, representation and support to people around the world who have suffered injustice and inequality, including discrimination, harassment, whistle-blowing, bullying and retaliation.

To this definition, the Trustees would like to add that, having observed much of the research done by the Rhodes Project to have wider reach and applicability, they have expanded their focus to include an examination of race where it intersects with gender in all of the work and research that the Charity undertakes. This is a natural, and perhaps even unavoidable, extension of any work that investigates identity politics.

**Activities of the Charity**

The primary activity of the Rhodes Project is to develop an academically rigorous understanding of successful women through robust research and scholarship in the hope that this work may improve life opportunities for all. The Rhodes Project is currently supporting a study of the lives and life choices of women who have won Rhodes Scholarships, and is in the process of formalising its results in publications that will be made accessible to the public. To supplement this research focus, the Rhodes Project will support the writing, public discussion and publication of this and related research the Charity undertakes in the broad area of its remit. The Charity has also generated community engagement strategies to allow the local community, Rhodes community and general public to benefit from and engage with our research. Additionally, the Rhodes Project has sponsored certain individuals as staff researchers and/or writers to further the work of the Charity.

The Charity promotes its work through a network of social media outlets, including a website, [www.rhodesproject.com](http://www.rhodesproject.com); a Twitter feed, @rhodesproject; a Facebook profile and a LinkedIn account.

**the history of the rhodes project**

The Rhodes Project, as a registered charity, builds on a research project with the same title and aims that was first created in 2004. The creators of the original research work felt that the Project could support a wider array of research for the social good as a registered charity. However, the work done between 2004 and 2010 has important bearing on the present charitable status of the Rhodes Project and the future of its planned endeavours.

Dr Ann Olivarius, one of the first female Rhodes scholars, began the Rhodes Project in 2004 to investigate the trajectories of her peers, a group of women who, for all of their credentials and achievements, are seemingly invisible in the public sphere. The Project began with an extensive literature review. In June of 2004, the Rhodes Project team designed a survey and sent it to 446 Rhodes women from the classes of 1977 to 1995.

With an excellent response rate of 84%, this survey reached respondents in thirteen countries, giving a window into a diverse female image of success and achievement. The Rhodes Project team analysed this wealth of data in 2004 and found gaps in the information. A second survey, with more personal and detailed questions, was distributed to the initial group of 446 scholars in April of 2005. This second questionnaire was less strict, gave ample space for free response and asked for more details of the scholars’ lives. This survey generated 469 pages of data.

In July of 2005, the Rhodes Project team began conducting interviews with Rhodes women around the world. Over 100 interviews were collected and transcribed, reaching women in the United States, Canada, Jamaica, Israel, Italy and Germany.

In 2006 and 2007, the Rhodes Project hired a statistician to analyse its substantial data set while also soliciting articles on its materials and its subjects. Over 25 original essays based on the data set were commissioned from women Rhodes Scholars. Some are still available on the website as “scholar contributions.”

In 2007, the Rhodes Project launched its internet presence, creating a bespoke website to publish its initial findings and articles. The Project began tracking visitors to the website in late 2010. Since that date, tens of thousands of visitors from around the globe have visited the site and absorbed the findings of the Project.

In 2009, the Rhodes Project continued to develop its web presence, creating a popular blog to promote its findings, to offer commentary on events in the news and in the world, and to create a community in which Rhodes women and others interested in a diverse picture of success could come together to discuss their thoughts.

Throughout this time, the research that was done attracted interest from all quarters including Yale and Harvard – from major universities who wanted the Rhodes Project’s material for academic use, from businesses who wanted to diversify their leadership, and from hard-working women and men who wondered whether a different work-life balance might be possible.

At the end of 2009, while still developing a Findings Report that early researchers hoped would bring together this research and data into a portrait of the Rhodes woman as a blueprint for a new kind of success, the Project decided that the diversity of its subject matter merited wider consideration. From 2004 to 2009, the Project was an in-house project of McAllister Olivarius, an international law firm headquartered in London. While McAllister Olivarius’ generous support was and continues to be invaluable, as the scope of the Project increased, a totally interdependent relationship was no longer appropriate for the firm or for the Rhodes Project.

The Rhodes Project decided to become an independent Charity so that: 1) its own research could do the most good for society; 2) it could broaden its mission and support the work of others towards the same ends; and 3) it could gain some financial independence from McAllister Olivarius and create a funding strategy which will generate greater financial support from a broader swath of donors. For all of these reasons, on 13 October 2009, the Rhodes Project became a Trust and on 16 June 2010, the Rhodes Project registered as a charity with the Charity Commission.

