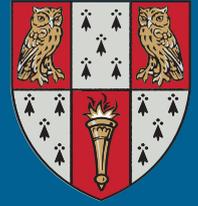


HUGHES



THE MAGAZINE OF HUGHES HALL | UNIVERSITY OF CAMBRIDGE

ISSUE 34 | EASTER TERM 2022



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Introduction

Dear Hughesians

Reflections is the theme of this issue of *Hughes* magazine: reflecting on the last ten years and reflecting on the future.

The past decade has been one of significant change in the college. Given that this academic year has already seen the arrival of a new Senior Tutor and Bursar, and that we will have a new President in the next, it is an excellent time to take stock of what has been achieved. We have also seen the end of two years of COVID, a time which visited enormous upheaval on the college, the student experience, and the way we do many things. There is a lot to celebrate and a certain amount of post-COVID repair work to be done.

Hughes Hall is a place with remarkable resilience. Although I am a relative newcomer to the college, I recognise that its repeated ability to rise to new challenges is a heartening quality of our community. We have more or less doubled in size over the past decade, modernised much of our estate, and responded to many of the geopolitical issues faced by a student body coming from over 80 countries. Most recently the invasion of Ukraine has affected both Ukrainian and Russian students and a number of people from our community have responded with financial and resettlement help.

The academic and research profile of Hughes Hall continues to grow among the many institutions of Cambridge, and the Bridge, with its research translation initiatives, is well funded and gaining notice internationally.



The college has particular strengths in education and law, with not only large cohorts of undergraduate and postgraduate students, but also significant related activities in the two Bridge centres: the Digital Education Futures Institute (DEFI) and the Centre for Climate Engagement (CCE). We are proud that the University’s newly endowed Professorship of Climate Law will be associated with Hughes Hall.

In Michaelmas Term we welcome our next President, Sir Laurie Bristow. As we say goodbye to Anthony in this issue, we have been able to describe in considerable detail the strong foundations on which the next chapter of the college’s journey will start, the impact that our alumni continue to have around the world, and the many exciting challenges and opportunities that await us.

Yours

A handwritten signature in black ink, appearing to read 'WJ Conner'.

William J Conner

By-Fellow and Director of Institutional Advancement

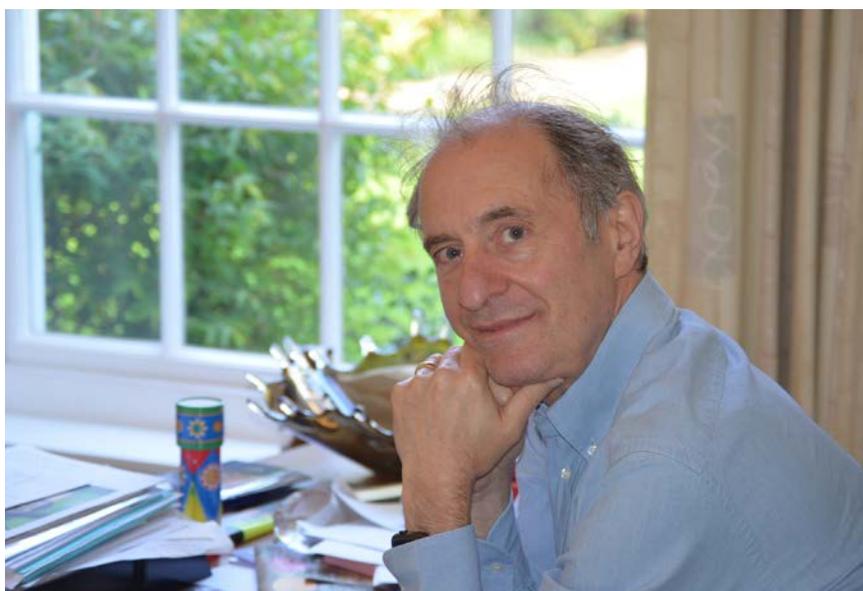
HELLO AND GOODBYE

The President says a personal farewell to the Hughes community.

This will be the last issue of *Hughes* magazine while I am President. Putting it that bluntly hides a variety of conflicting emotions. This is a bittersweet opportunity to write a final introduction – to reflect on the past eight years while people are saying nice things about me – yet it still feels like an amazingly short time since I wrote my first.

Certainly it is not as long as the period of rebuilding the college went through 100 years ago as described in Jean's article, which nevertheless reminds us that presidents come and go, but the college endures. As I note in my interview in this issue, the college changes continually and it is as invisible watchmakers that presidents perhaps leave their mark over time – a modification here, a tweak there, and only very occasionally a full service.

Looking forward, it seems clear that there will be a retrenchment in globalisation. This is bound to have an impact on such a progressive and cosmopolitan institution as ours. It is a good time to reflect on a decade of change. Student growth, the additions to our estate, the development of the Bridge and academic focus areas, and the welcome increase in diversity do indeed interact as different lenses on the college we have become. And I hope they will provide guiding lights for the college we are yet to become.



Thankfully, even our editor got bored of me and my vision for the college, so you can also read fascinating stories of our most recent Olympians and of a former Fellow's entrepreneurial adventures.

One of the very first lessons I learned when I left Cambridge for the world of work in 1982 was never to claim credit for something you had done jointly with others – and that the simple substitution of the word 'we' for 'I' could make all the difference to the tone and nature of professional relationships. Later on came the understanding that the best professional relationships were personal ones too. Both at McKinsey and at Cambridge, leaders are not people who tell others what to do, but rather those who inspire support.

However, just occasionally, every eight years or so, a bit of ego boosting can be good for you. So thank you to everyone who has contributed to this issue and to all of you who have helped those of us in Cambridge to bring our vision closer. Sir Laurie Bristow will be a tremendous next leader of Hughes Hall and I look forward to following him as he takes up the mantle and shines his own light on the path forward.

A kaleidoscope of reflections indeed.

Dr Anthony Freeling
President

One hundred years ago

Dr Jean Lambert, Honorary Archivist and Life Fellow, reflects on the major changes to our college after the upheavals of the First World War and the subsequent flu pandemic and economic downturn. She explores how Hughes Hall responded to the national challenges and in particular the tremendous and growing demand for education.

During the 1914–1918 World War and its immediate aftermath, the college continued to admit female graduates to train for the teaching profession, albeit in smaller numbers. Remarkably, despite blackouts, curfews and the occasional observation balloon, the atmosphere on the Wollaston site remained buoyant, staff and students staying positive throughout. Their optimistic mood can almost certainly be attributed to the communal desire to contribute practically to the war effort.

Temporarily, a good deal of time and appropriated college space were devoted to fundraising activities, including public performances, and making up parcels of provisions for despatch to the frontline. Trainees also gained valuable additional teaching experience by standing in for masters in local secondary schools and, further afield, alumnae members filled vacant positions in boys' grammar schools.

A rebuilding strategy

By 1921–1922, when England was beginning to emerge from crises caused by the flu pandemic (1918–1920) and the subsequent economic downturn, the college Principal, Miss Wood, was relieved to announce a return to pre-war admission levels. Interestingly, however, although equally devastating, the effect of global flu on college life is not on record, all focus from 1919 being on a rebuilding strategy. The upturn in



Miss Mary Hay Wood, Principal 1908–1933.

entrant numbers can be attributed to a variety of likely causes relating to post-war outcomes, significant among them being the demographic shift.

According to the 1921 census, for the first time since 1801, females outnumbered males: unsurprising after the slaughter of the war. Consequently there was a great need for women in the workforce. Women had gained war-work experience, had won the vote in August 1920, and were enjoying more

independence. However, despite these advances, they still could not take a degree at Cambridge.

In addition, in the academic year 1920–1921, the college authorities clarified the status and purpose of the college by adding 'Post-graduate' to its title. This change was possibly reflected in the 'quality' of entrants with an increased graduate intake and the number of universities represented – 15 in 1921 and 17



The 1915 matriculating students.

in 1922, including an institution in India. Students benefited from the availability of more single rooms on the Wollaston site and the conversion of the gymnasium into the college's first common room, more recently known as the MCR Bar and Clubroom.

Advancing on a rising tide

A further factor relating to the growth in admissions was the tremendous demand for education, a pre-war phenomenon 'quickened' by war. In one of her addresses to students and alumnae for the Bedford College appeal, Miss Wood quotes Lord Robert Cecil. Speaking at Mansion House in October 1920, Cecil commented 'Men and women are passionately anxious to be educated. What does it mean?' He went on to say that, fundamentally, it is for equality, that people who are not educated or not so highly educated are rightly anxious that they shall not be put at any disadvantage with their fellows, and that, perhaps even more, individuals all over the country can no longer leave great parts of their lives to be managed by other people. According to Miss Wood 'this is the ideal that the educator has the power, if he will, to promote or defer.'

She also acknowledges the widespread tendency towards depression and disillusionment following the war – characteristics of the mindset of the modernist era. Yet, she ends with an upbeat message: 'education still seems to be advancing on a rising tide.'

In line with that tidal surge, the spirit that sustained the college's community during and after the war was kept alive through student enterprise and endeavour. Apart from the usual clubs and societies – among them, the Christian Movement, Field Club, German Society and French Society – students entertained 'old students' and learned from them about college annals, enacted various plays, including *Friar Bacon and Friar Bungay* for freshers, and raised funds for Russian children and Save the Children. Students also continued to keep in touch with the 'outside world' through, for example, the League of Nations, the Industrial Christian Fellowship, the Socratics and CUMS.

A century later

Are we experiencing a similar rising tide in education following the COVID pandemic? Will we have

our own equivalent Jazz Age and Roaring Twenties?

In the current academic year, 2021–2022, we have seen admissions rise, partly but not wholly due to deferrals. We have welcomed new students with receptions and matriculation dinners and met second-year students in person for the first time, most of them seizing the opportunity to have their Cambridge freshers' experience.

