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# MAGDALENE MATTERS

THE NEWSLETTER OF MAGDALENE COLLEGE CAMBRIDGE





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# MAGDALENE MATTERS

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## COMMENT from the Development Director

Dear Member,

Michaelmas term is already a distant memory but the joy of the various parties held in honour of Duncan and Lisa Robinson remains. A large number of Members in the USA made an effort to attend events in Chicago, New York and San Francisco to say good bye to the outgoing Master. Around 150 younger Members congregated in the Portland Gallery later in November, courtesy of Tom Hewlett (1971), to raise a glass to 'their' Master as he had admitted most of them during his term of office, and to wish him a fond farewell. A similar number joined a more formal occasion in the House of Commons, kindly hosted by Adam Holloway MP (1984) and Nick Herbert MP (1982), in celebration of the Master's ten years of service.

Dinners were also held for Magdalene Architects and Magdalene Lawyers in early December. Subsequently, a group of Members with an interest in the law have formed a committee with the intention of creating a 'Magdalene Law Association'. Watch this space! The

College's Medics Dinner in February was boosted by around 25 Members who came back to Magdalene to join their young colleagues for this annual event. That same month, the Friends of Magdalene Boat Club entered a men's VIII into the alumni category of Pembroke Regatta and won! We positively encourage our Members, young and old, to continue to share in our College community and benefit from each other's experiences.

We admitted our new Master, Dr Rowan Williams, at the beginning of Lent term (report opposite) and, after the excitement, have settled into the comforting ebb and flow of a busy Lent term. The Fellows, students and staff are getting to know the new Master and we all look forward to what the next few years will bring. The College welcomes you, our non-resident Members, to take part in this continued journey.

**CORINNE LLOYD (2010)**  
**EDITOR AND DEVELOPMENT DIRECTOR**  
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# ADMISSION OF THE NEW MASTER OF MAGDALENE

Professor Michael Carpenter, President of the College, admitted Dr Rowan Williams as Master of St Mary Magdalene College during a short ceremony witnessed by the Fellows, Junior Members and staff of the College on 17 January 2013.

Dr Rowan Williams, the 35th Master of Magdalene College, commented that he was delighted and honoured to be joining the College as Master. He said: “My first priority is now to get to know this richly varied community, which has already proved exceptionally welcoming to myself and my family, and to work with them all to keep the College a place of warmth and co-operation, challenge and excellence.”

Rowan Douglas Williams was born in Swansea, South Wales on 14 June 1950, into a Welsh-speaking family, and was educated at Dynevor Comprehensive School in Swansea and at Christ’s College Cambridge where he studied theology. He studied for his doctorate – in the theology of Vladimir Lossky, a leading figure in Russian twentieth-century religious thought – at Wadham College Oxford, taking his DPhil in 1975. After two years as a lecturer at the College of the Resurrection at Mirfield, near Leeds, he was ordained deacon in Ely Cathedral before returning to Cambridge.

From 1977, he spent nine years in academic and parish work in Cambridge: first at Westcott House, being ordained priest in 1978, and from 1980 as curate at St George’s, Chesterton. In 1983 he was appointed as a Lecturer in Divinity in the University, and the following year became Dean and Chaplain of Clare College. 1986 saw a return to Oxford



as Lady Margaret Professor of Divinity and Canon of Christ Church; he was awarded the degree of Doctor of Divinity in 1989, and became a Fellow of the British Academy in 1990.

In 1991 Professor Williams accepted election and consecration as Bishop of Monmouth, a diocese on the Welsh borders, and in 1999 on the retirement of Archbishop Alwyn Rice Jones he was elected Archbishop of Wales, one of the 38 primates of the Anglican Communion. Thus it was that, in July 2002, with eleven years’ experience as a diocesan bishop and three as a leading primate in the Communion, Archbishop Williams was confirmed on 2 December 2002 as the 104th bishop of the See of Canterbury and served until December 2012: the first Welsh successor to St Augustine of Canterbury and the first since the mid-thirteenth century to be appointed from beyond the English

Church. Downing Street announced that he was to be created a life peer in late December and Baron Williams of Oystermouth, to give him his full title, was introduced to the House of Lords on 15 January 2013.

Lord Williams is acknowledged internationally as an outstanding thinker, writer, scholar and teacher. He has been involved in many theological, ecumenical and educational commissions. His more than two dozen books cover a very wide range of related fields – philosophy, theology (especially early and patristic Christianity), spirituality and religious aesthetics: he has published studies of Dostoevsky and C.S. Lewis (a Fellow of Magdalene), and his most recent book, *Faith in the Public Square*, is a collection of public talks and lectures on the implications of religion for politics and social policy. He is also an accomplished poet and translator.

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# THE BIBLE AND THE BRITISH

BY GARETH ATKINS (2003)

In the church just around the corner from where I live is this window. At first glance it is an entirely unremarkable relic of Victorian imperialism. It memorializes one Lieutenant Colonel Campbell, of the 14th King's Own Hussars, who died in Bangalore in 1876.



At second glance too it is highly conventional: what could be more predictable than choosing Joshua, David and Gideon – three biblical soldiers – to remember a comrade? Yet even the slightest familiarity with the exploits of these figures should give us pause for thought. Revenge killings, massacres, concubines – hardly the behaviour of an officer and a gentleman!

For the squaddies who gave their shillings for the window, of course, the thought might never have crossed their minds. After all, nineteenth-century Britain was a land whose culture, politics and intellectual life were soaked in the Bible. State support for the Church of England had waned, but amid an unprecedented

boom in church – and chapel-building this would have been easy to miss. (Far from declining, Sunday school attendance peaked in 1906 at a staggering six million – almost 80% of 5–14 year-olds.) Beyond bricks-and-mortar, religious bodies were pioneering aggressive new forms of evangelization: lantern slides, cheap print, railway bookshops. At the Great Exhibition of 1851 the British and Foreign Bible Society stand proudly displayed 170 versions of the Bible in 127 languages, demonstrating not just its scholarly endeavours but also its fundraising activity and innovative investment in steam presses. By 1884 its international arm claimed to have distributed over 100 million copies.