The Charity is well aware that it owes a great debt of gratitude to McAllister Olivarius for providing it with the means to come into existence, and for its continued support.

In 2012, the Rhodes Project hired three new staff members to increase and diversify our output: an accomplished academic researcher as the Director; a Project Manager to assist with the operations and outreach of the Project; and a research and administrative assistant to support them. The Project underwent a transformation from research archive to a hub for ongoing research and community engagement. Going forward, the Rhodes Project would continue to both collect and analyse data and support the publication of peer reviewed academic research, and inform the public about issues of female achievement and gender equality.

In 2013, the Rhodes Project achieved high impact in both community engagement and research. Researchers at or in collaboration with the Rhodes Project produced high-quality academic writing, including two working papers, an executive briefing from each paper, and, most notably, submitted a successful book proposal for a book on the gender gap in leadership with Oxford University Press. The Rhodes Project developed strong working relationships within the Rhodes Trust and wider Rhodes community through its presence at the 110th Anniversary of the Rhodes Scholarship in Oxford where the Rhodes Project’s Founder and Chair gave a speech, research materials were distributed, researchers held a focus group, and an art piece celebrating Rhodes women and commissioned by the Rhodes Project was installed in Rhodes House. The Rhodes Project also bolstered its online presence during this period by revamping its website and social media profiles and launching a Profile Series that now features interviews with over 200 women Rhodes Scholars. The series celebrates female achievement and highlights the diversity of women’s lives and careers.

In 2014, the Rhodes Project continued to develop itself as a serious research centre and hub for community engagement. This work was marked by the appointment of the Rhodes Project’s Director as a Visiting Scholar at Said Business School at the University of Oxford and the celebration of the Project’s 10th anniversary which was well attended by generations of women Rhodes Scholars. The Rhodes Project collected additional materials for its already rich database by conducting additional interviews and collecting and cleaning a substantial amount of primary and archival data. The Rhodes Project grew its online presence through increasing its audience across all three social media outlets; featuring more original content on the Rhodes Project’s blog; and further developing its Profile Series.

**2014 achievements and performance**

**Staff Development**

This past year has been a period of change and growth. In 2014, the Rhodes Project’s Senior Research Associate and Development Officer Zoe Johannes left the Project. At this time the Director assessed the Rhodes Project’s needs and decided to hire a Project Manager and Research Assistant. Together they continued to expand the team to include a Profile Coordinator and Data Manager and Research Assistant. Now, with full-time and part-time staff and external research contributors, the Rhodes Project has a team of eight people. This restructuring and expansion has maximized the Project’s efficiency and increased its charitable output.

**Research**

The Rhodes Project’s 2014 achievements in areas of research reputation, publication and data collection were considerable and are outlined in detail below.

1. Appointment to Said Business School, University of Oxford

In 2014, Director Susan Rudy was appointed as a Visiting Scholar at Saїd Business School (SBS) at the University of Oxford. This appointment offers external recognition of the quality of the research being undertaken at the Rhodes Project. Practically, it also bolsters the Rhodes Project’s ability to carry out its charitable aims in the following ways:

* it has fostered important connections which have led to community partnerships that maximize the Rhodes Project’s impact on the local community. For example, the Rhodes Project is planning a conference on women and leadership with SBS for 2017;
* it grants researchers at the Rhodes Project access to the Bodleian Libraries and online academic journals, an invaluable resource; and
* it has led Oxford-based groups such as the Rhodes Women’s Group and the Women’s Oxford Business Network House to invite Director Rudy and research collaborator Dr Kate Blackmon to present on their initial findings and Rhodes Project staff to facilitate discussion groups and workshops.

1. Data Archive

In 2014, the Rhodes Project collected additional materials for its already rich data archive and cleaned a significant volume of primary data and archival materials. Specifically, staff at the Project:

* conducted seven new semi-structured interviews;
* digitized and cleaned 120 interview transcripts; and
* collected and digitized key sources of secondary information including more than 200 class letters and more than 200 letters written by or about Rhodes women from back issues of *The American Oxonian*.

Additionally, to support the training of two research assistants hired in 2014 and to extend their research skill levels, Director Rudy prepared training documents on the history of how and why data was originally collected at the Rhodes Project, how the Rhodes Project’s current theoretical framework was developed, and what its methods for data collection and analysis will be going forward. She also prepared a document which outlines the Rhodes Project’s plans for organizing and analyzing the biographical data at the Rhodes Project.