We cannot know what it was like for students residing in college during World War One and its immediate aftermath, but we do know from the 2019 lockdown, when many of our students were dispersed across the globe, that a large percentage of our current students experienced difficulties as we adapted to a virtual university. Happily, the tide appears to be turning in 2022, confidence is returning and we are, once again, re-connecting collegially. ●

HUGHES HALL'S FIFTEENTH HEAD OF HOUSE

As Dr Anthony Freeling leaves his office at the end of his presidency, he reflects on his role, the changes in the college, and the challenges that lie ahead.

When you took up the presidency, you had already been a Fellow for six years. What did you hope to achieve as President?

I was inspired by the huge potential that Hughes Hall had as a graduate college in the second decade of the 21st century, particularly given the changing role of the University itself with its ever-increasing emphasis on graduates. It was not sufficient to create more opportunities, but also to develop the opportunities that already existed to take the college and its members forward. Our strategy has been to position Hughes Hall so that it can become the Cambridge college for this century.

How did you set about achieving that?

My time here inevitably has to be split into pre- and post-COVID.

For the first five years things went extremely well. We grew our numbers significantly in each category of membership: undergraduate, Master's and doctoral students, postdoctoral researchers with a difference, Senior Members and Governing Body Fellows. We developed our reputation across the University. We were able to support our whole community much better by clarifying and enhancing the financial, administrative, communications, support and welfare systems within the college.



At the beginning of his presidency, Anthony said 'I am honoured that the Fellows elected me to be their President, and excited by the opportunities which lie before us. Our vision will rest on academic success and reputation: as an academic community we must put this first and foremost in our deliberations. We have distinctive strengths on which to build, particularly in research and teaching oriented towards the professional world.'

By 2019, we had good staff, great students, and our finances were in sound order. We also had some unique initiatives, in particular the Bridge. These were beginning to make a real mark not only within Cambridge but also in the wider world. We were ready to power ahead and build on them. There was a real buzz around college.

And then we had COVID.

I believe that Hughes got through COVID extremely well, and this was due in a large part to the strong systems and processes we had put in place and the

great teams we had developed, as well as the sheer resilience of staff, seniors and students. But the inevitable turmoil over the last couple of years has meant our community has been stretched and strained, and another rebuild is required as we take a breath and recover.

How has Hughes Hall changed over the last eight years?

We are a lot bigger and a lot better. We were able to reinvest the financial benefits of this growth into a programme of continual enhancement of student education, experience and wellbeing. This

was amplified by the generosity of our donors – a mix of loyal alumni, foundations and non-alumni friends – enabling us to invest in academic staff, students and scholarships. Social activities, such as sport and music, are better than ever. Despite COVID, we are able to support our students well and we are getting better at it.

We have also been able to invest in some bold initiatives and in doing so we have created points of difference and made Hughes Hall a college worth giving to. The Bridge, linking the academic and external worlds, was an entrepreneurial idea that has gained real traction. Considerable financial resources and funding have been raised and invested in it and it has demonstrably proven it's a good idea. In effect, with the Bridge we have formed several successful multidisciplinary centres and simultaneously are a Cambridge college nurturing two important and growing global 'mini-NGOs', the Centre for Climate Engagement and DEFI (the Digital Education Futures Initiative).

There is far to go. Nevertheless Hughes Hall is already demonstrating how a 21st-century college within the University of Cambridge with a strong strategy can be academically excellent and provide a real bridge between Cambridge and the outside world. We support our students and academics in realising their potential to make a difference to societies worldwide.

Over the last few years we have changed the profile of Hughes and we have changed the way the other colleges and the University look at Hughes.

What has been the impact of your work beyond the college?

I have spent as much of my time in the last three years working with the



2016: Anthony visiting Hughesians in Hong Kong.



2018: in Carmarthen, the birthplace of our founding Principal, Elizabeth Phillips Hughes, Anthony was 'proud to unveil the Blue Plaque' honouring her exceptional contribution to education. (Anthony notes that the above photos stand as a reminder of why his slimline version emerged!)

other colleges and with the central University as I have within Hughes.

Playing a greater role as a leader amongst the college Heads of House was largely a matter of timing. COVID made it screamingly obvious that the colleges had to do things together more effectively and efficiently. I happened to be Chair of the Cambridge University Colleges' Committee during that period. It was critical for the colleges to find ways to work together, which the rapid deployment of Zoom made possible. I chaired weekly 'Friday at 9' meetings, when all the Senior Tutors, Bursars and Heads of House were able to receive updates on plans, comment on them

and speed up information flow. It also meant we got to know each other better and, paradoxically at a time when most communities were unable to gather, we built mutual trust and supportive relationships.

Bringing the colleges together is particularly important for ensuring three-way coordination between first, the combined colleges; second, the central University; and third, the individual departments and faculties. This is even more challenging! Even though most of the people in departments are also in colleges, it is almost as if they change entirely when wearing different 'hats'. As Chair of the Colleges' Committee, I am also

elected a member of the University Council (its Trustee body). This body is responsible for much of the oversight and coordination in education, welfare, finances and managing COVID, together with its multiple subcommittees and working groups. I believe we helped the collective collegiate University make progress, often catching problems at an early stage, and helping the VC to achieve his objectives. It has been time-consuming but very worthwhile.

What have you enjoyed most about being President of Hughes Hall?

It's been a lot of fun being at the college. I get more satisfaction from outcomes than process. It's been fun seeing students really thriving and the Fellows being proud of our college.

Being a member of a college is a contact sport and it's worth doing when the members are together and enjoying themselves. Being around those people and seeing alumni come back having grown in their careers, seeing that our strategy has worked for those people, that's what I have enjoyed.

What won't you miss?

I think I'll miss most of it – but I won't miss diving down rabbit holes in meetings nor trying to get 31 Heads of House to agree on the minutiae of document wording.

What most surprised you about being President?

How important chairing the Governing Body is and how much difference you can make – to people as well as policy – as chair of a meeting. This skill is massively underestimated. Whether this is done well or done badly makes a huge difference. I know – because I have done both!

What are the challenges for the future?

I don't believe the biggest challenge



2019: Dr Leong, Hughes Hall Pfeiffer Fellow, highly regarded philanthropist and college benefactor, has long supported Hughes Hall and was instrumental in enabling the college to invest in the elegant Edwin Leong Library in 2009. A decade later he visited the college for its formal opening.

for the future is recovery – I have no doubt that will happen.

The challenges facing Hughes's next President are rather more complex. Hughes Hall is now clearly among the best postgraduate colleges in Cambridge, but our ambition is to reinvent what a Cambridge College is. How do we do this at the same time as we recover from COVID, enhance the experience of current students, increase the diversity of our community, support our Fellows' research and continue to have impact in the world against a background of the opportunity provided by life-long, online and hybrid learning, and global challenges such as climate change?

This will require not only a sustained focus on our strategic aims but the creative integration of the Bridge ever more strongly into the college as it grows in significance. The challenge we now face is what I like to call a 'high-quality problem': how do we manage its extraordinary success for the benefit of our own people and for the benefit of all?

Another issue is we have a college sized for 400 students, both in terms of student rooms and communal space, indoors and outdoors, but we

now have around 900. Our estate will need to be able to meet the needs of our community.

We have the opportunity to unify and transform the architecture of the college and develop really well-built, attractive and sustainable buildings to complement and complete our 19th- and 20th-century buildings.

We have been living through benign times but benign times do not last forever. We are confronting major global challenges. All educational institutions try to make a difference to their alumni. We aim to do that, but we also aim to make a difference to the rest of the world.

What would you like to be remembered for?

If I am remembered at all in the longer term, I would like to be remembered for the Bridge as well as for doing the deal for the land for wonderful new buildings. However, I know that I am just one in a long line of Hughes Hall's Heads of House, who has hopefully enabled a remarkable and constantly evolving college to grow and flourish.

We have been successful. I hope and am confident that will continue beyond me. ●

A huge contribution

Anthony's contribution to Cambridge has been one of tremendous strengths stemming from his extensive business experience and particularly his really great strategic sensibility. He is skilled at thinking about issues in context and has moved proposals forward across many areas within the University. Early in his tenure, Anthony was asked to review the roles of Cambridge University Press and Cambridge Assessment and submitted a report which led to a successful restructuring. More recently, he has been part of a small group reimagining the future direction of the Judge Business School within the University of Cambridge and has spearheaded proposals now under consideration.

Since October 2019 Anthony has played an absolutely crucial role as Chair of Cambridge University Colleges' Committee where he had the unenviable task of pulling together 31 fiercely independent colleges and moving them forward on shared topics and decisions including funding, admissions and accessibility, and student services and wellbeing. He has been an extraordinarily effective chair during a turbulent period. He has worked hard to develop coordinated action and improve communications between the University and the colleges with real success. In addition, he has been a member of the University's COVID Gold Team, thinking through responses as we have been forced to pivot online and offline, opening and closing buildings, and putting in place structures and



processes to keep our 40,000 students and staff safe. He has contributed a clear college perspective to that complex task.

With its growth over the past decade Hughes Hall is now one of the largest – if not the largest – colleges. This has been accompanied by the growing influence of Hughes Hall within Cambridge, in large measure because of the significant role Anthony has played. With its special vocation, Hughes has created a unique place for itself amongst the colleges. Today other Cambridge colleges and the University are keen to discover what the college is thinking about particular

issues – because what Hughes is thinking really matters.

Anthony has a profound strategic sense and a real sense of humour and is always prepared to contribute; time and time again he has been prepared to 'muck in'. For me, it has been a personal joy working with Anthony.

Professor Stephen Toope

Vice-Chancellor of the University of Cambridge

Reflections on a decade of change

Over the next 11 pages we explore the significant achievements Hughes Hall has made during the last decade, and some of the challenges ahead.

