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## A new Library for Leeds

Building work on the University's new flagship Library is set to begin in spring 2013.

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### Hunting for Hot Spots

The second phase of the It All Adds Up campaign launches across campus.

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### TEDx comes to town

The Transport Systems Hub holds the University's first TEDx event.

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### Strategy update

Reviewing our progress on refreshing the Strategy.

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## Leader column

# Building international relationships and looking to our future

**My recent trip to China provided a lot to reflect on, not least the quite staggering scale and pace of change in the country.**

The most astonishing thing was the amount of investment in academic facilities. My overwhelming sentiment was: 'I wish I had some British ministers with me!' If they were to see it, they'd understand how much other countries are doing and the level of competition that exists between international universities.

I was part of an 18-strong University delegation which included academics representing six faculties and colleagues from Research and Innovation Services and the International Office. The wide-ranging itinerary summed up perfectly the breadth of our existing involvement – scientific, cultural and commercial – with Chinese institutions, and our ambitions to strengthen and build new relationships with key partners. I had a very interesting conversation with the President Yu Lizhong of New York University-Shanghai, who felt that global universities should definitely establish an overseas teaching footprint in addition to research collaboration, if they are to become major global players. The key Chinese university partner of NYU-Shanghai, East China Normal University, has built a global park and is seeking partners to do exactly this. We'll be exploring in more detail if we could have a presence on this campus in future.

I also went to Xiamen University, a very prominent university in the Chinese top 20 and one of the most beautiful campuses that I have ever seen, located as it is between the coastal mountains and the beach.

Some of our alumni are academics there, which was incredibly useful. They spoke authoritatively about the University of Leeds, its stature and facilities, which helped to forge further links with their fellow academics. Professors Simon Biggs and Yulong Ding (Institute for Particle Science and Engineering) and I were visiting the new School of Energy Research. Like our own institution, they are involved in nuclear energy research and



energy storage, so we're trying to develop our already significant relationship with them.

The idea of joint degrees, '3+1' Masters degrees and split-site PhDs were all discussed.

It's important to stress that these relationships are mutually beneficial; since my return a couple of weeks ago, we've welcomed delegations from both Zhejiang and Xiamen Universities, as well as East China University of Politics and Law. I was also delighted to open the Leeds International Business Confucius Institute (LIBCI) which is based in the Centre for International Business. LIBCI is the culmination of years of work led by Professor Peter Buckley. It will boost trade by running training courses in Chinese language and culture for companies seeking to invest in China, and orientation courses for Chinese businesses hoping to invest in the UK. As part of the partnership with the University for International Business and Economics (UIBE), one of China's leading universities, staff and student exchanges will study in Leeds, and vice-versa.

Our submission for the Research Excellence Framework (REF) is on track. We've just completed the annual School Academic Performance Reviews, followed by panel meetings to look at the draft submissions for each of the 33 Units of Assessment (UOA). As you'd imagine for an exercise on this scale, the results range from the 'absolutely brilliant' to the 'not quite good enough'. There were some really superb submissions, so we're using these as examples of best practice to show how it looks when it's done well. REF is definitely one of those situations where the more you put in, the more you get out. We're aiming high and so far, so good.

Plans for our stunning new Library are with the city planners and we hope to start building work early in the new year.

The building will occupy a very prominent site on Woodhouse Lane and it's going to be an iconic landmark. You can read more about the building and see artist's impressions on pages 12-13. We are hoping to follow up with a refurbishment of the Edward Boyle Library, which will become predominantly a postgraduate research library for the sciences. With the highly competitive market we're facing, having great facilities for students is critically important for our future success.

Our 2011/12 Annual Report and Accounts have now been published, and show that we have a surplus of around £67m. Some £30m of the surplus is due to a number of 'one off' events, but it still gives us a significant cushion, particularly as we face volatility and uncertainty of income in future years. You can read Finance Director Jane Madeley's more detailed analysis of the results on page 11.

This year has been a milestone in the history of higher education in the UK, and the changes have certainly created a lot of hard work for all our staff. I would like to thank colleagues for all their efforts and hard work. I hope the Christmas break will give you and your families a chance to relax and enjoy a happy and peaceful festive season.

### Catch up with VC's Week on For Staff

Read the Vice-Chancellor's weekly column which is published every Monday on the For Staff webpages [www.leeds.ac.uk/forstaff](http://www.leeds.ac.uk/forstaff)

## News

# Some like it Hot Spots



## The It All Adds Up campaign re-launched in November with a new focus on 'Hot Spots' – areas of high energy use across campus.

The reveal at the end of November followed three days when the campus was decorated in a variety of ways, from bright red stickers and graphics to a giant 3D hot spot which appeared in different locations across the University.

“The aim of the second phase of the It All Adds Up campaign is to identify areas across campus where staff and students can make efforts to reduce high energy use and take direct action to change the way they work and use energy,” says Louise Ellis, Director of Sustainability. “We wanted this phase to have as much impact as phase one did with its ‘giant numbers’, and the Hot Spots logo and real life, huge Hot Spot have done just that!”

Over the next few weeks, the Sustainability Team will be touring campus in a ‘pledge tent’ to encourage staff to sign up to the campaign if they haven’t already, and actively participate in supporting the campaign in the new year.

Louise continues: “Actions could involve identifying ‘hot spots’ in the buildings that people work in and implementing practical solutions for reducing energy.”

In the meantime, the Sustainability Team, of course, will be on hand to offer help and advice and can be contacted at [sustainability@leeds.ac.uk](mailto:sustainability@leeds.ac.uk)

An element of competitiveness may also spur colleagues on to join the campaign, as the areas of the University which are doing the best at pledging their support will be highlighted on the website at <http://italladdsup.leeds.ac.uk>

## News

## Leeds Confucius Institute opens

Leeds has joined an élite band of European universities with a specialist Confucius Institute dedicated to business and commerce.

The institute was opened by Professor Michael Arthur and Professor Shi Jianjun, President of UIBE, and attended by distinguished guests from the Chinese embassy in the UK and the University of Leeds.

Professor Michael Arthur, Vice-Chancellor of the University of Leeds, said: “Our University has a proud history of studying and working

with China and its people and the opening of the Confucius Institute will build on this.”



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## About the Reporter

The *Reporter* is the University of Leeds' staff magazine, produced eight times a year. Over 8,500 copies are distributed to staff across campus.

The *Reporter* is produced by the Communications team.

Web: <http://reporter.leeds.ac.uk>  
Email: [the.reporter@leeds.ac.uk](mailto:the.reporter@leeds.ac.uk)

Front cover shows the project group for the new undergraduate Library. Librarian Stella Butler is front centre, with Michael Emley Head of Collection Services on the left.

## Research and Innovation

# From stars to Salsa – European funding success

**Four University academics have had great success in the latest round of bids for European Research Council (ERC) funding, collectively receiving around €9.7million for their various projects.**

“To receive four of these prestigious awards across science and the arts is a fantastic result for our academics and the University,” said Ben Williams, European Manager in Funding Development, who worked closely with applicants to help shape their submissions. “Preparing the applications was a long, detailed process but I’m delighted to say that all the hard work paid off.”