If the Bible as object was omnipresent, themes and subjects drawn from it pervaded art and culture from high to low. Paintings like John Martin's *The Great Day of His Wrath* (1852) and William Holman Hunt's *The Light of the World* (1851–3) drew huge crowds when they were exhibited in British cities. Visitors paid a shilling or two for admittance to atmospheric, darkened rooms, where they would view them by gaslight, perhaps accompanied by dramatic readings of Bible passages. Famous canvases toured Canada, the United States, Australia and New Zealand and were endlessly (and lucratively) reproduced as cheap engravings and prints. Biblical themes filled concert halls too: giant renditions of Handel's *Messiah*, Haydn's *Creation* and Mendelssohn's

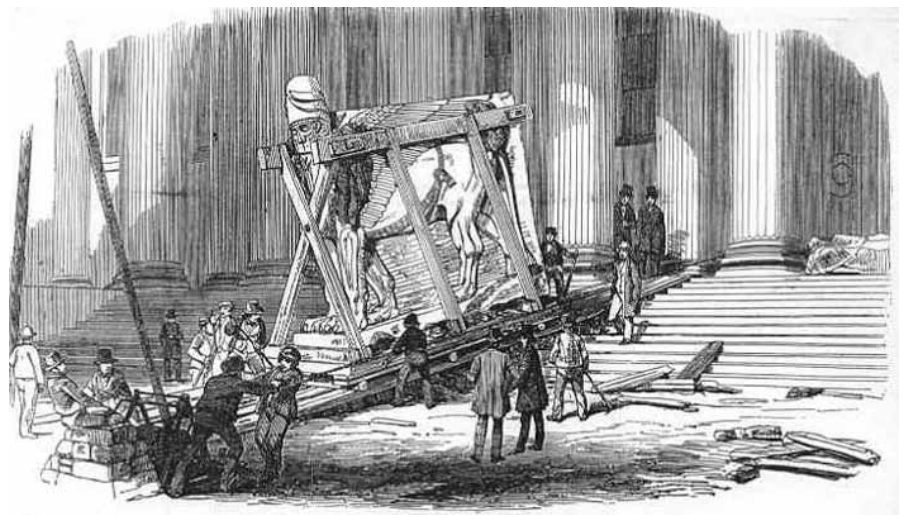
*Elijah* were a feature of the musical landscape, while Michael Costa and others made a killing by churning out potboilers like *Eli* (1855) and *Naaman* (1864). ('Costa has sent me [his *Eli*] and a Stilton cheese,' reported Rossini. 'The cheese was very good.') Nelson, Wellington, Tennyson and Queen Victoria were all accompanied to their graves by Handel's 'Dead March' from *Saul*.

Yet if the Bible was big money, it was also beginning to pose big questions. The ambiguities we noted regarding Old Testament heroes at the outset are a case in point, because although the British were avid consumers of the Bible, there was an awareness that simplistic readings of it were becoming problematic. New encounters with the Holy Land, via tourism, travelogues, archaeology, textual scholarship and anthropological study were bringing ancient writings alive. But they were also casting doubt on the sort of safe, comfortable readings that rendered a Joshua, a David, or a Gideon easily usable. The Assyrian excavations of Austen Henry Layard at Nimrud in the 1840s, for example, were hailed for demonstrating 'the accuracy of Sacred History', but the strange human-headed winged bulls that Layard brought back for the British Museum also served to drive home the otherness of ancient Eastern cultures. Fresh manuscript discoveries both destabilised the text of the Bible and posed problems for those who claimed it to be unique.



These, then, are some of the key contexts for my current research, which is part of a new project on ‘The Bible and Antiquity in Nineteenth-Century Culture’, funded by the European Research Council and based at the Centre for Research in Arts, Social Sciences and Humanities (CRASSH). The premise of this project is twofold: that the study of the Bible and the study of classical antiquity were the twin poles of nineteenth-century thought, morality and culture, and that we in the present day have tended to forget this. As a result, we neither properly understand nor care about the issues that so fixated nineteenth-century people. If, as scholars were beginning to argue, Homer probably did not write the *Iliad* – or even exist – this had troubling implications for how the Bible, too, was to be read.

My own part of the project seeks to lay bare for the first time the breadth and depth of British engagement with the Old Testament. This grows out of my teaching interests and work on British perspectives on the past. Self-conscious modernity, I have argued, encouraged people to think more deeply about history, a shift that was especially marked when it came to religion. Yet this did not produce consensus: far from it. While the British had long seen themselves as a ‘New Israel’, the growth of sectarian competition, not to mention challenges to the authority of the Christian revelation more broadly, meant that there was a shrinking consensus as to what this meant. This mattered because Old Testament stories and injunctions bore upon the most contentious issues of the day: tithes, anti-slavery, monarchy, women’s suffrage, sexual morality and sabbatarianism. Yet the texts thus invoked could be at once familiar and outlandish. Sacred and secular commentators alike constantly argued about how to create the ideal society, and whereas most agreed



that the New Testament was a good guide for individuals, the Old offered concrete prescriptions for national life that made it at once more alluring and more problematic.

Disraeli once quipped that he was ‘the blank page between the Old Testament and the New’. The comment was not entirely serious, but it serves to underline a growing sense of the problems inherent in reconciling the two halves of the Bible. People knew, on the one hand, that ancient Palestine could not be transposed straightforwardly to modern Britain. Yet they also knew, on the other, that Christianity rested not just on what Christ and his followers had said and done but on its relationship with a much older set of traditions and stories. Despite and perhaps because the gap between Jewish religion and Christianity was so hard to ignore, vast energies were expended in trying to bridge it.

In the coming years I intend to explore changing ideas about what it meant to be a ‘New Israel’, investigating how the Old Testament was mediated, textually and visually; how it was ‘performed’, in churches and concert halls; and how British and Israelite history were made to mesh with one another. My starting point has been to examine ideas about character and gender, looking especially at the volumes of ‘Patriarchs and Prophets’ and ‘Bible heroes’ that were doled out in such quantities as Sunday School

prizes and presents. One notable, if ambiguous, role model was King David: although his authorship of the Psalms was increasingly questioned, he could still be extolled in ways that played up to contemporary sensibilities, as musician, poet, athlete, warrior or statesman, depending on your taste. He was invoked in a variety of contexts, memorably (and anachronistically) when a famous Magdalene alumnus, Charles Kingsley, held him up as a ‘muscular Christian’ for rowdy Cambridge undergraduates to emulate.