A dramatic expansion

Our student numbers have broadly doubled in the last decade – a welcome growth, but one that needs to be appropriately supported.

Recent achievements

Hughes Hall is a relatively young college by Cambridge standards and its rate of development is striking. Our student numbers have grown from just over 500 in 2014 to approximately 900 this year, with an increasing number of applicants putting the college as their first choice. We now have one of the largest numbers of postgraduate

students of any Cambridge college, a large and vibrant Fellowship of around 250 Senior Members including about 50 Governing Body Fellows and the external Bridge Fellows (formerly known as City Fellows), and a dynamic future.

Such expansion has been welcomed and it's hugely exciting seeing progress happen. However, it's imperative that

such a growth in numbers should not be accompanied by any diminution in the academic potential of applicants or the experience they have once they are studying here. To ensure this, we have carried out research into the recruitment process, as well as into the provision for students once they are at the college. Each of our students is an individual and we have needed



to explore creative ways of looking after them, especially over the last couple of years, and how to provide a consistently high quality experience. The college has responded to these challenges by developing in all sorts of ways. College infrastructures and staffing have been strengthened and streamlined in order to support all our community better; financial support, including the number of bursaries, has been increased; and robust systems for student health and wellbeing have been put in place.

‘With increased numbers of PhD and Master’s students,’ says Professor Neil Mercer, Hughes Hall Life Fellow and Director of Oracy Cambridge, ‘it is inevitable many things have to be done in a more formal way but it’s important to keep the warmth in relationships. The last two years have been an especially difficult time but we are coming through it. Today, despite the strain imposed by COVID, we are a more integrated whole. This has been helped in part by initiatives such as improved IT, including significant improvements in the communication strategy, such as the new website, more social media and the refocused *Hughes* magazine.’

The challenges ahead

Professor Nidhi Singal (1999, Education) is currently Vice-President and Governing Body Fellow, and Professor of Disability and Inclusive Education at the Faculty of Education. Nidhi has been with the college for 23 years and during that time has performed a huge range of roles and seen tremendous growth and change. ‘I’ve spent half my life at Hughes Hall: it has been a second home to me. However, there are always challenges and one that is becoming apparent is rebuilding our community spirit after COVID. Throughout COVID the college worked hard to keep going



At home at Hughes – the Cambridge college where everyone is allowed to walk (or sit!) on the grass.

but now we have to get used to living with each other again – thriving intellectually and being together.’

‘Another challenge is that Hughes has always been the kind of college that is inclusive and a home, with a great warmth and sense of belongingness. How do we retain that as we grow? How do we make everyone feel that they belong?’ ●

“



I’ve spent half my life at Hughes Hall: it has been a second home to me.

Professor Nidhi Singal

Student telephone campaign

We’re delighted to announce a return for our student telephone campaign, which will take place between 4–17 July. We will be telling you about the college’s new Alumni Impact Fund and raising vital funds to support it, as well as taking the opportunity to hear your feedback, update you with college news, and to share stories of Hughes Hall, past and present. We thank you all in advance for your willingness to extend a hand of friendship across the generations.

Transforming the college estate

The dramatic growth of student numbers accentuated the already pressing need for more accommodation and better facilities; how to meet these needs has been a key priority over the last decade.

Recent achievements

In 2013 the college secured the former University Gym site on Gresham Road which was developed to provide urgently needed student rooms and a study centre. The subsequent Gresham Court building was recognised for the high quality of its accommodation and the environment enhancements have been a resounding success. What is slightly less obvious is the impact it has had on the college – with another 85 students in residence on site, the vibrancy that it has fostered is noticeable.

Gresham Court created a closer and more cohesive student community at the college, as it offers easy connectivity of residential, academic and social environments.

Other initiatives have included the shrewd purchase of the drama studio on Covent Garden as part of the current

investment portfolio, currently still being used by Anglia Ruskin University but to be used by Hughes Hall in the future.

Victoria Espley, our Bursar from 2016 to 2021, worked on these and other projects. 'While Gresham Court transformed the Hughes estate beyond recognition, what might be less obvious was the enthusiasm and work put into the less glamorous but equally important refurbishment of existing facilities,' she points out.

'The President was keen to ensure resident and non-resident facilities were significantly improved, and to make the best use of the space available. This included improving outdated student accommodation, houses and college facilities. For instance, the previously soul-destroying MCR Clubroom was transformed into a beautiful space with a bar and common room.

“

we are making excellent progress on the next stage of our vision

Similarly the Desmond Hawkins Room, which was a hotchpotch of odd wallpapers and horrible furniture, was redecorated and refurnished to provide a welcoming space with good refreshment facilities and an IT suite. The result has been both students and Senior Members are keen to come on site. We also did a great deal of work to get the financial strategy in place.'

'Anthony was inspirational to work with and a great mentor to me. He was keen the leadership team should take an active role both within the college and the University and I chaired the



Award-winning architects RHP of Cambridge designed the Gresham Court development.



This major expansion added high quality accommodation close to the college and created a balance across Fenner's – indeed it frames the historic cricket ground.

General Purchasing Subcommittee of the Bursars' Committee. As Hughes Hall's Bursar, I was proud to have him as a head of house.'

The challenges ahead

We are a college within a University that is still wanting to grow, and the strategy for our estate must match our ambitions and the needs of our students and staff. This will involve creative solutions for dealing with the challenges. A masterplan has been developed to achieve this and we are making excellent progress on the next stage of our vision. With property it is never a good idea to tempt fate nor estate agents with prospective deals that aren't complete – so watch this space! Anthony is committed to making real progress before the end of his presidential term. ●



Assisted by the generosity of our donors, both large and small, Gresham Court was officially opened in September 2016. The much-missed Richard Berg Rust, our former Development Director (*second from the left*), played a huge role in making the vision for Gresham Court a reality before his untimely death.

The Bridge at Hughes Hall



To bridge. Verb. 'Make a difference between two groups smaller or less significant.'

Dr Stephen Axford, Director of Strategy and the Bridge, describes how the college's research translation initiative seeks to do exactly that: enabling innovative applications of research whilst spanning the real or perceived gulf between academia and the increasingly challenging needs of a restless world.

The Hughes motto, *Disce ut Servias* – *learn so that you may serve*, was originally intended for those pioneering women training to be teachers at the end of the 19th century, yet remains remarkably apposite for a 21st-century college. University research is still too often remote and inaccessible, so how do we help people and organisations enter the vast repository of knowledge and insight of the wonderful minds in Hughes, the wider University and elsewhere? And at the other end of our Bridge, how can we serve those in business, policy and the professions?

After much preparatory work and thought, this concept of actively 'bridging' different communities was crystallised three years ago with the formal launch of the Bridge at Hughes Hall. Through our growing network of partners, funders and collaborators, of varying scale and increasingly with global connectivity, we sense we have made an excellent start. In just over two years, we have established two new major translational centres – the Centre for Climate Engagement (CCE) and the Digital Education Futures Initiative (DEFI). The two Study Centres previously set up at Hughes – Oracy Cambridge and Cambridge Digital

Innovation (CDI) – continue to grow their impact as Bridge Centres.

The Centre for Climate Engagement (CCE)

The CCE aims to influence boardrooms around the world by improving corporate governance in relation to climate change. It equips chairs and non-executives with the tools needed to challenge and impact business strategy. Emily Farnworth, its Co-Director, sees huge opportunities: 'The past 12 months have been incredible for the CCE. Our engagement with boards has continued to grow in the UK, now with almost 2,000 members in our Chapter Zero network. Interest has expanded globally with engagement across 30 countries through the Climate Governance Initiative. Our efforts will continue into 2022 to ensure as many boards as possible implement effective climate governance – delivering net-zero transition plans that will allow us to tackle climate change.'

Established with an outstanding philanthropic donation, the CCE has been successful in attracting new funding to support the acceleration of climate action in the business community. There are also plans

to increase engagement and grow capacity and understanding of climate change within the legal profession. Building links with leading environmental law academics at Hughes Hall and across the University of Cambridge will help to generate further benefits of this expanding Centre as a major component of the Bridge Initiative.

The Digital Education Futures Initiative (DEFI)

The drive to establish DEFI has been led by Professor Rupert Wegerif, with considerable support from other Hughes Fellows including Bridge Fellow Mark Anderson. DEFI has its own ambitious vision – to understand how digital education can help deliver a global sustainable future.

Rupert sets the scene: 'The digital transformation of the world is happening whether people recognise it or not. Education is the best way to help young people handle this transformation. Establishing DEFI at Cambridge is about providing a space of reflection and research to allow policymakers, practitioners and industry leaders in the field of education to take decisions using the best evidence available. DEFI will also provide the thought leadership needed

to manage the inevitable transition from an increasingly inadequate global education system based on the technologies of the past to a more intelligent global education system: one that facilitates the universal project of collective human flourishing.'

'We don't just study the future, we help create and shape it,' says Dr Imogen Casebourne, who leads the Innovation Lab within DEFI. 'DEFI has an open-minded approach to exploring how technologies may interact with the ways people will learn in the future. Recently, DEFI brought together a range of experts from different fields to consider what education might look like in 100 years' time.'

Under the leadership of Dr Pete Dudley and Professor Sara Hennessy, another innovative project is Camtree, the Cambridge Teacher Research Exchange. This sits within DEFI and is the world's first platform enabling teachers and school leaders to share and publish informed, collaborative classroom research and to learn with, from and on behalf of like-minded colleagues around the world. Evidence indicates that this offers a highly effective way of improving pupil outcomes in classrooms world-wide – especially for the most vulnerable and disadvantaged.

