



Changemakers 2018-2024

Homerton College Governing Body, 11 March 2024

Dr AJ Wood, Academic Director, Homerton Changemakers

The Changemakers' 5-year report accompanying this paper is for external audiences and offers an account of activity Sep 2018- Sep 2023.

What follows is a companion piece for College Fellows, outlining Changemakers' institutional development, figures about its impacts, and a summary of next steps. It also includes an update of activity occurring after the publication of the report i.e. between Sep 2023 and now. It is offered as an account of the financial, intellectual and institutional responsibilities College has entrusted us with over the last five years. —

In the summer of 2018 College Council agreed to fund a programme equipping students for the complexity and challenge characterising 21st century society. And Homerton Changemakers was born. After a successful 4-year tranche Changemakers secured a further mandate from College Council to continue 2022-2026, with appropriate funding and levels of staffing: as a College we committed to the vision expressed in and by Changemakers, and to its value for students, our College culture and the University more broadly.

During the first five years Changemakers has developed and refined its offer: an attributes-based wrap-around set of elements to amplify and support a student's degree experience. It is premised on the argument that whilst a Cambridge degree can be brilliantly formative, there are skills, mindsets and domains it doesn't always cover e.g. deep awareness of oneself; methods for influencing how things can get done in the world; or the complexities of power, culture, politics and contemporary crises. Designed around the domains of 'Self. Society. World' Changemakers helps students build capacity in each domain and then apply it. We particularly acknowledge the diversity of students' backgrounds, aptitudes and interests, and design opportunities with this in mind.

The programme is open to all students, is modular, and offers annual and regular components alongside ad hoc events (driven mostly by opportunity). It also has the added benefit of an interdisciplinary, intergenerational community for those who wish, and supports wellbeing by its focus on agency, purposeful living and intelligent encounter with material beyond one's subject. Each year Changemakers students are approximately 45% UG and 55% PG, depending on the programme element. As of Feb 2024 students from every year level and subject taught at Homerton have been part of Changemakers events, including part-time Masters, professional masters and doctorates, PGCE, UG degrees, PhDs, MPhils, and executive education. Year-on-year we have witnessed growth in student engagement, programme scale and external engagement. And anecdotally, Changemakers has become a unique and desirable point for recruiting students: it is also now cited in most senior staff and JRFs recruitment processes.



Summary Sep 2018- Feb 2024

Distinct students (approx.) *teaching began Sep 2019	Student attendances (for an hour or more)	Total hours taught	No. supporters, mentors, guest faculty	Hours gifted by supporter, mentors, guest faculty	Income: sponsorships & donations (approx.)	In-kind benefits: supporter hours + services (approx.)	Expenditure, College-funded (includes estimate for Q2 23/24)
1300	2875	29,247	210	6000	£125,525	£650,000	£876,183

(A year-on-year account appears at the end of this document, page 6.)

Programme Michaelmas and Easter 23/24

Members of Governing Body are invited to see [Changemakers Events and Programme](#) pages for details of Michaelmas and Lent 2023-2024. Highlights include:

- an annual 6-day residential for 70 students (Sep 24-30)
- weekly Tuesday conversation series with invited guests
- a screening of the film *Walter Rodney: What They Don't Want you to Know*
- a 'Race Today Collective at Fifty' panel discussion, with members of the collective
- a visit to 10 Downing Street with students from Homerton politics, hosted by Homerton alumni Special Advisor Myles Stacey OBE
- a Change in the Community volunteering event with local charities
- the first residential of the 2024 Regenerative Leadership Programme (a programme in partnership with the Eden Project and with colleagues from the UN, UNESCO, LSE, and national broadcasting: for 25 students)
- regular 'Founders Hours' for entrepreneur students
- co-hosting the first Homerton Project Open Door event 'Future Economy' with Frances Rayner (Wellbeing Alliance), John McDonnell (Labour MP and former Shadow Chancellor), Deborah Curtis (international artist) and Dr Juliana Cavalcanti (Homerton)
- a field trip to the Bradfield Science Centre meeting leading investors, CEOs and innovators, hosted by Dr Jerry Wu (TusPark)
- the launch of the 2024 Catalyst Fund, including a hackathon supported by corporate sponsor TTP
- an *in situ* collection of books and a Changemakers' catalogue searchable via iDiscover, in collaboration with the Library team

Our mentoring scheme, core curriculum workshops and student ambassadors scheme are ongoing, as are the steady-state elements of pedagogical design, governance, reporting, communications and social media, team-development and operations.