In short, I hope to encourage people to appreciate some of the fascinating and underexplored intellectual landscapes of the nineteenth-century and, in so doing, to throw new light on a cultural inheritance that remains immensely influential.

**Gareth Atkins is Research Fellow and Joint Director of Studies in History. He took his undergraduate degree at University College, Durham, before coming to Magdalene in 2003 to study for an M.Phil and then a Ph.D (2009). He was a British Academy Postdoctoral Fellow from 2009–2012. In 2012 he took up his new position at CRASSH.**

**His interests in religious history and heroes overlap with his work on naval celebrities. A recent essay won the prestigious Julian Corbett Prize for Naval History and is forthcoming in *Historical Research*. He has also held visiting fellowships at the Institute of Historical Research and the National Maritime Museum, Greenwich.**

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# BLANK MAPS: CLIMBING QINGHAI'S HIDDEN PEAKS – AND OTHER HIGH ADVENTURES

BY DAVID LIM (1987)

Getting your hands frozen in sub-zero temperatures while trying to get a stove going in semi-darkness must rank amongst one of life's great moments of pointless suffering.



Come to think of it, freezing most of your exposed body parts at well over 5000 metres must also rank up there in the 'Top 100' of pointless ways to suffer. The exquisite pain usually demands stuffing your frigid fingers under your armpits as you huff and puff in a vain effort to warm them. As the circulation returns to your frozen fingers, a different pain grabs those chipolata coloured digits, as you finally finish the job of getting the mini stove lit, and a brew going. Welcome to the charming world of high altitude mountaineering.

I had always been a bit of an armchair mountaineer, though mostly involved in armchair work, not mountaineering. When I arrived in Cambridge from Singapore, I immediately connected with the stone memorial to George Mallory in

Mallory Court. I was vaguely familiar with the story of the legendary climber, and still say, with no small degree of pride that I have two things in common with him: one, we both went to Magdalene College, and two, we both made attempts to climb Mount Everest. Apart from that, I was bemused that there was anything to be gained from learning about mountaineering in the flat Fenlands.

Graduating in 1987 with a B.A in Law, I went down to London where I promptly failed my solicitors' finals exam spectacularly. This was in the same year in which I racked up a distinction in my wine and spirits education higher certificate. It goes to show, passion counts. I hated what I had to do to be a practising lawyer, but loved the wine trade. As you can imagine, this failure impressed my conservative Asian parents no end. Suffice to say, I was drifting somewhat in London in the late 1980's when I read a book that changed my life – the late Peter Boardman's "The Shining Mountain" – a real humdinger of a mountaineering adventure set in 1976. Boardman and Joe Tasker, arguably the best high altitude mountaineers of their generation, later went on to attempt the wickedly long North-east Ridge of Mount Everest in 1982 on a Chris Bonington-led expedition. They never came back.

Fascinated by the utter commitment needed for this sport, I read voraciously, had a go at some indoor wall climbing in Brixton and eventually connected with Jonny Garratt, an ex-SAS officer. He showed me the ropes over a couple of snowy weeks in winter in Chamonix. Here I displayed the gutsy ineptitude of a neophyte alpinist, enduring countless falls on ski slopes around the Grand Montets, and scratching my way up numerous frozen waterfalls on the pass towards Verbier.

Apart from the incredibly intense three years I lived in Magdalene, I believe those few weeks in the Alps laid the foundation for a near-obsession with climbing that has endured until today.

Although I am best known in Asia for my leadership of the successful 1st Singapore Mount Everest Expedition in 1998, I refuse to be defined for just one thing or one achievement. Certainly, the four year plan, against all the odds, to train and get a team of mountaineers from a flat tropical city-state to the top of the world has passed into local folklore. However, I think it was my struggle and comeback from six months of total paralysis which has shaped me today. This was caused by the rare nerve disorder Guillain-Barre Syndrome, which left me partially disabled in both legs.

Part of my comeback saw me putting together a Singapore-Latin American Everest expedition in 2001, where we would tackle the north ridge of Everest from Tibet, following in Mallory's footsteps. It was fascinating as we shared, for logistical purposes, the same basecamp as Eric Simonson's American research team. He and his team discovered Mallory's body in 1999 on Everest, and were back in 2001 to search for the body of Irvine, Mallory's partner, and the Kodak camera they carried. Throughout the expedition, we'd share notes and thoughts about relics found on the route, including a worsted wool sock that had Ed Norton's initials on it. Norton set, in an abortive attempt to look for Mallory and Irvine, a world record, at that time: climbing at well over 8400 meters – and clad in gentlemen's woollen breeches and jacket!

On the summit push in May that year, while climbing high without much support and without the aid of bottle oxygen, I turned back. I was suffering from cold exhaustion. Climbing with only half a functioning right leg took far too much out of me, and this was an example of biting off more than I could chew. My team, in an incredible act of team integrity and sacrifice, turned back as well, to ensure I made a safe return to the camp on North Col, 700 metres below me at 7010m.

When I look back at my Magdalene days, my subsequent triumphs, failures, setbacks and comebacks in life, a few lessons endure. Passion will always triumph over utilitarianism. Success demands commitment and massive action. And just remember that nothing you have learned is really wasted. Since my disability in late 1998, I've also become fascinated about what motivates men and women, and whether resilience can be learned. In a nutshell, both can be learned. I've since spent the past decade helping organisations develop better teams around Asia-Pacific and beyond. But the mountains always call me back.



Last year, I headed to the province of Qinghai, in southwest China with my long-time expedition buddy and climber, Rozani. We intended to fill in some 'blanks on the map' – making one or more ascents in a region so remote, barely one photo of the peaks we would be attempting could be found using the world's most powerful search engine. But enjoying an intriguing detective story, I spent four months poring over Russian army maps from the 1960s, and emailed glaciologists who had been there 20 years previously. Slowly a picture of a cirque of mysterious mountains emerged.

Leaving the tents on that cold autumn morning, we inched our way up the steepening Dongkemadi Glacier; heading east, and very likely the first human beings to explore this far up the cirque. Indeed, the realm of virgin peak climbing is a world away from the motorways on Mt Everest, the well trodden routes festooned with miles of fixed nylon climbing rope, dozens of high altitude Sherpa porters and a gaggle of climbers from around world the tilting the "Big E".