DEFI initiatives are international in scope. Jeff Zhu, Vice President of the Dipont Educational Group, says 'Dipont has been proud to partner with Cambridge Assessment for nearly 20 years and with our new relationship with Hughes Hall and DEFI, we look forward to making a difference to teachers in Chinese schools.'

Oracy Cambridge

Professor Neil Mercer, Director, summarises Oracy's achievements: 'The last few years have been intense and productive. With the leading oracy charity, Voice 21, we provided the first leaders' course for the development of spoken language skills in schools. Our National Oracy Network inspired an All-Party Parliamentary Inquiry into the need for oracy education, persuading the powers-that-be to help all young people develop skill and confidence in expressing themselves through talk. Our research has international impact and hundreds of teachers in the UK, Norway, Dubai, Australia, Spain and elsewhere have taken part in our training programmes.'

Cambridge Digital Innovation (CDI)

Throughout the pandemic, CDI has maintained its momentum, often focusing on issues directly linked to COVID challenges. Professor Michael Barrett, CDI's Director, explains 'One of the founding Bridge Centres, CDI engages in multidisciplinary collaborations to generate research and knowledge translation on digital innovation and transformation. Work with researchers across the University, industry and government focuses on the development and use of digital innovations such as the Digital Twin [see the article on pages 26–27], AI and Platform Ecosystems to transform the built environment. Our Smart Hospital of the Future project leverages knowledge on telemedicine across health ecosystems in the UK, Europe, Middle East and North America to transform healthcare. We are excited about the huge potential to influence policy development on designing hospitals of the future.'

The Impact Leadership Programme

The Bridge has also developed a strong focus on Hughes's early career

researchers. 'The unique Impact Leadership Programme,' explains Dr Jimmy Chan, the Bridge Fellow who devised it, 'reimagines the purpose of the college, redefining the value we add as educator, and reshaping the learning journey of a student. It nurtures the transferable skills and mindset that will stay with our researchers long after they leave.'

A unique legacy

The Bridge Centres lie at the heart of our efforts to address some of today's greatest challenges. They demonstrate that everyone at Hughes can play a part in making the world a better place by applying scholarship and insight to major challenges and continually looking to create impact from world-leading research.

Much of this is inherently highly specialised, such as the work of Cambridge Governance Labs under its Director Dr John Barker, a Hughes Life Fellow. And we continue to seek out new projects, including an exciting development working with the NHS and Health Education England, thanks to another Governing Body Fellow, Professor Bill Irish. This draws on expertise from within the Fellowship, and enables Hughes to directly impact individuals in the public health sector.

The Bridge is a collective effort, but much of what has been achieved has flowed from the inspiration and unstinting support shown by Anthony Freeling. His drive has allowed us to explore and experiment, to make the Bridge the success that it is, and his advocacy has kept the Bridge at the forefront of college life. As we build on the foundations laid during the past three years, we should recognise the unique legacy the President bequeaths to us in the Bridge at Hughes Hall. ●

Enhancing our academic offer

One of the challenges that is always present is how can we contribute significant added value to the academic journey of all our students – undergraduates, postgraduates and postdocs?

Five focus areas

Over the last decade Hughes Hall has explored different ways of meeting this challenge, including the prioritisation of five focus areas with a direct relation to the external world: education, law, medicine, life sciences and business.

The first three, education, law and medicine, had already been obvious subject areas for our college for some time. They had a lively ongoing presence at the college with tightly knit cohorts of students and engaged Fellows and Senior Members. Life sciences and business evolved as other logical areas to focus on, building on the emerging strengths of the college's Senior Membership and its strategic vision to bridge the academic and external worlds.

Increasing support for students and researchers

As well as prioritising these focus areas, a variety of other initiatives have been tried to add value to the academic journey of *all* our students. For example, we appointed postdoc researchers and other Senior Members as coordinators of several Tripos subjects with small numbers, to foster interaction across related disciplines. We also held lunches and dinners for subject areas, not always at the college – including lunches for physical sciences at the West Cambridge site, and for the biomedical sciences at Addenbrooke's. All such initiatives are

evaluated as to their effectiveness and whether they should be continued. Some have been more successful than others, but our overall approach is paying dividends.

We responded to the University appeal to have more postdocs attached to colleges, and have encouraged our postdocs to integrate, giving presentations of their work, mixing with undergraduate and postgraduate students, and enriching college life. Aided by generous benefactors, we were able to increase the level and eligibility of our travel grants, and now offer them to all postgraduates and postdocs.

And we will continue to look for new ways of offering support.

A recent remarkable achievement!

Our undergraduates celebrated unprecedented success at Hughes Hall in the last academic year. In July 2021, shortly before his retirement, Senior Tutor Dr Philip Johnston commented: 'This has been a truly remarkable year! Our undergraduates achieved more First Class results than ever before, both in total and in proportion: of 40 finalists, 17 gained Firsts including 2 starred – that's 42% Firsts! (And for our full cohort of 114 Tripos students, the results were almost as good: 40 Firsts, which is 35%.) In the extremely difficult circumstances of 2020–2021 this is hugely commendable! ●

Hoskote Prizes

Two new prizes, the Hoskote Prizes in English, have kindly been provided for the first time this year by an alumna of the college, Arunima Hoskote (2000, Economics). The prizes offer £250 for the highest First Class English BA finalist of the year and £100 for Distinction in MPhil English.



Arunima said of her support: 'As a Cambridge alumna, I have benefited immensely in many ways and would like to give back today. Also, as a Cambridge student, I realised how important scholarships, prizes and bursaries were in a student's life, and how critical it is to encourage students by rewarding them for their efforts, and to motivate and support them in whatever way possible. Hence, I have chosen to support these awards annually. In my opinion, it is the best way to be of service to the University and the student community at large.'

Law at Hughes Hall

The conscious strategy to build on certain academic areas has resulted in the emergence of subjects for which Hughes Hall has become ever more recognised, law being a case in point. The nexus of law students is a longstanding feature of the college, and Hughes is going from strength to strength in this subject.

Various initiatives support the teaching and research in law and indicate the significance that this subject has at Hughes. For example:

- Thanks to our alumni and other generous donors, Hughes Hall offers a growing number of scholarships and prizes for law.
- The college holds its own moot competitions, and college teams participate in University and international moot competitions. In addition, the college's Law Society has a programme of 'fireside chats' with academics and practitioners in the field.
- The annual Charnley Law Dinner celebrates and promotes the study of law. It has been a highlight and a constant over the last decade, featuring a series of distinguished speakers including the Rt Hon the Lord Phillips of Worth Matravers, KG, PC, who was the first President of the Supreme Court of the United Kingdom, and is also an Honorary Fellow of the college; the Rt Hon the Lord Justice Lloyd-Jones PC, formerly Justice of the Supreme Court; Baroness Hale of Richmond, DBE, PC, FBA, formerly President of the Supreme Court; and the Rt Hon Lord Sales, Justice of the Supreme Court and the Judicial Committee of the Privy Council.
- The University's new Professorship of Climate Law will become a

Fellow of Hughes Hall; this will further enhance the already close collaboration of the Law Fellows and students with our Centre for Climate Engagement (CCE) and Chapter Zero.

Our successful students and graduates

As recent results show, the college's law students are amongst the most active and successful in the University, and our graduates can be found in major legal firms, practices and judiciaries worldwide, and also in academia and public service.

Senior Law Fellow Dr Markus Gehring joined Hughes ten years ago, and three more Law Fellows, Dr Jeffrey Skopek, Dr Martin Steinfeld and Dr Lars Vinx, were appointed not long afterwards. Markus is proud of the achievements and impact our students are having. He says 'Our remarkable journey over the last decade is perhaps best demonstrated by the high number of exceptionally strong applications we receive who are naming Hughes as their first choice college in Cambridge. For these applicants, the CCE, the international reputation of our teaching staff and Fellows, as well as the overall focus on law, all make a difference, attracting the new generations of successful Cambridge lawyers. This fantastic result is



The Charnley Law Dinner 2020.

only possible because of the close teamwork among the Law Fellows as well as the college team as a whole'

Governing Body Fellow William Charnley (Law, 1983) typifies the many grateful alumni who have maintained their relationship with the college decades after graduating. He says 'Each Head of House does things in a different way. The previous President, Sarah Squire, developed law at Hughes and Anthony has supported its growth to prominence. He has been a great supporter of law generally in Cambridge, and we have been reaping the rewards of that. He has done an outstanding job and kept the college going through difficult times. The college community has many things to be thankful to Anthony for... he's a top man.' ●

A non-traditional college

Hughes Hall's 21st-century vision encapsulates its longstanding belief in equality and diversity: to improve society worldwide through excellent teaching and research, bridging the academic and external worlds, and to foster an interdisciplinary environment that is global in outlook, egalitarian in ethos and cosmopolitan in character.

Our achievements

Everyone at Hughes has arrived by a different route and some will have had disrupted education pathways. They may have experienced different challenges, and bring different experiences, strengths and stories to their studies. That's what makes life here so varied and fulfilling.

Since its earliest days as a teacher training institution for women, the college has always challenged the Cambridge traditions and norms. Diversity was a strong focus of the previous President and, over the last decade, Hughes Hall's attractiveness

to students from a wide range of backgrounds has been maintained and enhanced.

For instance, we are proudly multinational, with students from more than 80 countries, mirroring the diversity within the University of Cambridge itself. Our members and alumni are making a tangible difference in countries around the world with a range of projects and partnerships. Initiatives at the Bridge also increase our international footprint with the globally focused Centre for Climate Engagement; DEFI, which is advancing digital education with international partners; and other initiatives and opportunities being pursued in the Global South.

In addition, from its very foundation Hughes has been about bridging the academic and external worlds, and the Bridge Fellows (formerly the City Fellows) are a recent example of this. During the current presidency, the college has been more open than ever to intellectual diversity. We have around 250 Senior Members. Anthony has sought to make the fellowship increasingly diverse in the sense of intellectual contributions such as entrepreneurial business and translational diversity, and welcoming academics who are not from traditional Cambridge backgrounds.