Changemakers in Context

At Homerton, the Changemakers team contribute to administrative and academic service via membership of College committees and College Council; admissions interviewing and supervising; and supporting College-wide initiatives such as the Foundation Year, WP, alumni relations, fundraising, partnerships and external-facing events, such as Project Open Door. We work closely with departments and colleagues across College - e.g. with admissions, tutorial, library, wellbeing, Tutors, DoSes - to coordinate efforts, to understand more about students' needs, to co-develop initiatives, and in some cases offer subject-specific workshops. Changemakers is working particularly with the Senior Tutor, Vice-Principal and Bursar to more fully integrate its work, and the benefits this brings, into College function and ways of operating.

The team is also actively engaged in building philanthropic support. We nurture relationships across industries, sectors and disciplines to bring influential, competent people working in interesting ways to meet with students; and to bring money and/or new contacts to College. These sometimes lead to new Fellows joining the College, or donations for student prizes and event sponsorship. We work with our network to offer students access to relevant, hard-to-reach opportunities such as free tickets to costly conferences and training (e.g. the European Speechwriters Network) or nominations to elite leadership programmes for young people (e.g. Aspen UK). Alongside this, Changemakers has focused on developing a virtuous circle of support, evident in the substantial level of in-kind benefit from people willing to mentor students, host onsite workshops and visits, teach for free or at heavily reduced rates. We are also now finding that people involved with Changemakers are recommending others in their network to get involved.

Across the University, Changemakers is increasingly in demand as a point of advice, collaboration and consultation. We have had conversations with senior members of many of the other Colleges - in the last six months Trinity, Lucy Cavendish, Pembroke, Kings, Hughes Hall, Jesus - Heads of School, Heads of House, Pro-Vice Chancellors, the Vice-Chancellor, Student Services, Student Wellbeing, the Cambridge Institute for Sustainability Leadership, the Judge Business School, and the Provost of the Gates Cambridge Trust - as collegiate Cambridge explores what it should and must consider when reviewing its educational and student-experience offers. Beyond Cambridge the team are in demand lecturing, facilitating workshops, and advising on Changemaker-style education with universities, NGOs and charities.

We continue to ask questions about what the best formats and foci for the programme should be. And we are always looking for ways to better connect with students, to understand the emotional and intellectual questions they bring, and to find ways to bridge the space between what students expect (and want) and what will be most fruitful, enlarging and enabling. This is, for us, the heart of the programme: a pedagogy of invitation and challenge that both supports and teaches. It is probably the most difficult aspect of what we do, but also the most rewarding.

In the last six months we have also developed a Changemakers strategy. This has been done with awareness of the emergent College Strategy and facilitated by an experienced advisor (and Changemakers supporter) Dr Mark Bloomfield. The strategy takes into account trends analysis,



forecasting, responses to the Changemakers programme so far, and the current fundraising capacity of College. Alongside expanding our online presence and sources, the strategy includes a modest amount of focus on proto-typing offers that can be revenue-raising, but that will also 1) directly benefit students, 2) improve our methods and pedagogy and 3) encourage the values Homerton espouses. For example: plans are underway to work with the Black Talent in STEM initiative to offer a Changemakers-style programme to interns and early career folk in major tech companies. We are also exploring corporate sponsorship for discrete elements of the Changemakers programme: (eg Annual Residential, Catalyst Fund and GameChangers). The strategy will be discussed at Changemakers' next Steering Group meeting in March and we hope to publish it more broadly then.

Team

Changemakers absolutely relies on its network of supporters, the infrastructure and intellectual community of College, and the students we serve. Changemakers is, however, held by a core team of Homerton staff who consistently demonstrate aptitude, creativity and dedication, particularly in times of challenge.

Dr Soraya Jones, Associate Fellow, Director of Engagement and Operations (2019-) is responsible for building partnerships with industry mentors, entrepreneurs, and potential sponsors. She also heads up the operational and financial aspects of Changemakers, coordinating social media & events promotion, and ensuring all programme logistics work well, with a special focus on the Annual Residential. She actively mentors students interested in business and the startup landscape. Core offers to students include the Mentoring Scheme, Catalyst Fund, Dinners with a Leader, and Founders Hours. Dr Jones is also the Royal Society Entrepreneur in Residence at the University of East Anglia, and a non-exec member of several boards across the tech, innovation and charitable sectors.