Professor Sheena Radford (School of Cellular and Molecular Biology) received nearly €2.5m for research that aims to cast new light on the molecular and cellular mechanisms in amyloid diseases, such as Alzheimer and Parkinson diseases.

Two projects from the Faculty of Mathematics and Physical Sciences received funding of around €2.5m each. The first project, led by Professor Gary Williamson (Food Science) seeks to discover how dietary polyphenols, found in plant-derived foods, affect health in the long term. “Although there have been many studies on polyphenol-rich foods showing promising effects in reducing the risk of heart disease and diabetes, the true mechanisms of action remain elusive,” says Professor Williamson.

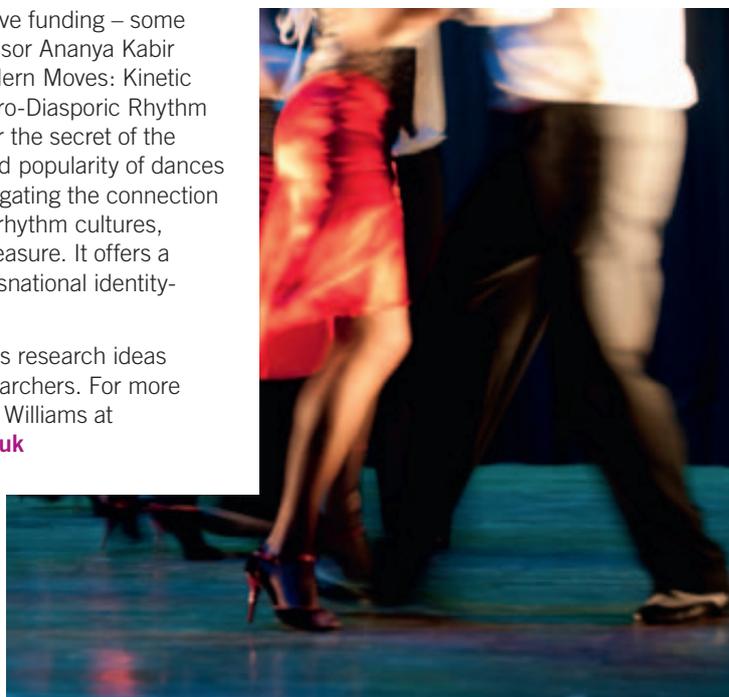
The earliest phases in the process of star and planet formation are the subject of research project by Professor Paola Caselli (School of Physics and Astronomy). “Stars like our Sun and planets like our Earth form in dense regions within interstellar molecular clouds, called pre-stellar cores or PSCs,” explains Professor Caselli. “I plan to explore how PSCs are formed and evolve, and the physical and chemical structure of PSCs in different parts of our Galaxy. Finally, using the largest interferometric telescope ever built, we’ll study first steps toward the formation of the protoplanetary disc. In summary, we hope to unveil our astrochemical and astrophysical heritage!”



ERC award recipients (l-r): Professors Gary Williamson, Paola Caselli, Sheena Radford, Ananya Kabir, and European Manager in Funding Development Ben Williams.

The final project to receive funding – some €2.2m – is led by Professor Ananya Kabir (School of English). Modern Moves: Kinetic Transnationalism and Afro-Diasporic Rhythm Cultures aims to uncover the secret of the enduring and widespread popularity of dances such as Salsa, by investigating the connection between Afro-diasporic rhythm cultures, global modernity and pleasure. It offers a new perspective on transnational identity-formation processes.

The ERC funds ambitious research ideas created by the best researchers. For more information contact Ben Williams at [B.A.Williams@leeds.ac.uk](mailto:B.A.Williams@leeds.ac.uk)



## Research and Innovation

# Collaboration with Yale and children's charity to help first-time mums

**Experts from Yale University and the National Society for the Prevention of Cruelty to Children (NSPCC) recently visited the University as part of an international collaboration to help young, first-time mothers to cope with the challenges of having a baby.**

Minding the Baby is an early intervention programme designed to enhance a mother's relationship with her child. Developed by Yale Child Study Centre University and Yale School of Nursing, the programme is now being delivered in the UK by three NSPCC service centres in Sheffield, Glasgow and York. Pro-Vice-Chancellor Dawn Freshwater and Dr Gary Mountain (School of Healthcare) are providing clinical supervision for the programme.

Dr Mountain says: "Minding the Baby will pioneer a new approach in the UK to helping first-time mothers. As the research evidence from Yale University suggests, the early years are vital for children's developments, so we're keen to explore how we can best support the parent-infant relationship at this key stage.

"It's thanks to close international links with our colleagues from across the water that we are able to develop and learn best practice in intensive home visiting interventions, which means we have the opportunity to make a real difference to vulnerable families here in the UK."

Minding the Baby involves an intensive, home visiting programme working with vulnerable first-time mothers aged 14-25 and their families. NSPCC social workers and health practitioners work in pairs to visit mums-to-be at home from the seventh month of pregnancy up until the child's second birthday. The home visitors aim to keep the mother aware of her baby's physical and mental states and enhance her reflective functioning by continuously voicing the baby's emotions and intentions.

The team in Yale has been delivering the programme for several years and has been tracking the babies born into this programme up to five years of age. They have seen some positive results in terms of the physical and emotional health of babies, the development of secure attachment patterns, lower rates of subsequent quick pregnancies by mums, and lower rates of child maltreatment.



## Research and Innovation

# Making the most of *Research Professional*

A series of workshops – online and face to face – is helping academics to maximise their opportunities to find and apply for research funding.

Run by *Research Professional*, the long-established publication which gives details of research funding opportunities as they become available, the workshops have already had excellent feedback from people who have taken part.

"We've subscribed to *Research Professional* since it started and it's an incredibly useful source of information for academics looking for funding opportunities in the UK and internationally. Following a recent upgrade of the service and renewal of our *Research Professional* subscription, we asked them to run workshops that would help users to get the most from their website searches," explains Dr Rachel Woolley of the Research and Innovation Service (RIS).

"The workshops are designed to help people create their own, bespoke searches whilst, at the same time, avoiding common pitfalls of making searches too broad or too specific. It also encourages users to set up a specific log in, so that it's always quick and easy to access their individual bespoke searches."

A series of hour-long workshops at the University is planned for 2012. RIS's Annette Caplan has more information and is also available to give advice and guidance on using the *Research Professional* site. Contact her at [A.C.Caplan@leeds.ac.uk](mailto:A.C.Caplan@leeds.ac.uk) or on (0113) 343 4091. You can also go to [www.researchprofessional.com](http://www.researchprofessional.com) and register your details. Once registered, you can take part in an online workshop.

## Inspire our students

# TEDx comes to town

The University delivered its first 'TEDx' event in November, organised by the Transport Systems Hub. Non-profit think-tank TED is devoted to 'ideas worth spreading', with the associated TEDx program allowing people to share a TED-like experience through local, self-organised events.