1. Progress on *Leading Women*

In 2014, lead researchers Dr Blackmon and Director Rudy made significant progress toward the conceptual development and the writing of the book under contract with Oxford University Press (OUP) entitled: *Leading Women: Female Rhodes Scholars and the Gender Gap in Leadership*. Work included:

* completing a literature review and further developed the theoretical framework of the book;
* preparing an oral presentation and accompanying PowerPoint presentation that outlines the current findings of the research for *Leading Women;*
* drafting the first three chapters; and
* beginning development of chapters 4, 5, and 6 which are all based upon earlier peer-reviewed papers.

1. Presentation European Group for Organisation Studies (EGOS)

In July 2014, Director Rudy and Dr Blackmon presented a paper entitled “Personal and professional identities in the careers of women Rhodes Scholars, 1977-1982” at the EGOS conference in Rotterdam. This work included:

* expanding a 1,000-word proposal into a 10,000-word academic paper;
* preparing oral and Powerpoint presentations;
* recording the presentation for transcription and inclusion in the Rhodes Project’s data archive; and
* travelling to Rotterdam to present at the EGOS conference and networking with scholars in the field.

**Community Engagement**

In 2013, The Rhodes Project focused on the following community engagement initiatives:

1. Celebrating the 10th Anniversary of the Rhodes Project

In July of 2014, the Rhodes Project celebrated its 10th anniversary at Hennerton House, the home of Dr Ann Olivarius, Founder and Chair of the Rhodes Project. The event was attended by generations of women Rhodes Scholars. The festivities included:

* + a focus group with Rhodes women on the gender gap in leadership that was video- and audio- recorded and transcribed;
  + remarks from the Dr Olivarius on her motivations for founding the Rhodes Project and the value of this Project to the larger society;
  + a presentation by the Director on preliminary research findings accompanied by a video of interviews from the 110th anniversary of the Rhodes Scholarship;
  + remarks by artist Caroline Bergvall on the piece “THEREISNOCLEARBRIGHTLINE” which celebrates Rhodes women and was commissioned by the Rhodes Project and paid for by two Rhodes Scholars, Dr Ann Olivarius of McAllister Olivarius and Dominic Barton of McKinsey;
  + dinner and conversation; and
  + performances by Yale’s premiere all-female a cappella group, Whim ‘n Rhythm.

1. Mail-out to external stakeholders

In early fall 2014, the Rhodes Project sent printed copies of its executive briefings and other branded materials to more than 100 high profile individuals across the globe including Trustees of the Rhodes Scholarships, donors, the head of every Oxford college, and other key stakeholders. The Rhodes Project has received word that these materials were well-received and widely distributed within stakeholders’ communities.

This mail-out furthers the Project’s charity activities by making educational material available to the public and, in particular, key decision makers in the communities to which many Rhodes women belong. In so doing, the Rhodes Project not only provided recipients with access to research, it increased the visibility of the women and their achievements in a meaningful way.

1. Discussion groups and workshops

In November 2014, the Rhodes Project hosted a discussion with more than 20 current Rhodes women in Oxford. This facilitated discussion drew on findings from research conducted at the Rhodes Project and aimed to put that research into action to make a difference in the lives of women in the local community. After the discussion, one scholar reported that it was “the best three hours [she’s] had in Oxford.” Out of the discussion, which operated under Chatham House Rules, grew a blog listing 11 things the Rhodes community can do to be more inclusive toward women. The Rhodes Trust has reported that it intends to implement these practices. The Rhodes Project has been involved by the Women’s Oxford Business Network to facilitate a similar discussion with their members.

1. Website

The website plays a crucial role in the Rhodes Project's impact strategy. The Rhodes Project has continued to develop the core parts of the website, including the Profile Series, the 'Scholars in the News' feature, and the information about its research.

However, in the past year the Rhodes Project has made incremental changes to the website to increase engagement and impact. One of these changes has been to introduce a blog featuring content written by both Rhodes Scholars and Rhodes Project staff, which has been a popular addition to the site. Original content is consistently the most popular content on the website, including an article entitled, '13 Famous Women Rhodes Scholars' and Mary-Dan Johnston's blog post, 'Nowhere to Throw a Wrench'.

Partly as a result of a focus on original and engaging content, traffic to the website has increased in the last 12 months. The previous report stated that the website attracted an average of 481 unique views ad 1,210 page views per week. This year, the Rhodes Project has attracted an average of 615 unique visitors and 1378 page views per week.

The majority of traffic (67%) comes from direct search - that is, people searching for the Rhodes Project, the Rhodes Scholarship or about a specific woman scholar. Referrals from social media (Facebook, Twitter and LinkedIn) constitute 16% of traffic, and 10% of traffic comes from people typing the website URL directly into their browsers.

