I graduated in Chemistry from Oxford in 1980 and began work, as a Course Coordinator in the Science Faculty at The Open University. This is an unusual role unique to the OU which gives an opportunity to put your toe in the water of University administration, find out about interesting new subjects (in my case special and general relativity) and work with some of the most dedicated staff and students I’ve ever come across. I moved to Cambridge in 1983 as a Faculty Administrator, venturing with some trepidation into the unknown territory of English and History. When my ‘boss’ transferred to a senior role in the Old Schools I was assigned most of his duties including Secretary of what is now the School of the Humanities and Social Sciences (but then the fledgling Interfaculty Committee ‘B’). After six very happy years learning a little about a lot of Arts, Humanities and Social Sciences, I was promoted to a new post in the Old Schools, supporting the Committee that dealt with requests for filling posts / space / equipment and requests for new needs. The illness of a senior colleague gave me another opportunity in 1996 to step up, which I relished. Circumstances and the restructuring of the UAS led to my current appointment in 2002.

I would strongly encourage anyone hoping to progress to:
- seize all the opportunities you are given even if the immediate rewards aren’t apparent;
- broaden your experience;
- take on some voluntary outside commitments to gain experience of other institutions and colleagues and retain a sense of perspective.