The event saw experts in the field of transportation, students and recent graduates present, debate and discuss 'Reducing the Impact of Transport on the Environment'. The maximum of just 100 attendees allowed a mix of students, staff, Leeds residents, local and national government representatives, transport consultancies and media, to engage in a deep and stimulating discussion in the Great Hall.

Six academics and practitioners from the UK, Europe and US spoke at the event, including Transport for London's Head of Sub-Regional Strategy and Policy, Lucinda Turner and Daniel Sperling, founding director of the Institute for Transportation Studies at the University of California Davis. Four undergraduate and postgraduate students also joined the six



Dr Greg Marsden, Director of the Institute for Transport Studies, speaking at TEDx event.

experts, who were invited to speak after entering a competition in which they demonstrated ingenious ways of approaching problems faced by transport systems today.

One such idea was that of Marcelo Blumenfeld Mendonca, a recent graduate with an MSc in Transport Planning. His idea sees a public transport system in which autonomous vehicles travel together like a train, then break up and go their separate ways, making public transport speedier and thus more attractive.

Innovations Manager for the Transport Systems Hub, Natasha Merat said: "This was a very

exciting and inspiring evening, with stimulating conversations and networking opportunities for the speakers, University staff and students, as well as the general public. In my opinion, this is exactly the sort of event which can benefit from Higher Education Innovation Fund resources, and I do hope it inspires other Hub members to continue the TEDxUniversityofLeeds series."

For more information on TED and TEDx visit [www.ted.com/tedx](http://www.ted.com/tedx)

## Inspire our students

# The Sun Is Not For Us shines in China

A strand of the international research network 'Performing China on the Global Stage' saw 15 students from three schools devising and staging *The Sun Is Not For Us* (TSINFU).

Based on the female characters in four plays by canonical Chinese playwright Cao Yu, the students worked with director David Jiang (School of Performance and Cultural Industries [PCI]), producer Ruru Li (School of Modern Languages and Cultures), co-producer Susan Daniels (PCI) and production manager and founder of stage@leedstouring Steve Ansell.

As the first foreigners to perform Cao Yu in China, the tour attracted massive media coverage. TSINFU opened the Shanghai

International Contemporary Theatre Festival playing three nights to full houses, with the audience including University Vice-Chancellor Michael Arthur, senior staff and alumni.

The Qianjiang (ancestral home of Cao Yu) government with Jainjing Arts College, and Sichuan Normal University with Sichuan People's Art Theatre, Chengdu also hosted TSINFU, with performances in Qianjiang to 1,000 people and Chengdu to 1,400. Academics gave lectures and students led workshops and realised the power of drama as a cultural bridge. Researchers and practitioners felt that "the unique style and the creativity of TSINFU would have great impact on both theatre and drama education in China".

The British Council commented: "It proves to be one of the best ever cultural projects from a British university in China known to the British Council, combining creative pedagogy, artistic quality and amazing local impact."



Students greet the audience after a performance of *The Sun Is Not for Us*.

## Inspire our students

# Chance to reward our students and staff

**Nominations for the 2013 Partnership Awards are now open. Staff and students are being asked to have their say and nominate people who have made an outstanding contribution to learning and teaching at the University.**

“The awards exist to celebrate everyone who has made a positive impact on the learning community at Leeds,” says Josh Smith, Leeds University Union’s Education Officer. “Over 550 staff members and students across every faculty were nominated last year, and this time around we’re excited to be building on this. Several brand new categories have been introduced for the 2013 awards, and it’s now easier than ever to nominate people online. New for this year are the Personal Tutor Award, the Outreach Award and Academic Rep of the Year, all of which increase the opportunity to nominate someone who really deserves it.”

**“The awards exist to celebrate everyone who has made a positive impact on the learning community at Leeds.”**

Josh Smith, Leeds University Union’s Education Officer

The awards ceremony itself is a fantastic evening, and will be the opening event of LUU’s 2013 Celebrate Week at the end of April. Julie Wallbank, a Senior Lecturer at the School of Law was overjoyed with her win. “I was very happy to be nominated for an award, and to actually win it was absolutely lovely, if not more than a little surprising given the stiff competition. The Partnership Awards are a great way of recognising and rewarding the mutuality of the experience of teaching and learning within the University.”

To nominate someone you think deserves an award or to see the full list of categories visit [www.leedsuniversityunion.org.uk/partnership](http://www.leedsuniversityunion.org.uk/partnership) It only takes a few seconds and it will mean a great deal to whoever receives the nomination.

Nominations close 15 March 2013. Shortlisted winners will be announced on 25 March.



Winners of the overall 2012 Partnership Award (l-r): Ed Sutherland, Christopher Lee, Natalie Bracey and Professor Mark Mon-Williams.

## Leeds students celebrate success of Santander Universities Partnership

More than 50 students and representatives from the University and Santander gathered to celebrate the ongoing success of the Santander Universities Partnership.

The partnership supports 12 different projects at Leeds, all of which directly benefit our students and enhance their employability. The projects include scholarships, summer schools, enterprise exchanges, research awards and, more recently, grants for students to develop their own projects which will be of benefit to wider society.

Now in its fifth year, the partnership has flourished and grown. During the first three years of the scheme the University allocated funds to a total of 280 students; now, in 2012 alone it has given support to almost 250 students.

As well as key-note speeches from the Vice-Chancellor Professor Michael Arthur and Luis Juste, Director of Santander Universities UK, five students also shared their inspiring scholarship experiences at the event.



Student beneficiaries of Santander funding with Luis Juste and the Vice-Chancellor (centre).

## International

# Swiss author launches new international series

The inaugural International Writers at Leeds event saw Christian Kracht – one of the most distinguished contemporary authors in the German language – attend a public reading at the City Library and hold seminars on his works and on their translation into English with students and staff in the School of Modern Languages.

Kracht has written four novels that have been translated into over 25 different languages. Yet it was at this bilingual public reading that his work was translated into English for the first time – and by University students. The passages chosen to be read by the student translators were selected by Kracht himself, who remarked on the consistency of the translations and the professionalism of the readings. Kracht then presented the readers with a signed copy of his new novel, *Imperium*. The visit, which was coordinated by Dr Giles Harrington and Mandy Poetzsch (German), also marked the first-ever symposium on the author's work at the Leeds Humanities Research Institute (LHRI).



Author Christian Kracht during the public reading of his works.

Professor Frank Finlay, Professor of German and Dean of the Faculty of Arts, was delighted to welcome Kracht to Leeds: "To attract an author of Kracht's standing to Leeds is a real coup. His reading gave the new 'International Writers in Leeds' initiative a hugely successful launch and also provided our students with a wonderful opportunity to show off their knowledge and translation skills in a packed-out public venue. Their input enabled Kracht's work to reach an audience unfamiliar with German. The format bodes well for future events in the series and the ambitions we have for them to contribute to the richness of cultural life in our city and region."

For future International Writers at Leeds events see <http://goo.gl/4H2Y3> or email [iwal@leeds.ac.uk](mailto:iwal@leeds.ac.uk) to join the mailing list.