As Rozani and I stood on the untouched 6000m summit, the rope, the thread connecting the two of us barely touched the ground. The Tibetan winds were whipping up spindrift and gusting at around the speed limit on the M4 motorway. Fluffy clouds glided high above, and around us, a half-score of pointy peaks were beckoning. The unnamed summit, which we later called Sangay Ri (or Lion Peak) was my 8th virgin peak, but hopefully, not my last.

**David Lim matriculated in 1984, and owns Everest Motivation Team Inc, a leadership consulting firm – [www.everestmotivation.com](http://www.everestmotivation.com)**



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# ENGINEERING THE SILENT FLIGHT OF OWLS

BY JUSTIN W. JAWORSKI (2011)

From antiquity to Harry Potter, owls continue to make an impact on our culture and imaginations. The aura of mystery surrounding owls is justified in part by the remarkable ability of many species to fly silently. Despite this longstanding observation, the understanding of the mechanisms used by the owl to attenuate its aerodynamic noise remains incomplete.



In contrast to a growing number of experimental studies seeking the secrets of the owl, my work takes a fresh look at this problem with a theoretical approach to model the generation of the aerodynamic sound produced by unique wing features. The aim of this is to guide the search for the elusive silent owl technology, which may be translated to quieter wings and wind turbine blades.

Unlike other birds of prey, many owls employ acoustic stealth instead of a speed advantage or conventional

surprise tactics to hunt their prey. So what exactly does it mean to fly silently? For the owl, silence implies the suppression of sound produced in flight to levels below the threshold of hearing for frequencies of roughly 1.6kHz and above. Across this frequency range the owl eliminates sound that its small mammalian prey can hear and that would also interfere with its sophisticated bi-aural hearing that enables the continuous tracking of prey during flight. This pinpoint acoustical tracking is possible due to the asymmetrical size and position of the ears on the head, an evolutionary adaptation that allows foraging in total darkness and the identification of prey hiding under a few inches of snow cover. The senses of hearing and vision are cleverly integrated such that the owl looks in the direction of what it hears, since the eyes are fixed in their sockets. A couple of nods of the head calibrate and focus the eyes and ears to the rustling of leaves or squeaks from potential prey. After identifying a noise as a new meal, audio-visual contact is fully maintained on the approach to the prey, which requires the owl to fly in familiar surroundings at night to avoid collisions with trees or other obstacles in the way of supper.

The silent flight of owls is believed to be effected by three distinctive wing features: a soft velvety down on the upper wing surface; a comb of stiff feathers at the wing leading-edge; and a fringe of flexible filaments at the trailing edge of the wing. At present, it is not certain whether it is a single attribute or a combination of these attributes that is the root cause of the noise reduction. However, all wings or blades cutting through the air create a certain level of 'self-noise' due to air pressure fluctuations in the form of turbulent eddies. These eddies produce sound when they encounter the trailing edge; this is the dominant mechanism of aircraft noise in a clean configuration, i.e. when the engines



throttled back and flaps and landing gear retracted. Since self-noise is an unavoidable consequence of an aerodynamic structure passing through the air, trailing-edge noise often represents the minimum attainable noise level. Thus, the modelling effort to examine the owl noise suppression mechanisms begins with an examination of the noise generated by the trailing edge, which the owl must address in a novel way to have a chance at silent flight.

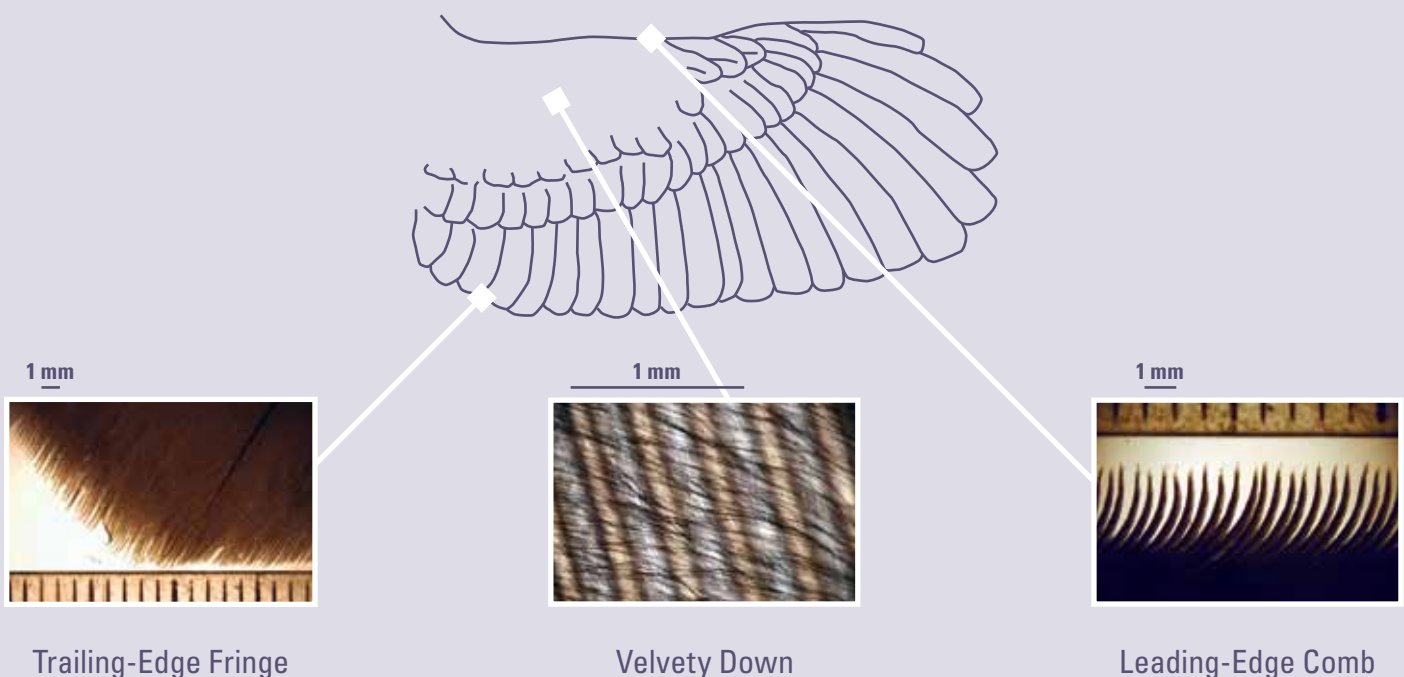
The tattered trailing edge of the owl is strikingly different from what you would see out the window of a commercial airliner. To the simplest of approximations, the owl edge is noticeably more compliant than the hard edge of an ordinary airplane wing. Closer inspection reveals that the owl trailing edge is porous as well, allowing the air streams that flow over the top and bottom of the wing to mingle gradually before reaching the back end of the wing. These poroelastic qualities of the owl trailing edge are central ingredients to the mathematical model developed with Professor Nigel Peake to furnish a direct comparison with classical aeroacoustic theory for noise from a conventional trailing edge. An impermeable rigid edge will scatter sound with an intensity that increases with the fifth power of flight speed,  $U^5$ , a theoretical prediction that is in agreement with flight test data. New results predict that the edge porosity may be designed to yield a sixth-power dependence on flight speed, which for low-speed fliers means an acoustic intensity reduction by an order-of-magnitude or more. The sixth-power velocity scaling for the aerodynamic noise from a