The challenges ahead

Dr Carole Sargent, Deputy Senior Tutor, comments 'The diversity within



The gates to Gresham Court were sculpted by a well-known architectural blacksmith, Alan Dawson. The 117 marigolds represent all the different countries that our students have come from.

the student community is apparent and students appreciate that this is somewhere they can be themselves. However, we aren't a college that offers stipendiary fellowships so people have to want to be part of the Hughes community. We would like to see even more diversity, particularly in the Senior Members of the college. We have made strides forward, but diversity is always a work in progress.'

The pages on our website devoted to equality and diversity demonstrate the measures we are taking to review and refresh our ongoing commitment. ●

'Anthony is good at nurturing individuals. He is open to new ideas and being asked questions – lots of questions! One of the reasons I decided to take up the Vice-President role was because I knew that it would enable me to spend time learning from him: how he thinks, how he puts ideas and strategy together, and how he makes things happen. It has been a real honour and pleasure working with him. He actively encouraged me to see myself in this role.'

Professor Nidhi Singal

Student wellbeing

The health, social and sporting aspects of Hughes Hall are particularly important after an eventful decade during which geopolitics, tragedy, COVID and, most recently, the invasion of Ukraine have had an impact on our community.

Recent achievements

Anthony followed his predecessor, Sarah Squire, in emphasising that Hughes needed to increase the number of students selecting the college as their first choice. This has meant supporting them academically, for example through the appointment of Associate Tutors and Deputy Senior Tutors. We have also added a Nurse and a Counsellor and instituted an innovative community music programme.

This meant that when COVID arrived, our students could count on help in dealing physically and mentally with self-isolation in college and online learning. Our community came through this period well, thanks to the hardworking staff, the students themselves and the support of alumni and friends. Investments over the next few years will focus particularly on further support in mental health.

‘My first year here was during the pandemic and it was difficult because it was hard to get out and meet people,’ says Jordan Corbett (2020, Geography). ‘In 2021 I became MCR President because I wanted to help rebuild and reshape the culture of the Hughes community after COVID lockdowns, and help get things going again. Students were desperate to meet others. We have been working with the various academic and management teams, overcoming misunderstandings, tackling tricky issues and trying to come up with creative solutions. Our voice was heard, and we were able to make sure student interests were protected.’



MCR President 2021–2022, Jordan Corbett, with new MCR President 2022–2023, Kudzai Chivenga (2021, Land Economy).

‘Since the summer of 2021, I have really enjoyed being at Hughes Hall. Although the college now has around 900 students, it feels a lot smaller. It’s very easy to get to know people in different years, on different degree courses and from so many different cultures. It’s really enlightening. It’s a unique community with a relaxed atmosphere, and that uniqueness needs to be protected. More still needs to be done, especially to develop the sports and social side, but I have full confidence the college will do that, in conjunction with the next MCR committee.’

‘On behalf of the students, I would like to thank Anthony very much for doing so much to set up the college for great things in the future.’

The challenge ahead

Musical activities, including non-traditional music, have increased during the last decade, very much encouraged by Anthony, and our students have made major contributions to University sport and culture. Going forward, these contributions should be matched by the provision of the resources and facilities that do justice to their talents and hard work. ●

Ukraine Hardship Appeal

Our thanks and appreciation go to all alumni who have supported our Ukraine Hardship Appeal. The appeal has raised over £1,500 to date, with funds already being allocated to students impacted by the invasion of Ukraine. You can support the appeal here: www.hughes.cam.ac.uk/alumni/make-a-gift/

A vision consolidated

Nearly 130 years on, Elizabeth Hughes's bold vision is more dynamic than ever: Hughes Hall is no longer on the edges of the Cambridge ecosystem but close to its heart.

Recent achievements

Hughes Hall's enhanced presence within the wider University is, in large part, due to the growing importance of postgraduate education at Cambridge more broadly, but we should also recognise the work that our President, Dr Anthony Freeling, has carried out within the wider collegiate and University sphere. Some of these roles have been described elsewhere in this magazine: his leadership on various intercollegiate committees, the University reports he has written, and the strategies he has reviewed and helped to implement to improve outcomes for staff and students. More than this though, Anthony has also encouraged and enabled other members of the Hughes community to participate in University initiatives at many different levels.

Anthony's recent appointment as Co-Chair of the Search Committee for our next Vice-Chancellor is testament that he has won the support of both the University and the colleges.

However, as Professor Nidhi Singal suggests, there is an even more profound reason for Hughes Hall's increasing profile within the University. 'Anthony has consolidated who we are. He encapsulated the vision already latent within the college that we did not know we had, let alone imagine could be realised. We have always had the potential, but he has made it possible for us to fulfil it. When he became President, the college was already looking forward, wanting to be better, and he has



made it happen. He recognised what the college was capable of and has taken us there.'

'A college like ours has always been hugely treasured by its members but Anthony was keen to ensure that Hughes Hall should be seen as the college that it is by others too. When I was a student here some 20 years ago, I could not have imagined that such an amazing vision could be achieved.'

A Cambridge college for the 21st century

Despite the inevitable challenges ahead, Governing Body Fellow William Charnley (Law, 1983) is, like many, positive about the next decade of our college's story. 'Anthony has set the bedrock for the next decade. We have a great future.'

Professor Ged Martin, Historian and Honorary Fellow, writing in a personal capacity in *Hughes 22*, offers an intriguing and exciting crystal ball of what might lie ahead 'for the small college off Mill Road'.

'For most of its history, the college sought recognition from the University by aiming to fit in – first by training women teachers and then as an institution for postgraduates on taught courses... After a century of humbly responding to the University's mega-strategies, the college behind the swimming pool will be well placed to insist that 21st-century Cambridge should look more like Hughes Hall.' ●

Our next President



Distinguished diplomat and Cambridge alumnus Sir Laurie Bristow has been elected as our next President. In October 2022 Sir Laurie will become the tenth President of Hughes Hall and sixteenth Head of House since the college's foundation in 1885.

Sir Laurie was UK Ambassador to Afghanistan until November last year and prior to that was the COP26 Regional Ambassador to China, the Middle East, North Africa, Eastern Europe and Central Asia. He served for four years as Ambassador to the Russian Federation and has held other senior diplomatic roles throughout his career.

Sir Laurie said of his appointment: 'It is a great honour to be elected President of such an internationally renowned and forward-looking college. What I particularly like about Hughes Hall is its egalitarian, warm and progressive culture, and its innovation in addressing the biggest challenges of our day, from climate change and inclusive education to improving diversity across its community. This is a very exciting time to be joining Hughes Hall which has already taken great steps forward, and achieved significant growth, under Dr Freeling's leadership. It will be a privilege to lead the college through the next stage of its evolution.'

Awards, achievements and news

Amit Bhawe (2000, Chemical Engineering) and Hughes Hall Associate (Senior Member)

Amit is CEO of Computational Modelling Cambridge Ltd (CMCL Innovations), which was spun out from the Department of Chemical Engineering and Biotechnology. He and his company are developing the Universal Digital Twin in collaboration with the CoMo Group at the University of Cambridge and Cambridge CARES in Singapore, and continue to actively engage with various organisations worldwide. See the article on pages 26–27 to find out how the Universal Digital

Twin – Dynamic Knowledge Graph is promoting solutions in areas such as net zero or decarbonisation, smart infrastructure and climate resilience. <https://cmclinnovations.com/>

<https://digitaltwinhub.co.uk/projects/credo/technical/1-building-a-cross-sector-twin/>

Chrissybil Boulin (2016, Development Studies)

Chrissybil is humbled and honoured to share that she has been selected for the Forbes 30 Under 30 list in education. See: <https://www.forbes.com/profile/chrissybil-boulin/>

Katie Brokaw (2003, English)

Katie is a co-founder of Shakespeare in Yosemite, which produces free theatre in Yosemite National Park in cooperation with the American National Park Service and University of California Merced, where she is employed as Associate Professor of English. In 2022, she is co-directing *Love's Labour's Lost* set in 1969 and celebrating the first Earth Day; this will be made into a free YouTube film.

Ravi Chauhan (1999, Criminology)

Ravi is proud to (belatedly) celebrate the fourth anniversary of his firm, Laeceum, and to also open the doors

to past and present Hughesians. Ravi founded Laeceum (www.laeceum.com), an advisory and consulting boutique based in London following two decades in management consulting and investment banking. To learn more about what Laeceum does, or to explore internship or employment options, please contact Ravi Chauhan, at rchauhan@laeceum.com or LinkedIn <https://www.linkedin.com/in/laeceum/>

Sheen Gurrib (2016, Materials Science)

In April 2021, Sheen started a YouTube channel which is now on 25.5k subscribers (see: <https://www.youtube.com/watch?v=vFcpz52ntCk&t=297s>). Her viral video outlines her journey from her indentured-labourer ancestors to Sheen having gone to both Oxford and Cambridge. She also hosts a podcast called *Dream, Girl* where she interviews women to inspire the next generation of young women.

Gareth Y C Ho (1993, Criminology)

Superintendent (Digital Transformation and Support) Ho Yiu-cheung of the Hong Kong Police Force (HKPF) has been re-appointed as the Regional Representative of Asia and Middle East of ITAG. He is responsible for liaising with other member jurisdictions in the region and gathering their opinions, so that the ITAG can better understand the challenges in innovative technology. Gareth also presented the developmental framework of innovation and technology in the HKPF and the future strategic directions of ISLAB, demonstrating the determination and capability of the HKPF in meeting the digital policing age with innovative solutions.