Professor Holden (l) and Dr Czapar.

## Joint ventures lead to formal agreement

A Memorandum of Understanding (MoU) has been signed between [water@leeds](mailto:water@leeds), the University's water research centre, and the Prairie Research Institute at the University of Illinois Urbana-Champaign (UIUC).

Professor Joseph Holden, [water@leeds](mailto:water@leeds) Director, and Dr George Czapar, Head of the Center for Watershed Science at UIUC, were the official signatories.

The MoU is the culmination in a series of ventures by the two groups including: co-management of the World Universities Network-funded Water Quality Network; organisation of two international water conferences; and collaboration on the University of Illinois' European Union Center of Excellence in the area of adapting policy to environmental challenges. With the MoU in place, colleagues are now preparing joint grant proposals and will launch a joint lecture series in January 2013.

## International

# Global stage for our DTC students

New collaborations are being initiated as a result of a successful visit by a group from the Doctoral Training Centre (DTC) in Low Carbon Technologies to the prestigious World Resources Forum (WRF) 2012 in Beijing.



Students and staff from the Doctoral Training Centre (DTC) in Low Carbon Technologies at the WRF 2012 in Beijing.

Centre Director Professor Paul Williams and Research Fellow Dr Chunfei Wu presented a wide range of research at the conference, and DTC manager James McKay outlined the Leeds DTC programme. Eleven student researchers enjoyed a global platform and a presentation by Sam Pickard was highlighted as amongst the best of more than 170 presentations.

WRF is the flagship activity of the World Resources Forum Secretariat and is an independent, expert platform to discuss the implications of current resource use trends. The University group was there at the invitation of the WRF organising committee, which includes Professor Yulong Ding (School of Process, Environmental and Materials Engineering). They toured the Joint Leeds-China Institute for Energy Storage Technology Research at the Chinese Academy of Sciences which recently opened with Professor Ding as Director.

For information on the DTC in Low Carbon Technologies visit <http://goo.gl/ZbndS>

## A sustainable organisation

# Refreshing the University Strategy

### Our Strategy – the story so far

Originally developed in 2005/6 and refreshed in 2009 the University's Strategy Map has guided the strategic development of the University with its ambitious vision:

*By 2015 our distinctive ability to integrate world-class research, scholarship and education will have secured us a place among the top 50 universities in the world.*

We have already achieved a great deal; here are just a few achievements of which we can be proud:

- Growth in research income has been sustained over several years, despite increasingly tough competition and Leeds has won several major grants in the last year. Generation of research grant income and quality related income as a result of our research excellence both place us firmly in the top ten institutions in the country.
- Our ability to translate research into impact through knowledge has been rewarded; we are one of only 12 institutions to be

receiving additional HEIF funding to stimulate economic growth through research commercialisation activities.

- Leeds has also secured a £10m investment from the Higher Education Innovation Fund to set up 14 sector hubs to support innovation.
- A number of Schools have already achieved performance that places them amongst the top 50 in the world, including Earth and Environment, Education, History and English.
- Our excellence in student education has been rewarded by our outstanding reports from Quality Assurance Agency and the fact that we have the highest number of National Teaching Fellows in the UK.
- The latest results from the National Student Survey show that we've gone up in every question for the second year in a row. We're above our benchmark and have an excellent 78% return from one of the largest cohorts of students in the country.
- Leeds University Union is one of the country's top three student unions.

### Why review the Strategy now?

Much has changed since that vision was originally conceived, and increasing volatility and competition make it essential that we review our Strategy to ensure it remains appropriate to guide us through the uncertain times ahead. As national and international competition intensifies in all areas of higher education, the Strategy and Strategy Map must continue to guide the University towards achieving our world-class ambitions.



## A sustainable organisation

# Your say – feedback from the Strategy consultation

'Our strategy, your say' was the first phase of open consultation on our Strategy, and many colleagues responded, both in writing and in person. The main objective was to involve and listen to people right from the beginning of the process of refreshing the Strategy. The open meetings were well attended, with over 300 staff across all three sessions, and discussions were interesting, wide-ranging and sometimes challenging.

The initial feedback suggested that **we should continue to strive towards our strategic ambition**, but that there are important questions to answer about how we implement and then deliver the Strategy more effectively.

It was highlighted that **there needs to be clearer articulation of where we want to get to**, in terms of our world ranking, our ranking amongst UK universities, and specific internal indicators and targets.

Whilst our aspiration to be in the Top 50 was considered important and, overall, supported, the feedback is that the implementation of our Strategy needs more work. Particularly, there is **a need for more clarity over where the key performance gaps are and how they are going to be addressed**.

Feedback suggested that we **need to be clear about what provides our distinctiveness**. Some comments suggested

the integration of student education and research remains vital but questioned whether it will, or could, remain a source of distinctiveness. Linked to this was whether our breadth is a strength or a weakness. It was noted that breadth can provide a distinctiveness which can be exploited (as long as the breadth is built on strength). If size and breadth of activity are to be exploited, it will be important to ensure sharing of good practice and common approaches.

## The Key Themes

Generally there was support for retaining the key themes, especially the integration of research and student education. It was also felt that:

- the new Strategy Map should reflect greater emphasis on global/societal impact, interdisciplinarity and the postgraduate research experience
- for research and innovation, the key messages were the need to position ourselves against likely priorities of research funders and to invest more resources in large bids
- there could better articulation of pedagogy (ie, contact hours vs independent study) which would help articulate our distinctiveness with regard to student education.

## Enablers

Several areas were highlighted here, including:

- gaining a better, more detailed understanding of market issues, as well as more concerted effort to understand how we compare with competitors, in particular, where and how they are achieving superior performance
- the need for better communication surrounding the Strategy, its implementation and achievements were highlighted a number of times
- an awareness of achievements and strengths of the University
- widespread recognition that the University and its staff need to be more adaptable and agile to respond to the changing, highly competitive external environment
- recognising and communicating the contribution that all staff make to the goals of academic excellence.



## Our Strategy – the next steps

We are beginning to assimilate all of the feedback into our thinking, before launching into the redraft of the Strategy Map. In addition to feedback from staff, students and other stakeholders, we need to consider the impact of the rapidly changing external environment so that the new Strategy really is effective in helping us to navigate these more turbulent times.

## A sustainable organisation

# Our Annual Report and Accounts 2011/12

### An overview from Finance Director Jane Madeley

As we move into a new era of funding for higher education, where we will be competing in an open market for the majority of our income streams, this year's strong financial performance is important and valuable to us, providing us with time to respond to competitive pressures as they emerge and headroom to continue with our strategic investment plans.

A track record of strong financial management and our approach of anticipating challenges and planning to tackle them strategically has proved successful to date and we are confident that this will continue to provide a solid financial base from which to weather the increased funding volatility which we now face.

The University's financial results for the year show that whilst income has declined slightly year on year, our reported surplus, of £67.5m, remains strong.