porous edge has a couple of important implications. Firstly, this  $U^6$  scaling is the same as one would predict for sound scattered from an *infinite* porous wing, which implies that edge porosity can eliminate the amplifying effect of the edge such that the sound scales as if there were no edge at all.

Secondly, the aerodynamic noise from a porous trailing edge now has a similar strength to other minor noise sources, such as the noise associated with the roughness of the wing surface. The elasticity of the edge may enable even greater noise reductions, where the predicted sound from an elastic or poroelastic edge can have an even weaker seventh-power velocity dependence,  $U^7$ . However, the practical goal for the design of trailing-edge treatments is to achieve a  $U^6$  or weaker scaling over the frequency range of interest, where unavoidable secondary sources such as roughness noise become dominant or have comparable strength.

The important next step in our research is to test our new predictions against experimental measurements, and an international collaborative effort is underway to make this comparison. Should we then expect to see owl-inspired poroelastic trailing edges on next-generation aircraft and turbines? This all depends on the more complex issue of establishing engineering trade-offs between the potential sacrifice of aerodynamic performance to achieve a particular degree of noise reduction. These trade-offs may be situationally dependent as well. For example, commercial aircraft would benefit from a quiet profile on approach to

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Trailing-Edge Fringe

Velvety Down

Leading-Edge Comb

One or more of these three distinctive owl wing features may hold the secret to silent avian flight.

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land when the noise most affects people on the ground, but during cruise a high lift-to-drag ratio is preferred at high altitude. The way in which porosity is introduced to the trailing edge, whether through perforations, serrations or otherwise, may also impact the level of noise generated. Clearly, there are many exciting technical challenges to be addressed before such technology can be transitioned to engineering practice.

A few closing words should be said about how these recent developments square up against the silent flight of the owl itself. There is some experimental evidence to support a  $U^6$  noise scaling for owls on the hunt, and for frequencies spanning from 1.6kHz up into the ultrasonic range of human hearing there is a strong roll-off of aerodynamic noise. Interestingly, current predictions and recent experiments performed elsewhere both indicate that low-frequency noise reductions are possible for wings with a porous trailing edge, but at high frequency such an edge has no advantage over a conventional (impermeable) wing. However, compliant edge predictions demonstrate the high-frequency rolloff observed in owl noise measurements. Thus, our model predicts the salient trends for the owl acoustic signature, but there is certainly work to be done to determine how to implement these changes for actual

trailing edges or edge extensions. Looking now to the other possible noise reduction features, the leading-edge comb and velvety down likely alter the state of the airflow over the wing before it encounters, and is scattered by, the trailing edge. A comparison of the physiology of silent owl species to those without the need for an acoustical advantage (such as fish owls) suggests that the evolutionary process is phasing out these specialised plumage adaptations of the latter for talons to grip a slippery trout. This observation inspires further work to pin down the physics of owl noise suppression through coordinated modelling and experimental efforts in order to understand more completely how silent flight can be achieved and how we may use that knowledge to the benefit of society.

**Dr Justin W. Jaworski is an NSF International Research Fellow and was appointed a Research Associate of Magdalene College in 2011. Before joining the Department of Applied Mathematics and Theoretical Physics, he studied for his BSE, MS, and PhD in Mechanical Engineering at Duke University and went on to work at the US Air Force Research Laboratory as an NRC Postdoctoral Research Associate. His scholarship addresses the interaction of fluid flows with flexible structures, which is relevant to a broad class of problems ranging from the fluttering of flags to chronic snoring to avian aerodynamic noise.**

## STRATEGIC TRANSFORMATION CHANGING WHILE WINNING

BY MANUEL HENSMANS; GERRY JOHNSON; GEORGE YIP



A winning strategy over the long term raises a special challenge: how to make major strategic changes whilst maintaining high levels of performance. The authors analyse and examine the strategies employed by exceptional firms that have met this challenge successfully. With real-life case studies and revealing expert insight from the leaders of Cadbury-Schweppes,

Sainsbury, Smith & Nephew, SSL International, Tesco and Unilever, the book assesses the strategies of organisations which have simultaneously posted consistent, long term superior financial performance whilst also undertaking the strategic changes needed to ensure future success. The extensive research base for this book included analysis of

the 20-year financial performance of 215 of the largest publicly listed British companies, a further strategic analysis of those 28 companies that were found to have consistent financial performance, and in-depth historical research and extensive interviews with top executives at six companies. The study found that successful strategic transformers developed four historical traditions over a 40 year or longer period, each of which contributed to the companies' ability for strategic transformation. The book's central message is that if managers are to develop firms that can both achieve consistently high performance and manage significant strategic change, then they need to accept and foster alternative management coalitions, and constructive tension and contestation, whilst maintaining an essential level of strategic continuity. This book explains how to pull off this difficult but essential double act.

**George Yip, 1963, is Professor of Management and Co-Director of the Centre on China Innovation at China Europe International Business School. From 2008–2011, he was Dean of Rotterdam School of Business at Erasmus University. He is a Fellow of the Advanced Institute of Management Research, of the Academy of International Business, and a Visiting Professor at Imperial College Business School. He is Co-Executive Editor of *Chinese Management Insights*.**



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# TEN YEARS WITH SANDY GALL'S AFGHANISTAN APPEAL (SGAA)

BY JOHN A FIXSEN (1955) MA MCHIR. FRCS.