Nikolaos Kazantzis (Associate)

Nikolaos's scholarly contributions to systems and control theory have been recognised and will be presented as a

tutorial session by other members of the systems community at the 2022 European Control Conference, one of the most highly visible international conferences, in London this summer: <https://ecc22.euca-ecc.org/tutorial-sessions/#tutorial5>

Phebe Mann (1998, Computer Science)

Dr Phebe Mann, EUR ING, is the first woman engineer of ethnic origin appointed to the Upper Tribunal Administrative Appeals Chamber (Transport Jurisdiction) and First-Tier Tribunal General Regulatory Chamber (Transport Jurisdiction) by the Lord Chancellor. Phebe is a member of the General Regulatory Chamber Equality, Diversity and Inclusion Panel supporting the Judicial Diversity and Inclusion Strategy. She is Senior Vice Chair of the Institution of Civil Engineers London (ICE) and chairs ICE Knowledge Lectures at One Great George Street, stimulating communication and discussion amongst built environment professionals and the general public on current civil engineering issues and international connections.



Martijn Oei (2017, Mathematics)

After graduating in applied mathematics in 2018, Martijn left Cambridge to explore the universe as an astronomy PhD student at Leiden Observatory (the Netherlands). In a series of radio pictures Martijn and his team produced, they discovered two gigantic glowing clouds of plasma that are emerging from a faraway galaxy. It is a well-known phenomenon that galaxies – or more precisely, the black

holes in their centres – eject plumes of stardust exhaust. However, this example was record-shattering: the team had accidentally stumbled upon the largest galactic structure ever found! Both the BBC and the Dutch public broadcaster made a children's TV item about this fantastic discovery.

Antonija Pacek (1996, Psychology)

Over the past 25 years, Antonija has pursued a dual career as a composer and lecturer. Currently, she is the Head of Innovation Practice at Global Success Advisors (GSA) in Vienna. While at GSA, Antonija developed a globally unique assessment tool that identifies gaps in individual creativity and corporate innovation. She also composes cinematic music – Yellow Rose Records published Antonija's fifth album, *Seasons of Life*, in March, available on all global streaming platforms. So far, Antonija has created more than 130 compositions, has a publishing contract with Warner Chappell, and has regularly toured in leading Italian concert halls. Only on Spotify, Antonija's published music has more than 260,000 streams. See: www.antonijapacek.com

Margaret Pearson (1973, PGCE: Education)

Margaret arrived as a 1970s Essex graduate for her PGCE in Cambridge and studied the History, Psychology, Sociology and Philosophy of Education for eight weeks. She went on to a term's teaching practice at a girls' independent school near Heathrow. Since then, Margaret has married, had four children and taught for many years. Since retiring, Margaret and her husband have found that they both carry a gene that has caused their three daughters to be diagnosed with MNGIE – an ultra-rare and currently incurable disease. Margaret and her family are currently trying to fund trial treatment for them. See:

treatment-for-mngie?utm_id=1&utm_term=W5yPw3RVG



Bobby Seagull (2014, PGCE: Mathematics)

Earlier this year, Bobby was co-host of Channel 4's *The Answer Trap* quiz; series 1 had 30 one-hour episodes. In March 2022, Bobby featured in an episode of *Would I Lie To You?*, and will be in an episode of *Celebrity Pointless* soon.

Calvin Orlando Smith (2003, History of Art)

What do you give a card-carrying union member, who, since 1983, has

performed in three Broadway theatres, in two Broadway productions, one Off-Broadway show, five national, international and/or limited tours, and participated in a huge amount of Actor's Equity Union AFL-CIO work? You give them the Carnegie Hall! Calvin will make his Carnegie Hall Debut, singing the baritone, in *Brahms Requiem*, on 20 June 2022. He says 'If you are in Manhattan, please join me!'

Alistair Wilson (1993, PGCE: Mathematics)

Alistair is back in business after a second dose of myalgic encephalomyelitis/chronic fatigue syndrome. He is currently planning a few part-time roles in photography (transferring shedloads of slides and negatives to digital), as well as joining the government 'Catch-up premium' tutoring scheme to help students who have missed learning due to the pandemic, via his old agency

Randstad. Alistair is looking forward to meeting up with many old friends in the coming months.

Joseph Hongsheng Zhao (2018, Planning Growth & Regeneration)

Joseph participates in the Early Career Colloquium organised by the Regional Science Association International–British and Irish Section (RSAI–BIS) alongside 40 colleagues from 13 institutions in the UK and Ireland. His ongoing PhD project titled 'The Urbanization of Rural-urban Migration: A Case Study of the Greater Bay Area of China' has been awarded the Best Presentation Award. Joseph was hence invited to present at the RSAI Annual Global Conference at Stirling, Scotland in July 2022. Established in 1954, the RSAI is a renowned global community for regional and urban research, development and policy, with branches in 29 regions and countries.

Sporting successes

Patrick Harris (2021, Corporate Law)

'Paddy' was selected for the Cambridge University Rugby Union Football Club squad to represent Cambridge at the Varsity Matches 2022.

Miranda Clements (2021, Graduate Course in Medicine [CGCM]), Lasse Grimmer (2021, Education) and Thomas Lynch (2021, Engineering)

Our congratulations go to Miranda who was selected to row in the Women's Lightweight Boat Race this year, and to Thomas and Lasse who were selected to row in Goldie boat at the Gemini Boat Race 2022.



Two Hughes Olympians

Husein Alireza's (2016, Entrepreneurship) journey to the 2021 Olympics is described on pages 22–23. At Tokyo, Husein bumped into fellow alumnus Dara Alizadeh (2017, Education, Policy & International Development). Ironically they had never met at Hughes Hall but were drawn against each other in the first single scull race. Dara is only the third person to represent Bermuda in rowing at the Olympics. He comments 'The Tokyo Olympics was the most surreal and incredible experience. It was crazy to think I was competing at the mountain top, and it went by so fast. The ability to train and compete alongside my final year at Hughes was really a team effort, and I am very grateful for Hughes's support through the years.'

A different kind of entrepreneurship

When Husein Alireza (2016, Entrepreneurship) took up rowing at Hughes as a brief distraction from his academic work, little did he realise where it would lead.

Did it start with my mother who thought it would be healthy and a good discipline? Or did it start with the friend who suggested ‘Why don’t we give rowing a shot?’ It would be a great way to meet new people, a brief distraction from academic work and fresh air and exercise.

That ‘brief distraction’ has changed the course of my life.

Hughes made it clear that any person at any level would be welcome to try rowing. It would be easy and fun...or so we imagined, until we turned up in the numbing cold of early morning for our first time on the river. Within minutes I was wondering what I had got into. All the first-timers were ‘in the same boat’: making mistakes, getting splashed and laughing at each other’s pain in the freezing temperatures.

There was a wonderful collective misery about it all.

It was training for the Bumps that really hooked me: the very idea of rowing as fast as you can to crash into another boat was hilarious and barbaric. I loved the whole fantastic team spirit thing. Our boat was successful in the Winter Bumps and I’m proud there’s a blade with my name on it at Hughes.

After graduating in 2017, the ‘fun’ turned into something else. As a sport, rowing was non-existent in my home



country of Saudi Arabia and no Saudi rower had competed internationally. Could I qualify for the 2020 Tokyo Olympics? I was fortunate enough to find a brilliant coach, Bill Barry, who rowed in the 1964 Tokyo Olympics and had just left Team GB as a coach. He was looking for a new project that would be a challenge. I was looking for someone with experience. It was the perfect match.

We started training hard and the first real sacrifice came shortly afterwards. I couldn’t sustain the training as well as progress the start-up I had been working on at Cambridge. I took a step back from the start-up.

A year into my rowing journey I participated in the prestigious Summer 2018 Asian Games, supported by my parents. Several months later I won Bronze at the 2019 Asian Indoor Rowing Championships,

becoming the first Saudi to win a major rowing medal.

Countdown to Tokyo

Everything had been going smoothly, according to plan, but the water was about to get choppy.

My mother was diagnosed with a terminal cancer, multiple myeloma, but wanted me to continue training and ultimately inspire other Saudis to take up the sport. I did as she wished, but it was so hard as I’d rather spend the time beside her. When the Olympics were postponed, I was able to spend the last three months of her life with her.

September 2020–February 2021: Because of COVID I was unable to leave Saudi which, of course, has no rivers or lakes. All my training was on land but single sculling is extremely technical and you need to train on water.



1 February: I was finally able to return to the USA training camp but over-trained to make up for lost water time, which turned out costly.

3 May: The pain began.

5 May: Before the qualification race in Tokyo I had an extremely painful fractured rib and difficulty breathing. 'If you race,' the doctor told me, 'you'll make it worse.' I raced. I couldn't waste the sacrifices of such a tough couple of years. Unable to breathe properly, I was ranked outside the top five and this meant no automatic qualification. I discovered the rib had pierced my lung causing it to collapse, so I had been racing with one functioning lung.

27 May: I learned that I had qualified for the Olympics after all, but was still injured and unable to train.

6 June: Invasive lung surgery. Anxiety about my performance in just a month's time grew. I'd qualified, and could save face by stopping there. Or I could become an Olympian and inspire a new sport in my country but

possibly come last. I knew what my mother would have wanted.

22 June: Stitches removed and I finally got the all-clear from the surgeon to resume 'cautious' training.

23 June: I tested positive for COVID.

24 June: COVID hit me like a train. I was in worse shape than ever. Would I even be able to get to Tokyo?

Four days before I was due to fly out, I tested negative. I went to the Tokyo Olympics and had the greatest possible honour of being the flag bearer for my country at the opening ceremony.

23 July: My first race. I got to the quarter finals despite still recovering from surgery and COVID and beat eight other top international rowers. For Coach and me, that was a huge victory.

Beginnings

That's only the beginning of the story.