At an income level, a reduction in Funding Council grant income has been offset primarily by continued growth in international fee income whilst research income is close to flat year on year. We continue to benefit from the cost savings delivered through our £30m economies exercise whilst our investment plan targeted at improving the quality and consistency of the student experience will only add significant cost from 2012/13 onwards.

Some £30m of the reported surplus is due to a number of 'one off' benefits, such as the profit on the sale of a student residence, a reduction in the level of provisions required for restructuring and specific repairs and maintenance works. The underlying surplus for 2011/12 was therefore £37m and it is worth noting that as the depth of the HEFCE funding cuts increase and our strategic investments kick in the planned surplus for 2012/13 is only £14m.

As we enter a new and more volatile funding environment for the sector, where we will have to compete to secure a significant and increasing proportion of our income, it is encouraging that we start from a strong financial position and this gives us confidence to move ahead in implementing the strategic investments that we have previously identified.



### Comments from the Vice-Chancellor Michael Arthur

It's been a difficult year but, with their usual spirit, our staff have helped us stay on track with our strategic focus on achieving excellence. They have done a fantastic job in difficult circumstances, and I want publicly to record my heartfelt thanks to everyone for their contributions and continued hard work.

All universities have been through challenging times, but we are focused on our future and prepared to address the challenges and opportunities in higher education over the next year. Despite an exceptionally tough economic climate, our financial status remains robust and provides a solid platform to invest in our future.



## New undergraduate Library

# A new Library for Leeds

### Building work on the University's new 'flagship' Library is set to begin in spring 2013.

Plans for the four-storey building are currently with the city's planners and a decision is expected early in the new year. Once the go-ahead is given construction can begin on the site, which is between the Emmanuel Centre and Halo.

The four-storey, landmark building will have entrances on Woodhouse Lane and Hillary Place. It has been designed to complement its surroundings, and incorporates a Portland stone finish that echoes the Parkinson, Engineering and Chemistry buildings.

The Library – which is yet to have an official title – will have 1,000 study spaces, mainly for first and second year undergraduates, with state of the art IT facilities and around six kilometres of shelving to accommodate core textbooks.

"The new Library will provide our students with an exceptional, high-quality study environment," says Librarian Stella Butler. "It will have attractive, flexible and varied spaces to accommodate different learning styles, and is designed to support group work through appropriate spaces and integrated technology, as well as providing a large number of seats for silent study. The building will also host support for training and skills development, and provide fully integrated IT facilities.

"Library staff are tremendously excited about the new building and we are really looking forward to seeing it take shape. Of course, there may be some disruption as we move books and introduce new facilities but we will be focused on ensuring as smooth a transition as possible. When complete, the Library will provide a world-class learning environment that befits a world-class university like Leeds."

**"I am delighted to have been a part of the project team for the new Library and I'm excited for students to have access to what will be a very up-to-date building to study in and use as a resource. Good quality Library space is an ongoing concern for students and the new library will certainly help to address that."**

Josh Smith, Leeds University Union's Education Officer



Hillary Place

# Layout of the new Library

## Ground floor

- Access from Woodhouse Lane and Hillary Place
- Café
- Group study space
- Bookable rooms for small groups to work together or practise presentations
- Community classroom
- High Demand Collection of books
- Laptop loan facility
- Reception and Enquiries desk
- Large lobbies
- Book sorter

## First floor

- Two well-equipped training rooms
- Group study space
- LeedsforLife zone for skills support and related activities
- Book stock
- Silent study at South end of the building

## Second and third floors

- Book stock
- Silent study
- Views across the city



**“This exciting investment in the new Library is a measure of our commitment to provide an exceptional educational experience for our students. Our library provision at Leeds is already among the very best in the country. This new development maintains that world-class tradition for the 21st century.”**

Professor Vivien Jones, Pro-Vice-Chancellor for Student Education

**“The end result will be stunning and a visible sign of our commitment to invest in the student experience.”**

Director of Facilities Management, Dennis Hopper



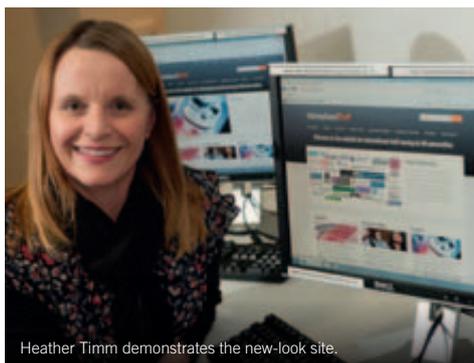
## Valuing our people

# Fresh look for International Staff

**International Staff – the website that offers advice to academics who are, or are thinking about, working and living in the UK – has been updated with new content and design.**

As well as a new look, the re-vamped site is packed with even more information and resources to attract, support and retain overseas staff in UK higher education. The site – still found at [www.internationalstaff.ac.uk](http://www.internationalstaff.ac.uk) – will soon offer free eBook downloads and to sit alongside the refreshed, up-to-date information on a wide range of issues, both personal and work-related.

“International Staff has proved that it’s a popular and valuable resource for international academics moving to the UK. The aim of the site is to help people make a smooth move to the UK and settle quickly into their new surroundings, relieving the stresses of moving house, moving job and moving country, as well as moving into a different culture,” says project officer Heather Timm. “Information on the site is available at both a national and local level and is current and relevant, because it’s based on feedback from documented international staff experiences in the UK. The growing Facebook and Twitter following is also encouraging a community of peer and self-help.



Heather Timm demonstrates the new-look site.

“With internationalisation high on the agenda and the rising number of non-UK staff coming to the UK to work, the areas of recruitment, induction and ongoing support for new staff is becoming increasingly complex. We hope that this website provides a valuable level of help and support.”

The International Staff website project was established in 2007 by Christopher Butcher, based in the University’s Staff and Departmental Development Unit. Beginning with just three subscribing UK universities, it’s now financed by 35 UK universities and has around 13,000 visitors a month coming from 194 different countries.

For more information contact Heather at [h.timm@adm.leeds.ac.uk](mailto:h.timm@adm.leeds.ac.uk) or Christopher Butcher at [c.w.butcher@adm.leeds.ac.uk](mailto:c.w.butcher@adm.leeds.ac.uk)

## New Human Resources website

The new human resources (HR) website – <http://hr.leeds.ac.uk/> – is now fully operational, making HR information more accessible to all University staff.

“Feedback from users was largely positive during a two-week ‘soft launch’ which we held in October,” says Lisa Courtney, HR Business Officer. “Now that the site is fully up and running, we hope that users will be able to find information much more quickly through the new, improved search functionality.

“Perhaps more importantly, there has been an extensive re-writing of web page contents, so we’re hoping that users will find the information on the site easier to understand.”

The site has also been designed so it can be easily accessed on any mobile device.

If you have any comments or feedback you would like to share about the new site, please email Lisa at [l.d.courtney@adm.leeds.ac.uk](mailto:l.d.courtney@adm.leeds.ac.uk)

## Valuing our people

# e-Expenses set to make life easier

A new, electronic staff travel and expenses claims and processing system – the e-Expenses system – is being implemented across the University. Due to be completed early in 2013, the implementation comes after a successful pilot exercise was carried out in the Schools of Medicine and Health and Sociology and Social Policy during the summer.