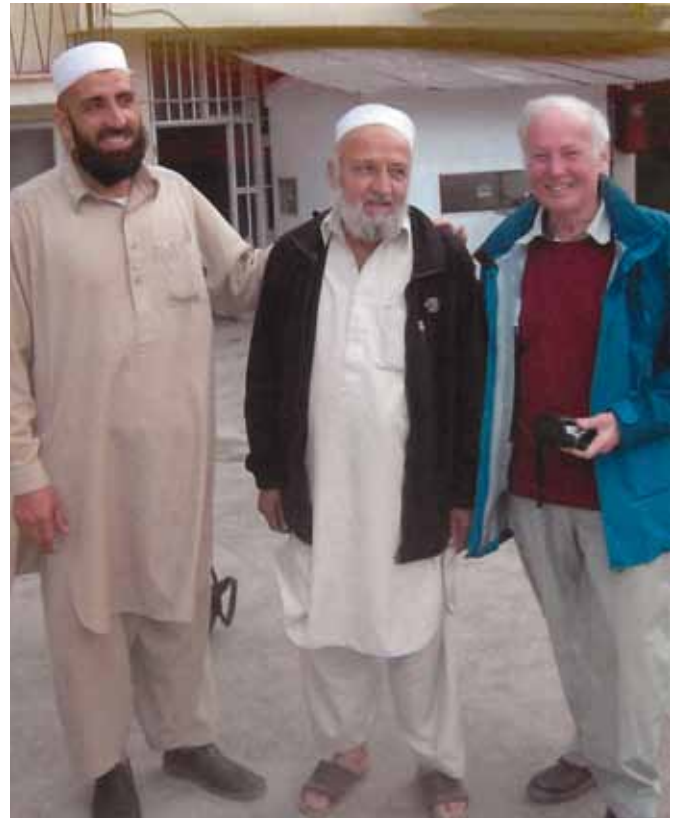
Sandy Gall, writer, broadcaster and ITN news reporter and his wife Eleanor founded SGAA thirty years ago in 1983 after a visit to the hero of the Afghan-Russian war Ahmed Shah Massoud in the Panjshir Valley in 1982.

The subsequent television documentary highlighted the remarkable Afghan resistance to the Russian invasion by the Mujahideen (Defenders of the Faith). One of Massoud's commanders had lost part of his leg from a mine injury and Sandy arranged for him to be fitted with an artificial limb (prosthesis) in the UK.

SGAA gained charitable status in 1986 and started work in Peshawar, capital of the North-west Frontier province of Pakistan, where over 3 million Afghans, many with amputations and other musculoskeletal problems, were living in the refugee camps around the city. The charity provided a free prosthetic and orthotic (splint) service with physiotherapy and rehabilitation for injured and disabled refugees. In 1991 Princess Diana visited the clinic in Peshawar during her visit to Pakistan and became a strong supporter of the charity.

In 1992–1994 during the chaotic period after the withdrawal of the Russian Forces in 1988–9 SGAA moved into Afghanistan. A prosthetic, orthotic and component workshop for the manufacture of wheelchairs, crutches and walking frames was built with the permission of the local provincial governor in Jalalabad, capital of Nangarhar province, in the grounds of the public hospital. Segregated male and female physiotherapy clinics were set up with separate male and female staff as men and women have to be treated separately by the same gender under Islamic law.

SGAA has always believed that it should train local Afghans to provide all the specialised services with the minimum involvement of expatriates as trainers and advisors. All our prosthetists, orthotists and physiotherapists are trained in Afghanistan to international standards, except when some training at the highest level is required outside the country when SGAA funds them for study abroad.



In 2001 Sandy and Eleanor asked me if I would like to become SGAA's orthopaedic advisor as Mr Peter Stiles, previously Orthopaedic Consultant in Guildford who had been their advisor for many years, had had to retire due to ill health. I had retired from consultant orthopaedic practice with a major interest in children at Great Ormond Street Hospital and Saint Bartholomew's Hospital in London in 1997. As part of this appointment I had been able to visit many leading hospitals in Europe, North and South America, Asia, Japan and Australia but had no experience of working in developing countries such as Afghanistan. However, I had visited Peshawar in

*... continued*



1996 as guest of the Pakistan Orthopaedic Association and seen a little of the Northwest Frontier and its spectacular scenery. Sandy explained that my children's interest would be very useful as around 50% of the patients attending their clinics were now children.

In 2001, we could not visit Afghanistan as the Taliban were in control. However in March 2002, just after the Taliban had been driven out, I made my first visit with John Lamb, Head of Prosthetics and Orthotics (P&O) at Perth Hospital Scotland who had been advisor to SGAA from its early days. This was a real eye-opener. Nowadays there are regular flights to Kabul but in those days you flew to Peshawar and then drove over the Khyber Pass with the statutory guard from the Khyber Rifles required by the Pakistan authorities as the Pass runs through the Tribal Territories which are neither under the jurisdiction of the Pakistan or Afghan governments. A useful base for the Taliban, Al Qaeda, madrassahs and opium barons. At that time most adult male Afghans were not properly dressed unless carrying a Kalashnikov rifle and a bandolier of ammunition. There were frequent road blocks to check all traffic but the words Sandy Gall and SGAA were an 'open sesame' and we were waved through with beaming smiles. There was an air of excitement and optimism as the Taliban

had been driven out. You could listen to a radio without the risk of confiscation, a fine or a beating. You could fly a kite, a national pastime, without risking harsh retribution. A woman could leave her home without having to be accompanied by a male relative. Girls and women teachers were allowed back to school. Such had been some of the repressive measures enforced by the Taliban.

The clinics in Jalalabad and the surrounding villages were full of patients suffering from neglected trauma and infection including poliomyelitis and tuberculosis. Congenital anomalies such as clubfoot and congenital dislocation of the hip (now called Developmental Dysplasia of the Hip) and nutritional problems such as rickets were very common. Most were untreated or had failed local treatment often by a non-medically qualified bonesetter. There was no specialised orthopaedic surgeon in the hospital until 2004 when Dr Sayed Shal was appointed with whom I have worked during my visits since. He attends a weekly clinic for SGAA and has improved enormously the management of orthopaedic and trauma problems. Congenital anomalies are very common partly as the average Afghan family has 6-10 children. Marriages are nearly always arranged by senior family members and in a recent survey at least 60% are consanguineous. The other side of



the coin is the very high infant and maternal mortality rates. The infant mortality in the area was around 4 out of every 10 children by the age of 10 years. Interestingly, the same as in the East End of London when The Queen Elizabeth Hospital Hackney, where I worked when it was part of Great Ormond Street Hospital, was founded in the 1890s.