Dr Robin Bunce, Fellow, College Lecturer in Changemaking (2023-) focuses on curating and teaching the Core Curriculum workshops, curating the Tuesday Conversation series, hosting high-profile events connecting students with changemakers in many fields, and writing on Changemakers events and thinking. He is well known in Homerton as a supervisor, postgraduate tutor and committee chair. He is also a well-established writer on politics and contemporary culture.

Mel Parkin, Programme Coordinator (2024-) manages the dozens of events each term, and is responsible for logistics, administration, the data base, and communications. She has already become a valued and exceedingly competent member of the team.

Dr Alison Wood, Fellow, Founding Academic Director (2018-) focuses on the intellectual vision and form of the programme, with particular focus curating the Annual Residential, leading the GameChangers Regenerative Leadership Programme, and connecting students to valuable opportunities via Changemakers' network. She is also responsible for overall strategy, financial performance, pedagogy and methodology, communications, external relationships, and developing writing on Changemakers work and thinking. Dr Wood is inaugural chair of the Westminster Abbey Institute Fellows Council, working with people in responsible roles across Whitehall, Westminster and the public services to bolster courageous, thoughtful leadership amidst complexity. She is also



co-founder of the newly formed Centre for Better Futures (Cambridge); the Centre's first Fellowship Programme is intended to launch September 2025.

As of 2023 Changemakers Steering Group is ordered by a College Ordinance, with the requirement that the minutes of its termly meetings are shared with College Council: the Academic Director's termly report is also included. We intend to make these documents available via Moodle to Fellows in the coming weeks. If you wish to see any or all of these documents in the meantime, please contact Dr Wood (ajew3) in the first instance.

Details of Programme Development and Expenditure Year-on-Year

Year	Student encounters	Total Student hours	No. of events	No. of event hours	Stage of Development	Staffing levels	Annual Expenditure
2018-2019	69	307	2	10	<ul style="list-style-type: none"> ○ Establishment year, 2 trial workshops ○ building network of supporters ○ programme model & pedagogy ○ governance, reporting, website, branding 	Academic Director (Dr Wood) <i>Total: 0.5 FTE</i>	£54,361
2019-2020	146	3353	15	114	<ul style="list-style-type: none"> ○ First 6 day Residential, Sep 2019 ○ First Partnerships ○ Growth of supporter network ○ Short film and brochure 	Addition of Prog Coordinator (Dr Jones) 0.5 FTE Academic Director to 0.6 FTE <i>Total 1.1 FTE</i>	£133,494
2020-2021	431	3286	34	196	As above with addition of: <ul style="list-style-type: none"> ○ Pivot to online programmes ○ Mentoring for Pandemic Times ○ Student Ambassadors Scheme 	<i>as above</i>	£83,270
2021-2022	537	3860	47	166	As above with addition of: <ul style="list-style-type: none"> ○ 'Self, Society, World' model ○ Core Curriculum and extended elements ○ Tuesday Conversations ○ Dinners with a Leader ○ Website relaunch 	Academic Director to 1.0 FTE Change of role: Director of Operations and Engagement (Dr Jones) 0.7 FTE Prog Administrator (Daniel Ogunlana) 0.5 FTE <i>Total: 2.2 FTE</i>	£153,200
2022-2023	1026	10860	64	317.5	As above with addition of: <ul style="list-style-type: none"> ○ OBRIZUM online module development ○ Regenerative Leadership Programme ○ Termly workshop structure ○ Changemaker Ordinance ○ Catalyst Fund ○ First sponsorships and donations for prizes ○ Changemakers Prize 	Dr Wood 1.0 FTE Dr Jones 0.8 FTE Prog Administrator (Jane Mumford) 1.0 FTE <i>Total: 2.8 FTE</i>	£296,858



2023-up to Feb 2024	666	7581	30	151	As above with addition of: <ul style="list-style-type: none"> ○ Strategy 2024-2034 ○ Revenue-raising programming and partnerships ○ Changemakers' Library Collection & Catalogue ○ Yr-5 report and accompanying film 	Academic Director 0.6 FTE (seconded to Centre for Better Futures 0.4 FTE) Director of Engagement and Operations 0.8 FTE Appointed College Lecturer in Changemaking (Dr Robin Bunce) 0.4 FTE New Prog Coordinator (Mel Parkin) 1.0 FTE <i>Total: 2.8 FTE</i> [ad hoc admin support throughout for major events and social media]	Projected approx: £315,000
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