Once implementation is completed, all staff expense claims will be submitted, checked and authorised on the e-Expenses system.

The new system will offer colleagues the following benefits:

- ease of use
- speed of payment – claims will be paid via a weekly expenses run
- financial control and reporting
- claimants will be able to track the progress of their claim.

The system will not be used by students and visitors, who will continue to submit claims using a clerical form.

Further information about the e-Expenses system, including when it will be implemented in each faculty and service, how to find the system and log on, where to go for user support and guidance, and frequently asked questions, will be issued directly to University colleagues over the next few weeks.

In the meantime, if you have any queries, please contact: project manager Mark Armstrong on [m.d.armstrong@leeds.ac.uk](mailto:m.d.armstrong@leeds.ac.uk) or (0113) 343 7189.



## Valuing our people

# Team Talk – Volunteering Hub

### What does the team do?

We create, promote, manage and quality assure volunteering opportunities for students. We work with charities and community groups to develop new volunteering activity, manage our volunteering programme with local schools, support academic departments to set up modules with a school or community placement, and manage the hub – a new searchable database of opportunities. Finally, we deal with legal and regulatory changes to ensure our opportunities are compliant and ethical.

### How has student volunteering changed in recent years?

It's fair to say that there's a rich history of student volunteering in Leeds. Action and RAG in Leeds University Union (LUU) have a proud track record in delivering student-led volunteering and the University has managed the 300-strong local schools volunteering programme for over 10 years. Recent times have seen an increasingly demanding graduate employment market and it's well understood that there's a need to complement academic qualifications with experiences and skills, many of which can be developed through volunteering.

The result is greater demand for the number and variety of opportunities. Increasingly we're creating opportunities that utilise specific skills and academic knowledge. We manage a broad range of opportunities, in the type and level of activity, so students can still volunteer alongside academic and part-time work commitments.

### Tell us about some of the team's current projects

Our Schools Volunteers have been trained and started their placements across schools in Leeds, helping to raise aspirations and attainment. Our Volunteering Database went live after a year of development, enabling students to search for a volunteering opportunity that's just right for them.

### What are the most rewarding things about being in your team?

We get to hear and see the amazing impact our volunteers have in the community. Our annual LeedsforLife Citizenship Awards are particularly rewarding.



Volunteering experts (clockwise from front): Emma Butcher, Hub officer; Greg Miller Deputy Head ACE; Owen Lloyd, Officer for Placements; Deborah Tuddenham, Hub Assistant; Anastasia Karanika, Lead Officer Schools; and Nicole Bushby, Schools Assistant.

We read the nominations from those who have benefited from student support and it's always an inspiring, humbling experience. The student population is so diverse and skilled with such broad interests and passions, that there's almost no volunteer – however bizarre the request – we can't find.

We get excellent feedback from Schools Volunteers; often at the start of their placement, they had initial doubts about what they would face, but they come to us with glowing reports of what they've achieved.

Staying abreast of regulation sounds dull but it's actually extremely interesting to navigate these issues and discuss values and ethics in relation to the requests we receive.

### What particular challenges are coming up?

Our main challenge will be to meet the demand of our students. The volunteering database is already receiving hundreds of hits a week. This is set against a voluntary sector which has faced, and continues to struggle with cuts. Many organisations no longer have capacity to support the volunteers that were previously so important to their work.

### Who do you work with across the University?

Sometimes it feels like everyone! We work particularly closely with the Learning and Teaching Support Office, the Careers Centre, sport, recruitment and outreach teams. Our compliance work involves discussions with the legal office, H&S and human resources. We work across all nine faculties creating new projects or supporting the 14 academic modules through which students undertake a placement in a local school.

Partnership with LUU is absolutely central to achieving our aims and we have a fantastic relationship. We help them to promote their volunteering opportunities and they promote the hub to members.

### Tell us something that would surprise people

If every student in the University gave just five hours per term to support charity we'd provide the equivalent of 300 full-time members of staff.

### How can people find out more?

Our new database at <http://volunteering.leeds.ac.uk> To discuss schools volunteering contact Anastasia on [A.Karanika@adm.leeds.ac.uk](mailto:A.Karanika@adm.leeds.ac.uk) The hub contact is Emma on [E.butcher@adm.leeds.ac.uk](mailto:E.butcher@adm.leeds.ac.uk)

## In the news



The involvement of Dr Roger Clark (School of Earth and Environment) and Dr Adam Booth (formerly a PhD student in the School of Earth and Environment and now at Imperial College, University of London) in tracing a number of **Spitfires buried in Burma** at the end of the Second World War has attracted media attention. Drs Clark and Booth carried out geophysical surveys of possible burial sites in Burma on behalf of aircraft enthusiast David Cundall and will be involved in the ground investigation. The story has received worldwide coverage, reported by the likes of *The Telegraph*, *Guardian*, *BBC News*, *BBC Radio*, *ABC Australia Radio*, *Sydney Morning Herald*, *ITV news*, *The Sunday Times* and *RTL Radio*.

A study led by Yadong Sun and Dr Paul Wignall (School of Earth and Environment), has shown that **extreme temperatures on Earth** 250 million years ago created a 'dead zone' which lasted for about 5 million years. During this time it would have been impossible for most plants and animals to survive, and sea surface temperatures could have reached 40°C. The study was reported in *New Scientist*, *Asian Scientist*, *National Geographic*, *PBS NewsHour*, *Yahoo! News*, *the Daily Mail*, *Sun*, *Huffington Post*, *Frankfurter Allgemeine Zeitung*, and *the Tehran Times and Folha, Brazil*.

Dr Christopher Hammond (School of Process, Environmental and Materials Engineering, now retired) took part in a discussion on BBC Radio 4's *In Our Time* programme about the development of **X-ray crystallography**. He talked about the experiments using an X-ray spectrometer conducted by Sir William Henry Bragg whilst he was Professor of Physics at Leeds in 1913 and about the contribution of his son, William Lawrence Bragg, to crystallography.

*Wired*, *Wired UK*, and the *Huffington Post* described as "**citizen science**" a project launched by Cancer Research UK, which will involve millions of computer users in identifying certain molecules in **cancer cells** using an interactive website called 'Cell Slider'. Professor Andrew Hanby (School of Medicine), who is

involved with the project, explained, "Cell Slider makes our data so accessible – it's not just for scientists and computer geeks – everyone can play their part in curing cancer from the comfort of their own homes."

Dr Teela Sanders and Rosie Campbell (School of Sociology and Social Policy) have launched a new '**Dancers Information**' mobile phone app and website to provide advice for strip-club dancers to help them to protect themselves against financial exploitation, abuse and a lack of safety. The *Chicago Tribune*, *China Post*, and *El Economista* (Spain), all showed an interest in the app and Dr Sanders appeared on BBC Radio 4's *Thinking Allowed* programme to talk about the research that led to its development.