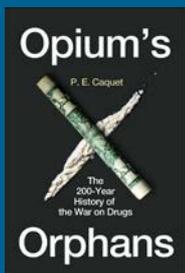
Back in Saudi Arabia, I was keen to promote rowing. Working with the

Minister of Sport, Prince Abdulaziz bin Turki Al Faisal, we have established the first training centre for rowing in the Middle East for use by all the Arab countries. We are building a world-class racing team and have a development squad of 25 male and female athletes. Our aim is to compete at Paris 2024 and Los Angeles 2028. It's having a national impact: there's now huge interest in rowing and the Saudi Arabian Rowing Federation has been founded.

Before Cambridge, I knew nothing about rowing and had never even watched the Boat Race. Hughes was so encouraging and made it easy to try something new. I could never have predicted the crazy journey I've been on: I'd gone to study entrepreneurship, but what I've helped to start up in my country has involved a different kind of entrepreneurship.

And it all began on a freezing cold morning in a little boat club at Hughes Hall. ●

Recent publications



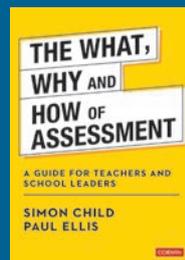
Pierre Caquet (2008, History)

Pierre's latest book, *Opium's Orphans: The 200-year history of the war on drugs* (2022), is the first long

history of drug prohibition and the 'war on drugs'. Pierre comments 'A no-holds-barred but balanced account, it shows the war on drugs did not originate in Europe or the US, and even less with President Nixon, but in China. Two Opium Wars followed by Western attempts to atone for them gave birth to an anti-narcotics order that has come to span the globe. But has the war on drugs succeeded? As opioid deaths and cartel violence run rampant, *Opium's Orphans* proposes that it is time to go back to the drawing board.'

Henri Eliot (2017, Entrepreneurship)

Henri's second book *Board Shorts: The Next Wave*, Revised edition, offers 'insights on effective governance for aspiring and experienced directors'. Henri gives his perspectives on a range of topics from establishing a board of directors for the first time to reviewing the board's performance. These revised briefings cover most areas of interest for people in corporate governance and provide a global perspective. Available through Amazon: www.amazon.com.au/Board-Shorts-Mr-Henri-Eliot/dp/0473594021



Paul Ellis (1996, PGCE: Modern Languages)

With Simon Child, his colleague at Cambridge University Press & Assessment,

Paul has co-authored *The What, Why and How of Assessment* (Corwin Ltd, 2021). The book aims to support teachers and school leaders in their understanding of assessment. It provides key knowledge on the principles and purposes of assessment, including themes such as validity, reliability and fairness. It describes assessment in practice, offering practical support for busy teachers, and takes an in-depth look at how qualifications are designed and developed, and how examinations are marked, graded and regulated. It explores how to prepare students for assessments, mental health and wellbeing, assessment for all and the future of assessment.

Emanuele Giovannetti (Governing Body Fellow; Senior Fellow in Economics)

In *The Interaction between Direct and Indirect Network Externalities in the Early Diffusion of Mobile Social Networking* (*Eurasian Business Review*, 2022), Emanuele Giovannetti and Mohsen Hamoudia have found that indirect network externalities can exert opposite effects on adoption

between early adopters and followers. The paper is available at <https://rdcu.be/cINtz>

Ali Aslan Gümüşay (Visiting Associate)

Ali's study, *The Promises and Perils of Applying AI for Social Good in Entrepreneurship*, explores the ways in which AI can be used to benefit society at large, particularly in cases of entrepreneurship. See: https://zenodo.org/record/5776857#.YhX5iN_LfOR

Toichi Izawa (Former Visiting Scholar)

Toichi's works include *A Buddhist on Christmas Eve: A travel with a sacred vision into the King's College Chapel* (22nd Century Art, 2021), 'Words Spoken Alone', in *Macbeth*, in *New Great 4 Tragedies by Shakespeare* (Kawade Shobou, 2021). In addition, he has translated multiple works into Japanese including Charles Moseley's *Shakespeare and His Age* (22nd Century Art, 2020), and *Immortal Longings*, in *Some Interpretations of British & American Literature*, (Sairyusha, 2021). Toichi gave a Shakespeare presentation on *Romeo and Juliet* and *the Paradigm of Love* at The Shakespeare Study Workshop of Keio Gijuku University in Tokyo, 2021.

Lucas G Pinheiro (2011, Political Thought & Intellectual History)

Lucas's article, *A Factory Afield: Capitalism and empire in John Locke's*

Political Economy, was published in the latest issue of *Modern Intellectual History* (no 1, vol 19, 2022). In 2020 he was awarded the Stephen E Bronner Dissertation Award from the American Political Science Association (2020), the Glenn and Claire Swogger Award for Exemplary Classroom Teaching from the University of Chicago (2021), and a postdoctoral fellowship in the Political Economy Project from Dartmouth College (2021–2022). Lucas takes up the role of Assistant Professor of Politics at Bard College in August 2022.



James Plunkett (2005, International Relations)

In 2021, James published *End State: 9 ways society is broken – and*

how we can fix it. Following from the shock of the COVID pandemic, and amongst feelings of uncertainty and unrest, James argues that 'this can be a moment not of despair, but of historic opportunity – a chance to rethink, renew, and reform some of the most fundamental ways we organise society'. His book was named as a *Guardian Political Book of the Year*. See: <https://www.amazon.co.uk/End-State-Ways-Society-Broken/dp/1398702188>



Joseph Richards (2020, PGCE: General Primary)

Joseph and fellow author Beth Leslie take us back to basics with *What is the Economy? And*

why it matters to you, which aims to demystify the subject of the economy. Joseph explains 'This is for anyone that wants to understand the world they live in a little better. The more I learnt about "the economy" the more I could see its invisible parts. This book

helps you "see" the structures around you that are shaping your life, that were otherwise either invisible or even inconceivable. . . If you've ever wanted to better reply to a politician's ramblings on "the economy", this book is a good start!

Claudine Toutoungi (2007, PGCE: English)

Claudine's poetry collection, *Two Tongues*, won the Ledbury Munthe Prize for Second Collections.

Cris Van Eijk (2019, Law)

How important is the night sky to you? Cris joined dozens of experts in writing a January 2022 report for the International Astronomical Union and the United Nations on the impact of large satellite constellations on the night sky. His work on environmental law in Earth orbit comprises pages 122–129 of the wider report, which is the basis for a UN working paper and a new international Centre for the Protection of the Dark and Quiet Sky from Satellite Interference. See the full report here: https://www.iau.org/static/science/scientific_bodies/working_groups/286/dark-quiet-skies-2-working-groups-reports.pdf

Jane Williams (1974, English & Education)

Jane graduated in 1975 with a BEd and worked as a primary school teacher and SENCO until retirement. Having written a historical romance over numerous years, the recent lockdowns incentivised Jane to polish and publish it! *The Emerald Affair* can be found on Amazon.

Mohamed Younes El-Saghir Selim (1989, Engineering)

Mohamed has worked at the United Arab Emirates University in the UAE since 1997. Since 2017 he has acted as the Head of Mechanical and Aerospace



Engineering Department for three terms. Mohamed researches into alternative fuels for diesel engines and other combustion

systems. His scientific research publications are listed here: https://scholar.google.com/citations?hl=en&user=5INNIAAYAAAAJ&view_op=list_works&sortby=pubdate

Let us know about your recently published work via development@hughes.cam.ac.uk

How can cross-sector digital twins improve decision-making?

Dr Amit Bhave (2000, Chemical Engineering), Hughes Hall Associate (Senior Member) and CEO of CMCL Innovations, explains how the Universal Digital Twin – Dynamic Knowledge Graph is promoting solutions in areas such as net zero or decarbonisation, smart infrastructure and climate resilience.

Digital twins describe the state and behaviour of any physical ‘thing’ or entity digitally – whether it is a smart meter, a heat pump, a college, a city, a country or even the world – and feed the right interventions back into the physical world at the right time. The challenge is to represent this knowledge consistently, at varying levels of detail and scale, when the data often exists in information ‘silos’. To overcome this, data from multiple sources, different types of software and various domains (sectors such as energy, water, telecommunications, land use, etc) need to be brought together in ways that allow them to be compared and combined for analysis.

At CMCL Innovations, our connected digital twins mimic and analyse how the physical entities behave in the real (or base) world, by connecting data from multiple different domains, thus enabling better prediction and holistic decision-making.

The Universal Digital Twin – Dynamic Knowledge Graph

It’s not just about crunching huge amounts of data, but also about understanding the meaning (semantics) and context of the data. At CMCL, we are developing an intelligent agent ecosystem to automate the process of describing and connecting data. Our approach helps train the machines to understand the context of the data

from across multiple domains. By doing this, we can create a Universal Digital Twin, an all-encompassing and dynamic knowledge graph* that organises and interprets data from multiple sources and accounts for the relationships between them via connections.

Our Universal Digital Twin will have several benefits, including exploiting cross-domain connectivity. For example, a truly sustainable ‘smart city’ needs to be resilient against threats from climate change, surges in energy prices, and greenhouse gas emissions. Our Universal Digital Twin provides insights and interventions that enable sustainability; it can:

- **integrate and contextualise data** from multiple sources, e.g. sensors and the Internet of Things (IoT), unifying it to a single source of information
- **question and answer**, e.g. what are the critical infrastructure assets at risk in an urban flooding scenario?
- **optimise and control** processes in the real world, e.g. optimising a district heating plant to reduce both CO₂ emissions and operating costs
- **imagine and explore** ‘what-if’ scenarios via parallel digital worlds, e.g. assessing the impact on social inequality with respect to the deployment of air source heat pumps and renewables, as well as fuel poverty.