1. Scholar Profile Series

In 2013, the Rhodes Project launched a scholar Profile Series that celebrates scholars’ lives and accomplishments by featuring photos and brief journalistic-style interviews with them on the website. The Rhodes Project now has 200 profiles on the website and several in progress, making this initiative a key success of our community engagement programme. To capitalize on this strength, the Rhodes Project hired a Profile Coordinator who is a current Rhodes Scholar. Going forward, the Rhodes Project will continue to fill this position with a current Rhodes Scholar to promote intergenerational exchange and to foster stronger relationships between the Rhodes Project and the Rhodes Community in Oxford. Additionally, going forward, the profile interviews will involve preliminary research into the scholars’ lives and careers and the Coordinator will develop challenging, tailored questions for each interview.

6) Social Media Presence

The Rhodes Project has continued to execute a social media strategy on Twitter, Facebook and LinkedIn. The strategy consists of a three-pronged approach:

* contributing to dialogue about feminist/gender issues by posting and commenting upon relevant articles;
* publicising the work of the project, including research, profiles, blogs and events; and
* engaging with Rhodes Scholars on social media and publicising their newsworthy achievements.

This strategy, carried out on a daily basis, has helped the Rhodes Project to expand its audience on social media. The number of people following its Facebook page has grown from 163 in February 2014 to 362 in January 2015. The number of followers for its Twitter account has grown from 224 to 657 in the same time frame.

**2014 financial review**

The Trustees present their report along with a financial statement of the charity for 1 January 204 to 31 December 2014. The financial statements comply with the Charity’s constitution and are prepared using the “receipts and payments” format in accordance with the Charity Commission Publication CC16b: Completion Notes for Receipts and Payments Accounts.

**Principal Sources of Funds**

Until 2013, the Rhodes Project had received cash donations from the Trustees. In 2013 and 2014, the Rhodes Project successfully applied for and received grants of $575,834 and $549,921, respectively, from Rhodes Project USA, a grant awarding body with similar objectives, to contribute to the Rhodes Project’s operating costs for these years as well as past expenses. Going forward, the Project will explore other fundraising options as needed and as opportunities arise.

**Accounts**

The 2014 accounts are in progress. An unaudited draft can be found attached.

**STATEMENT OF PUBLIC BENEFIT**

The Trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

**future activities**

On the research side of the Project, the Project’s goal over the next few years is to complete and publish the book with Oxford University Press. In conjunction with meeting this goal, its researchers will continue to present papers and prepare executive briefings based on this research.

In terms of community engagement, over the next year the Project plans to prepare another executive briefing for distribution, host events celebrating female achievement, grow its Profile Series, website, and social media outlets, and engage meaningfully with the local community and community partners on topics relating to its research.

The Project’s long-range plan is to organize a large conference on women and leadership in conjunction with the Said Business School and Rhodes community for spring of 2017. This conference would bring together academics, activists and practitioners alike to advance gender equity.

**acknowledgements**

The Trustees are grateful to our donors over the past year. We also wish to acknowledge the dedication and hard work of our staff and research assistants in administering the charity and producing valuable scholarship. We are heartened by the community support and enthusiasm we have received for our work, especially from the Rhodes Scholar community and those women with whom we have been fortunate enough to work through our research.

We would also like to extend special thanks to the following individuals:

* All of the **Rhodes women** who have opened their lives to our study, in particular:
  + **our 2014 interviewees:** Carol-Ann Brown, Dana Brown, Danielle Fontaine, Hila Levy, Ann Olivarius, Claudina Skran and Jessie Sloan;
  + **Participants in our Anniversary Focus Group**: Ramona Monazza Aslam, Karen Braun-Munzinger, Rachel Buxton, Jennifer Howard-Grenville, Sandra Fredman and Ann Olivarius;
* **Dr Jef McAllister**, our invaluable editor of Scholar Profiles and print materials and our advisor on employment matters;
* **Dr Kate Blackmon**, for her continued scholarship and research alongside our Project Director and for nominating our Director for a fellowship at the Said Business School;
* **Dr Ann Olivarius**, Founder and Chair of the Project, for hosting the 10th Anniversary of the Rhodes Project at her home, Hennerton House and for her ongoing leadership and work with the Project;
* **Dr Caroline Bergvall**, for her attendance and remarks on her artwork, which was commissioned by the Project, at the Project’s 10th Anniversary celebrations; and
* **The Rhodes Women Group** at Oxford for regularly inviting the Project to contribute to their programming and events.

**Declaration**

The Trustees declare that they have approved the Trustees’ report and financial statements.

\_\_\_

Dr Ann Olivarius Date

*Trustee, Chair and General Counsel*

\_\_\_

Kathryn Olivarius Date

*Trustee*

Lily Colman Osborn Date

*Trustee*