The comments of Professor Piers Forster (School of Earth and Environment) on a new research study which suggests that the effect of climate change on the **extent and severity of droughts** across the world may not be quite as bad as feared, were quoted in *Science*, the *Express* and the *Telegraph*. "This study is an important contribution highlighting the complexity of drought prediction but it does not make me downgrade the substantial threat to harvests posed by climate change," he said.

Dr Iona McCleery (School of History) and the Brotherton Library's collection of **historic cookbooks**, featured in a BBC 4 documentary, *Calf's Head and Coffee: the golden age of English food*. Commenting on food writers' changing expectations of domestic cooking skills, Dr McCleery said, "Some of these books expect you to go out and milk your own cow first ... Delia Smith had to teach people how to boil an egg."



Although optimistic people are more likely to be alive in another ten years' time, **being miserable can have its advantages**. Professor John Maule (Leeds University Business School) explained to the *Daily Mail*, *BBC Radio Wales*, and *Times of India* that people in a bad mood tend to think more deeply and analytically, make better decisions and make fewer mistakes than their cheery counterparts.

A landmark study of the amount of ice being lost from Greenland and Antarctica, showing that **melting polar ice** has contributed one fifth of the total rise in sea levels since 1992, received extensive worldwide coverage, including by the BBC's *Ten O'Clock News*, *ITV's News at Ten*, *Channel 4 News*, *Sky News*, *ABC News*, *CNN*, the *Guardian*, *Independent*, *National Geographic*, *Nature* and *New Scientist*. The study was also reported in national and local media across the world. The research was co-ordinated by Professor Andrew Shepherd (School of Earth and Environment).



'Changing Lives, Changing Times', a project involving theatrical performances in schools, based on real-life stories of living with disability in the 1940s, '60s and '80s, featured in a lengthy report in the *Guardian*. The project has led to the development of **disability awareness** teaching packs to be sent out to UK schools by the end of this year. Dr Sonali Shah (School of Sociology and Social Policy) explained where the inspiration for the performances came from.

## Honours

# It All Adds Up wins Green Gown Award

The University has been awarded a Green Gown award in the category Promoting Positive Behaviour for the **It All Adds Up** campaign. "It is one of the most hard-fought categories and is a great reflection of the work that was done," says Louise Ellis, Head of Sustainability. "It also provides a perfectly timed springboard for this year's campaign.\* We were also nominated in the Construction and Refurbishment category, so Leeds had a good presence at the awards, showing our strength in this area."

**Dr Paul Wragg** (School of Law) has been appointed an Academic Fellow of the Honourable Society of the Inner Temple. He will take up this role for three years. The Inner Temple Academic Fellows Scheme recognises the outstanding contribution of legal teaching and research of early to mid-career academics. It also aims to support their research and to build a stronger relationship between the Bar and legal academia.

**Professor Simon Biggs, Dr Tim Hunter** (both School of Process, Environmental and Materials Engineering) and **Professor Jeff Peakall** (School of Earth and Environment) – in partnership with Sellafeld Ltd – won the IChemE Core Chemical Engineering Prize for 2012, the second year in a row that they have won.

The UpBete diabetes project has been awarded £15,000 in the annual BUPA Foundation Research Prizes awards in the category 'Patients as Partners'. The Prizes recognise excellence in medical research and healthcare, with the Patients as Partners category being for projects that utilise or develop shared-decision making tools for better patient decisions for use amongst disadvantaged or diverse groups. UpBete is a collaboration between the **Leeds Institute of Medical Education**, Leeds Children's Diabetes Team (Leeds Teaching Hospitals Trust) and MyKnowledgeMap Ltd.



Members of the Sustainability Team receive their Award.

A jumper designed by graduate **Natalie Mason** is now on sale in Marks & Spencers stores, after she was awarded top prize in a competition run to mark Wool Week. The Wool School initiative saw fashion, textiles and design students competing to design wool sweaters to be sold in top UK retail stores, including M&S. A special fund for universities taking part in the campaign will receive 5% of sales from winning entries.

Director of the Careers Service **Bob Gilworth** has been elected for a three-year term to the Association of Graduate Recruiters (AGR) Advisory Council. The AGR oversees best practice in graduate recruitment and development in the UK. Its Advisory Council is a representative body made up of key stakeholders, and Bob is one of four representatives elected from the university constituency. "I'm looking forward to playing my part in influencing national policy and practice in graduate recruitment and development at a time when graduate employability is so important to students and universities just as the career readiness of students is to employers," says Bob.



Bob Gilworth.

**School of Medicine student Jonathan Batty** was awarded first prize in the UK-wide HealthWatch competition in which students were asked to show their skills in assessing research protocols. HealthWatch is a UK medical charity which promotes the proper scientific testing of all types of medical treatments. The competition is part of a campaign to create awareness that well-designed clinical trials are the best way of producing effective treatments.



Jonathan receives his prize from TV presenter Nick Ross.

Dr Bridgette Bewick (Institute of Psychological Sciences) has been awarded the prestigious Fred Yates Prize by the Society for the Study of Addiction, for her 'significant and specific contribution to the addictions field'. Dr Bewick and colleagues developed a web-based tool – Unitcheck – which has been proven to decrease student alcohol use. It is used as a resource by several universities as part of their strategy for the prevention of alcohol-related harm, and the National Healthy University Network has added the resource to its website [www.unitcheck.co.uk](http://www.unitcheck.co.uk)

## News

# Phil's lasting legacy



Sue Heward

**As a longstanding and popular member of staff, Professor Phil Taylor (Institute of Communications Studies) touched the lives of many students.**

Now students from less privileged backgrounds will benefit from a legacy which has been pledged in his memory by Sue Heward, his widow.

The two met as undergraduates at Leeds, and their lives have been interwoven with the University ever since. Phil joined the School

of History after completing his PhD, later moving to the Institute of Communications Studies, becoming its director in 1998. He died in 2010, though his name will long be connected to the Institute through its Philip M Taylor Cinema, which opened in 2011, and a student prize funded by the continuing royalties from his many books. Now Sue is planning to give a share of the residue of her estate to enable the University to give scholarships and bursaries to Leeds students who face challenging financial circumstances.



Phil and Sue on their graduation day.

"Phil and I didn't have children or large families and it was a question of what we should do with our estate," says Sue. "We decided to help students less fortunate than ourselves.

"I got a full grant and my tuition fees were all paid – it's quite different today. With the thought of repaying £9,000 a year fees and maintenance loans, if I were in the same position now there would be a big question mark about whether I wanted to study or start earning some money. Hopefully this will help someone facing that question about whether or not they should go to university."

Sue hopes that, as well as enabling such students to study for a degree, it will also give the recipients the same life experiences afforded to her and Phil. "I think in the discussion about the value of degrees, we have perhaps lost sight of the fact that your years at university form a pivotal point in your development. It's where you grow up and learn how to conduct relationships. It sets you up, not just for a career but for life. We need to make sure that these opportunities are not denied to people on purely financial grounds."