In the early days travelling in Afghanistan was very slow as the roads were very poor. Many minefields were uncleared and unmapped. The usual advice was never to step off the side of the road, a favourite place for mines, or a beaten track. Some of the saddest mine victims were village children who wandered off regular paths in search of firewood only to lose one or more limbs to a mine blast. Enormous work has been done by the mine disposal experts (Deminers) trained by the International Forces but now almost entirely Afghan. Once the mines had been cleared the main roads have been rebuilt to European standards. Sadly standards of driving are not so, now the trauma wards are full of road accident victims rather than mine injuries particularly as Afghans do not wear seatbelts although all their cars are supplied with them.

Apart from its main centre in Jalalabad and surrounding clinics SGAA supported two small clinics in Kabul but in 2005 it decided to join with the Swedish Committee for Afghanistan (SCA), a much larger organisation based in Sweden which started to provide aid to Afghanistan in 1982 at the time of the Russian invasion and had its

30th anniversary in 2012. It has clinics in North-eastern Afghanistan, Mazar-e-Sharif, Kunduz and Taloqan as well as a major involvement with education, rural development and healthcare provision. This means we now travel to the North where the population is largely Uzbek, Turkoman and Tajik rather than Pashtoon in Jalalabad. As an orthopaedic surgical advisor, I can help with clinical training in examination, diagnosis and treatment and work with the local surgeons but I do not have expertise in physiotherapy. Fortunately, our senior orthopaedic physiotherapist at Great Ormond Street, Mrs Jeanne Hartley, became very interested in my tales of Afghanistan. She came with us for the first time in 2003 and was captivated by the country and its people. This was a great help as she was able to teach physiotherapy management and relate much better to the female staff. The traditional culture of male/female segregation is still very strong in Afghan society although some allowances can be made for an elderly grey-haired English doctor.

Now having visited the country for 10 years, usually twice a year for 3–4 weeks, we know most of our Afghan colleagues as old friends who work in conditions which are unimaginable to their counterparts in the UK. The general infrastructure of the country has improved significantly but there is considerable anxiety and pessimism about what may happen to the country, where the great majority of the population want to live a normal peaceful life, when the International Forces start to withdraw from 2014.

## FIRST MAGDALENE DINNER IN PARIS



The first Magdalene Dinner in Paris took place on Andrew Lyndon-Skeggs's (1976) boat, la Béthanie, on 25 April 2013 and was attended by, from left to right; Delphine Higonnet, Malvine Evenson, James Wood, Maurice Pope, James Tidmarsh (front), Tom Evenson (back), Tamara Poniatowska, Sandra Parvu (front), Johanna Pope (back), Steve Brown, Chuck Evans, Odile Wells, Martine Vonthron, Rosarita Cuccoli, and Christopher Wells. In addition, Christopher Kelly joined later in the evening after arriving on Eurostar – Andrew Lyndon-Skeggs was behind the camera.

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# THE JCR PRESIDENT REPORTS...



It feels like only yesterday I arrived back in Cambridge for the beginning of Lent term with a hefty amount of handover notes and fast approaching coursework deadlines looming over my head like the sword of Damocles.

Needless to say, my first term as President of the JCR Committee was nowhere near as daunting as this previously sketched picture.

As Confucius once said: ‘Ceremonies are the first thing to be attended to in the practice of government’. Calling the JCR Committee a government may be a slightly optimistic qualification; nevertheless, only days into the beginning of Lent term I was generously offered to attend the new Master’s ceremony – I can’t argue I’ve ever had such a grand start to a term (including the first day of freshers’ week, squished onto a bench in the Pickerel Pub).

Since then, the JCR Committee have been kept busy with multiple projects across various areas. The JCR has been

fully refurbished including new furniture such as bean-bags which actually are shaped like chairs as well as a new leather sofa, coffee table and carpet. We even have innovative self-timed radiators! As well as the JCR, the gym too is due to receive new equipment. The undergraduates have been kept entertained with various events organised by the JCR Committee, including a ‘childhood TV character’ themed party, a pyjama party, pub quizzes and music nights. The Access Officer has worked tirelessly to organise the annual trip to Goodison Park, and we second years have enjoyed our ‘half-way dinner’ while some of us were lucky enough to attend the Pepys Dinner.

Overall the JCR Committee have been working hard in all areas and have found the balance between tradition and innovation (as we abandoned the stereotypical JCR Committee ‘hoodies’ for round-neck jumpers!). I look forward to working with this committee for the remainder of my time as JCR President.

**Ali Meghji, JCR President 2012–13**

## NEWS FROM THE MCR



The past year has been very successful for our MCR. In March, we elected a new committee, which took over duties officially in April and started working immediately. The room

ballot took place in May and we were pleased that every graduate student who took part was allocated accommodation. We had an international brunch in the MCR, a very well received port wine tasting in conjunction with Corpus Christi MCR and the opportunity to celebrate Her Majesty’s Diamond Jubilee in the quiet surroundings of the MCR for those who wished.

We were also spoilt with three fantastic banquets: the Easter Banquet to kick-off the season, the Summer Banquet, which also served as the leavers’ dinner for

those who graduated this year, and a very atmospheric Christmas Banquet, at which we said farewell to the then outgoing Master, Duncan Robinson.

On the more academic side of activities, the Parlour Talks series has been improved and the overall reception and attendance seems to reflect this. The MCR committee continues to provide access to the MCR punt “Bismarck” through the punt society. Last summer, we held our traditional and well-received Garden Party and we were happy to welcome a large cohort of new graduate students in autumn. Later of course, the entire MCR received the news of Sir John’s Nobel Prize award with particular joy and pride. This January, it has been a great pleasure to welcome our new Master, Dr Rowan Williams, with many graduates congregating in First Court on the day of his admission to College, and some lucky enough to join the actual ceremony in Chapel.