Amit says ‘What excites me as a chemical engineer is how semantic digitalisation enables experts from various engineering sectors, social science and economics to be brought together for continuous innovation. Whether you are in academia, industry or governmental roles, we are open and keen to be working with you. Engage with us with your cross-domain challenge and participate in our collaborative community effort. Contact me at anbhave@cmclinnovations.com or visit cmclinnovations.com’

Digital solutions for the real world

Over the last two years our Universal Digital Twin – Dynamic Knowledge Graph, developed in collaboration with the CoMo Group at the University of Cambridge

and Cambridge CARES, has demonstrated the art of the possible in smart infrastructure. Our Technical Development and Applications team continues to add value in various cross-domain applications aimed at decarbonisation and saving costs. These include:

■ **DOME 4.0**

We are coordinating a pan-European marketplace ecosystem, DOME 4.0, on business-to-business (B2B) data sharing across the materials science and manufacturing sectors. The use of knowledge graphs is being developed to connect across data sources, multiple software and domains. (This is also termed 'enabling interoperability'.) This collaborative research and innovation project, comprising 12 leading companies and research organisations, has received funding of €4 million over four years.

■ **A smart heat network for the city of Pirmasens in Germany**

Our German office explored the use of our intelligent agents to optimise a smart district heating network and demonstrated optimal strategies to reduce its operating costs by 25% and its carbon (CO₂) footprint by up to 50%.

■ **CReDo Climate Resilience Demonstrator Project**

CReDo is a climate adaptation digital twin led by the National Digital Twin programme (NDTp). It connects data from three separate infrastructure networks – Anglian Water's water and sewerage assets, BT's telecommunication assets and UKPN's Power Network energy assets – along with data from climate simulations, as well as external open data sources such as weather forecasts, public buildings (schools, hospitals, etc) and river level sensors. Working

in collaboration with our CReDo project partners, we developed the technical framework in the form of a knowledge graph to leverage the connectivity of multi-domain data and demonstrate the potential 'failure cascades' of critical infrastructure as a result of storms and floods. This enables realistic and effective mitigation measures to be prioritised, reducing future risks.

In four short months, we built a first-of-its kind live Climate Resilience Demonstrator as part of this dynamic project team. CReDo was successfully launched by webinar at COP26, to over 220 attendees from 17 countries and multiple industry sectors. The final demonstrator is now in the public domain.

Multiple stakeholders are taking a keen interest in the advancement of CReDo as in the future it could inform decisions in operations and capital planning, and real-time response to extreme weather events.

Our grand vision

Decarbonisation is an intrinsically multi-sector and complex problem requiring collaborative solutions. At CMCL Innovations, we believe it needs a move away from vendor-centric solutions to a multi-player, multi-stakeholder ecosystem working across domains and contributing to solving issues. That's why we are actively putting our learnings, reports and even the source code into the public domain – and inviting the rest of the world to collaborate for open innovation.

Professor Markus Kraft, CMCL's Director and pioneer of the World Avatar Project, states that we accept that the Universal Digital Twin – Knowledge Graph that we are building will never be complete. It is continuously

evolving, taking new instances and learning from them. The company's design ethos is that, as in life, there will always be gaps in information and we accept that 'mess is ok'.

The modular, Lego™-like structure of the underlying knowledge graph facilitates extending our Universal Digital Twin to new domains as we move from narrow Artificial Intelligence (AI) to Artificial General Intelligence (AGI) in pursuit of public good.

In 10 years, our grand vision is that the Universal Digital Twin will be a 'living' entity, self-sustaining, and providing vital data about the carbon footprint, economic costs, etc. The knowledge graph will help track metrics such as Environmental Social and Governance (ESG) and the Sustainable Development Goals (SDGs). It will suggest ways to optimise and constantly improve relevant decision-making.

It will evolve dynamically and never cease to advance. ●

Visit digitaltwinhub.co.uk/projects/credo/visualisation/ to try out the CReDo visualisation. Select different flood scenarios and see their impact on individual infrastructure assets, and the resulting cascade of failures.

See also page 19 for more information on Amit and CMCL Innovations.

Contributions from each and every member of the company are acknowledged.

(*Note: A day-to-day depiction of a knowledge graph is the summary information box that's displayed on the right-hand side of a webpage on performing a Google search. For more information about knowledge graphs see: www.turing.ac.uk/research/interest-groups/knowledge-graphs)

Ways of giving

Help us to safeguard Hughes Hall by making a gift via our online donation form at www.hughes.cam.ac.uk/alumni/make-a-gift

Hong Kong: we have set up the Hughes Hall Hong Kong Limited account, which ensures that **we are able to accept donations via bank transfer in a tax-efficient manner.**

USA: for alumni resident in the USA **we would advise your gift to be made to Cambridge in America (www.cantab.org) for maximum tax efficiency**, indicating that you wish to direct your gift towards Hughes Hall.

Canada: the University of Cambridge is recognised as a 'prescribed university outside Canada' **eligible for charitable status under Canadian tax law.** This means that donations to Hughes Hall from Canadian residents are tax deductible. From Canada, you can make your donation directly to Hughes Hall in the usual way and we will then forward you a receipt issued by the University of Cambridge acceptable to the Canadian tax authorities. *Please request a receipt from the Alumni Relations and Development Office when making your gift.*

Europe: Hughes Hall is a registered beneficiary of the Transnational Giving Europe Network, which means that

you can make a donation to the college and claim your local tax benefits. We are currently able to accept donations from TGE Partners in Italy (gifts to scholarships and bursaries only), France, Germany, Spain and Greece. You can make a tax-efficient donation online by visiting our Hughes Hall-TGE donation page donate.transnationalgiving.eu/landing/hugheshall or by contacting the TGE partner in your country of tax residence stating that you wish your gift to be directed to Hughes Hall.

Other ways of giving

Leaving a legacy: by remembering Hughes Hall in your will, you will be making a significant difference to future generations. We understand that you may wish to keep your decision private, but if you do choose to inform us that you have included Hughes Hall as a beneficiary, **we would like to recognise your generosity during your lifetime through membership of our legators' circle 'The Marsh Marigolds'.**

Gift Aid: UK taxpayers can make tax-efficient donations to the college through the Gift Aid Scheme. By completing a Gift Aid Declaration, donors allow Hughes Hall to claim back the tax equivalent to the basic rate of income tax (20%). **This means that**

we receive an extra 25p for every £1 you give at no extra cost to you. UK donors paying higher rates of income tax, either at 40% or 45%, can also reclaim the difference between the basic rate and the highest rate of tax on the gross value of their gift.

Volunteering: during the pandemic the college has had to adapt swiftly, exploring virtual ways of engaging with our global community. In doing so, **the support of alumni volunteers from around the world has been invaluable.** If you would like to offer your expertise – whether delivering a workshop or hosting a networking event – we would be delighted to hear from you.

If you would like more information on any of the above, please contact the Alumni Relations and Development Office. ●



Hoot for Hughes!

The Hoot for Hughes! fundraising campaign is aiming to raise funds for a new boathouse, equipment and the resources needed for our crews to go head-of-river and beyond. Check out www.hughes.cam.ac.uk/hoot-for-hughes/

Thank you

We are truly humbled by the support you have shown us this year, whether through monetary gifts, gifts in kind, or by volunteering your time and expertise to help our students or our wider community. In whatever way you have chosen to support Hughes Hall, we thank you.



Staying in touch

Connect with Hughesians in your area

We have alumni groups all round the world, run by our dedicated alumni volunteers. These groups organise local events, provide professional networking and mentoring opportunities, and the chance to socialise and make lifelong friendships. You can see all our established groups on the Alumni pages of the Hughes Hall website.

Can't find a group near you? Why not set up your own? Contact the Alumni Relations and Development Office to explore how we can connect you with alumni near you.

News request for Hughes

We would love to hear your news over the year for the members' sections on news and publications in our 2023 Easter Term issue of *Hughes*.

To make sure we can feature as much as possible please keep your message to no more than **100 words** and send it to development@hughes.cam.ac.uk or Alumni Relations and Development Office, Hughes Hall, Cambridge, CB1 2EW by **Tuesday 7 March 2023**.

Keep in touch

Whatever platform you use to communicate with us – whether it's an in-person visit, a letter, phone call, email or social media post – we always enjoy hearing from you. We launched our Keep in Touch form in 2021 on our new-look Hughes Hall website to make it easy for you to let us know of any changes in your details. Please send us an email, give us a call, or visit our website to update your details.

You can also read or download every edition of *Hughes* magazine on the About section of our website. ●

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Obituaries

We regret to announce the passing of the following Hughesians. We send our sincere condolences to their family and friends.

Edward Llewellyn-Jones (1974, Education)

Kenneth Okpara (2009, Business Administration)

Timur Zainiev (2020, Physics)

Kindly note that this only reflects the information that we have received and therefore may not be complete. To notify us of the passing of a Hughes Hall member please get in touch.



FUTURE EVENTS

Alumni Festival and Party

24 September 2022

This year we are excited to be able to welcome you back to college for an alumni gathering with drinks, food and music to celebrate the University of Cambridge Alumni Festival. There will also be a large number of events to explore from across the University, as well as the customary Hughes Hall lecture.

Christmas Drinks

December 2022

Join us at our annual London Christmas Drinks for refreshments, canapés and carols, and a welcome opportunity to catch up with fellow Hughesians.

For more information on these and other forthcoming events, visit www.hughes.cam.ac.uk/about/events

As we redevelop our programme of alumni events, we would love to include your ideas and thoughts. Whether you would like to see more in person events, or prefer being able to login at your kitchen table, if you have a suggestion for an event get in touch with the Alumni Relations and Development Office.

Alumni benefits

Alumni can access a variety of benefits including dining at Formal Hall, visiting the college, accessing the University Library, and connecting with global alumni groups. To find out about these and more, scan the QR code.



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