**Adrian Beyer, MCR President 2012–13**



# CURTIN WINSOR III

BY ROBERT CHARTENER (1982)

Magdalene lost one of her most loyal and committed alumni on 11 December 2012, when Curtin Winsor (1986) died suddenly of a heart attack.



He was 49 years old, and he left behind his wife, Deborah; three daughters, aged 18, 10, and 7; his parents and four sisters; as well as a legion of other family members, friends and colleagues.

Curt came up to Magdalene to read for an M.Phil. in Latin-

American Studies, having earned his B.A. from Colorado College. He seized Cambridge with the enthusiasm and gusto with which he approached all of life. One of his first purchases after an electric kettle and a waterproof coat was a second-hand yellow MG that soon seemed to know its own way to (and, more importantly, back from) the Tickell Arms in Whittlesford, the Three Horseshoes in Madingley, and numerous other venues in and around Cambridge. Not surprisingly, Curt was a visible presence and personality at Magdalene, and he built close friendships in the Senior, Middle, and Junior Combination Rooms alike.

After Magdalene, Curt returned to Washington, D.C., where he had grown up and would spend the remainder of his life. A serial entrepreneur who co-founded an asset management firm and then the Bank of Georgetown, Curt was also active in many local and national charities, and he gave generously of his time and wisdom.

Though Curt and I did not overlap at Magdalene, it was our common bond during the 15 years when we were neighbours and close friends in Washington, and we talked often about how profoundly it had changed our lives. Curt loved the College's traditions and friendliness, the opportunities for Fellows and students to meet informally, the breadth of backgrounds and experiences that it gathers together, and its leadership in thought and learning as part of a great global university. Curt was an internationalist, and he envisaged a vital role for Cambridge University generally, and Magdalene College specifically, in promoting cooperation

and understanding among nations and their peoples. Curt provided the vision and was the driving force behind the American Studies Programme, which is part of the Department of Politics and International Studies. As a trustee of both the William H. Donner Foundation and the Donner Canadian Foundation, Curt successfully advocated for these institutions to provide generous grants to Magdalene to fund related fellowships and scholarships. These include the Roosevelt Scholarship and the Donner Scholarship, which support British and Canadian graduate students at Magdalene researching Anglo-American relations. Curt was also on the board of Magdalene in America and a founding board member of the new Magdalene College Foundation.

As Adam Holloway, M.P. (1984) observed in his eulogy at Curt's funeral, 'Curt was modest about the things that matter most.' Though a larger-than-life presence in every room that he entered, Curt did not seek recognition for what he achieved for Magdalene: his quiet but steadfast efforts stemmed from his love for the College and his commitment to establishing its preeminence in Atlantic studies. Those of us who knew Curt are thankful for his strong character and wonderful friendship, and all connected with Magdalene should be thankful for his utter devotion and service to his College.

## *The Donner Scholarship at Magdalene*

This generous scholarship is open to exceptionally well-qualified British and Canadian candidates with outstanding academic and leadership potential. Donner Scholars at Magdalene study for an MPhil degree in matters relevant to any aspect of Anglo – North American relations thanks to the generosity of Curtin Winsor and the Canadian Donner Foundation.

The current Donner Scholar, Julia Sherman, an exceptional young academic from McGill University, is enjoying her time at Magdalene to the full. It is expected that in due course Donner Scholars will become leading figures in the field of Anglo-North American relations.

## Forthcoming Events

**8 JUNE 2013**

Buckingham Society Luncheon in College

**30 JUNE 2013**

Family Day for all Members and their families

**3 JULY 2013**

Courtauld Gallery visit and breakfast

**31 AUGUST 2013**

Annual Magdalene Dinner in Hong Kong for all Members

**2 SEPTEMBER 2013**

Dinner in Singapore for all Members

**4 SEPTEMBER 2013**

Dinner in Kuala Lumpur for all Members

**29 SEPTEMBER 2013**

Annual Donors' Day. Invitations will be sent to all eligible Members who have supported the College during the last financial year.

**24 OCTOBER 2013**

Dinner in Washington DC for all Members

**25 OCTOBER 2013**

22nd Annual Dinner in New York for all Members

**9 NOVEMBER 2013**

Lecture and Dinner to celebrate the 25th Anniversary of the admission of women at Magdalene

**7 DECEMBER 2013**

Rugby Dinner at Magdalene for Members

**14 DECEMBER 2013**

Law Association Dinner at Magdalene

Please note that other events may be added to this list. Always check our College website [www.magdalene.cambridge.com](http://www.magdalene.cambridge.com) on the 'Events' pages and read the updated listings in *Magdalene E-Matters*.

Please email [alumni@magd.cam.ac.uk](mailto:alumni@magd.cam.ac.uk) to register your interest in any of the above events.

## Reunions

### *Reunions in 2013*

**FRIDAY 20 SEPTEMBER**

Dinner for those who matriculated in 1994–1996

**FRIDAY 27 SEPTEMBER**

Dinner for those who matriculated in 1997–1999

### *Reunions in 2014*

**FRIDAY 11 APRIL**

Dinner for those who matriculated up to 1956

**SATURDAY 3 MAY**

Lunch for those who matriculated up to 1956

**FRIDAY 19 SEPTEMBER**

Dinner for those who matriculated in 1957–1961

**FRIDAY 26 SEPTEMBER**

Dinner for those who matriculated in 1962–1966

Invitations will be sent out 3 months in advance. Please note that the programme usually begins at 4.30pm with tea and coffee in the Senior Combination room. This is followed by Evensong in Chapel and then pre-dinner drinks in the Cripps Gallery at 7.15pm or Pepys' Cloisters, with dinner being served in Hall from 8pm.

Those who matriculated in 2007 will be invited to take their MA in person or in absentia in 2014.



## *Non-resident Members' Guest Nights*

Please note that we have had to reduce the number of NRM nights to just two a term for the duration of the Kitchen refurbishment project as there will only be four Formal Halls during Michaelmas and Lent terms.

7 June 2013, 18 October 2013, 22 November 2013, 24 January 2014, 7 March 2014, 26 April 2014, 24 May 2014, 6 June 2014

These evenings are hosted by a group of Fellows and include pre-dinner drinks. They offer members the opportunity of bringing one guest to dine at High Table. Please note that numbers of NRMs are limited to a maximum of ten at any one night. Please book via the Alumni & Development Office.