A website of tributes to Phil can be found at [www.philtaylortributes.org](http://www.philtaylortributes.org) and for more information about legacies visit [www.alumni.leeds.ac.uk/legacies](http://www.alumni.leeds.ac.uk/legacies)

## Small Ads

### Professional services

**COMPUTER PROBLEMS?** For all hardware, software and networking issues. Home visits inc evenings and weekends. Reliable and efficient.

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**ELECTRICIAN. PART P REGISTERED.** Contact Good Connections for repairs, installations, alterations, periodic inspections and PAT testing. Prompt timekeeper. Good value rates. [www.goodconnectionselectrician.co.uk](http://www.goodconnectionselectrician.co.uk)

Richard Sykes 07772499414  
good\_connections@btinternet.com

**TAX ADVICE** and help with your next tax return. Save tax, worry and time. Call in (almost on campus) for a free consultation. Contact Chris Smart, Chartered Accountant, Volans Limited, 10 Blenheim Terrace, Woodhouse Lane, Leeds LS2 9HX

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0194 788 1141 or 0774 004 7868  
victoria@lofthousemark.co.uk

**DOMESTIC APPLIANCE REPAIRS** Domestic appliance repairs, from AEG to Zabussi via Dyson and Dualit. For a professional and cost-effective service.

Call Derek Smith 0793 633 3539 or 01765 609 186.

### House for sale

**WOODHOUSE CLIFF, LEEDS 6** One-bedroomed self-contained flat in quiet area of Hyde Park. Private entrance, own courtyard, allocated parking, gas CH, newly furnished (optional), ready to move into. Price £84,950

Dave 07889 535 335

### House/flat/room to let

**ATTIC ROOM TO LET** Large sunny room. Central Headingley, family home. £280 bills pcm

Brenda Frater 07746 572 703 b.frater@leeds.ac.uk

**DOUBLE ROOM** in two-bedroom villa conversion, Headingley. Spacious, original features, well-appointed and tastefully decorated, on quiet, leafy street near amenities and transport links. Ideal for academics/professionals. £310PCM (excluding bills). Midweek rental considered.

k.paton@leeds.ac.uk

**DOUBLE ROOM AVAILABLE** House in quiet area of Headingley. Short bus ride to Uni. To share with friendly owner and one other international student. Suit Masters research student wishing to do own catering, keep own hours.

Jane 0794 632 2288 vjlambe@hotmail.co.uk

### Holiday home to let

**STAITHES WATERFRONT FISHERMAN'S COTTAGE** Outstanding NYorks location, WiFi.

[www.northside-cottage.co.uk](http://www.northside-cottage.co.uk)  
bookings@northside-cottage.co.uk

## Events

# Campus Bird Watch

**Are you interested in finding out more about the birdlife that we have on campus? If so, why not sign up to our third annual Campus Bird Watch on 25 January 2013.**

The event is open to all staff and students. On 24 January a representative from the Royal Society for the Protection of Birds will be on campus. They will be staffing an information point, and leading guided walks around campus to help staff and students build their confidence in spotting some common types of birds. The walks are at 10am and 12.30pm. If you would like to take part meet on the grassed area outside the Student Union approximately 10 minutes before the start of the walk.

The Campus Bird Watch is organised by the sustainability team who collate the results and monitor any changes on campus. To find out more, visit the biodiversity pages on the Sustainability website at <http://goo.gl/4qQc3> or email [sustainability@leeds.ac.uk](mailto:sustainability@leeds.ac.uk)

### Chris P Wood: Unseen Works

A new exhibition has opened at the Stanley & Audrey Burton Gallery, featuring unseen works by contemporary Leeds-based artist Chris P Wood.

Wood brings traditional painting techniques and his abilities as a skilled draughtsman together with an abstract, often expressionistic sensibility to create surreal, mysterious landscapes.

The exhibition will open on Wednesday 12 December until Saturday 23 March.



Building bird boxes for campus. The 2013 Bird Watch will see if they've made a difference!

### Re-visioning the Brontës

Lovers of the Brontës may be interested in attending an upcoming one day conference which will explore the contemporary 're-visioning' of the sisters through critically examining artistic responses and interpretations of their work.

The conference is a collaboration between the Stanley & Audrey Burton Gallery and the School of Fine Art, History of Art and Cultural Studies at the University. It will coincide with two exhibitions: 'Wilderness Between the Lines' at Leeds College of Art which will be bringing together work from artists who have been influenced by the Brontës, and 'Visions of Angria' at the Stanley & Audrey Burton Gallery, which will be showcasing Brontë material from the University's Special Collections.

The conference will take place on Tuesday 29 January from 9.30am-5.30pm. Attendance is free and open to all but places are limited. To book, please visit <http://bronterevision.eventbrite.co.uk>

For further information, please contact Nick Cass and Liz Stainforth on [bronte.revision@gmail.com](mailto:bronte.revision@gmail.com)



### Traditional Christmas dinner at The Refectory

Remember, you can now enjoy a delicious traditional Christmas dinner in The Refectory:

<b>Christmas dinner</b>	<b>£6.50</b>
<b>Two course Christmas dinner</b>	<b>£7.60</b>
<b>Three course Christmas dinner</b>	<b>£8.70</b>

Choose seasonal soup, traditional Christmas dinner with all the trimmings and, if you have room, finish with some Christmas pudding with rum sauce. All Refresh card holders get 10% off Christmas dinners. If you don't yet have a Refresh card, apply at [www.leeds.ac.uk/refreshcard](http://www.leeds.ac.uk/refreshcard)



### The Vice-Chancellor's Concert

All are invited to a spectacular close to the year which saw celebrations of the Queen's Diamond Jubilee, as we welcome the Orchestra of Opera North to the Great Hall.

Their programme of English orchestral music includes William Walton's *Crown Imperial*, Vaughan Williams' *The Lark Ascending* and Elgar's perennially popular *Enigma Variations*.

The concert will take place on Wednesday 19 December, 7.30-9.30pm, in the Great Hall. For ticket information, visit [www.concerts.leeds.ac.uk](http://www.concerts.leeds.ac.uk)

## FAQs

# Rhys Davies, IT Director

### What does your job as IT Director involve?

It involves being responsible for the delivery of IT right across the institution. It also covers the understanding of how IT and technology can help shape the University strategy and make sure that it is successfully delivered.

My role is to bring it all together in an effective and efficient capability across the University.

### What did you do before coming to the University?

Before coming here I worked outside the sector in IT and transformational roles, mainly in retail, leisure and gaming industries. Before that, I did a Political Concepts and Economics degree at Manchester University and then various roles – including making and manufacturing greetings cards! – before I got into IT at the age of 27.

### What's the One IT project all about?

It's about bringing current IT practices together to understand what the University wants and create the services that will deliver whatever that is. This will enable a collaborative way of working where people can work together, break down silos and create new, exciting stuff. It's an ethos and a way of working, as well as the transformational programme which will provide enhanced IT capabilities to support University strategy and provide consistent services. We are mobilising the start of a two-year transformational programme which will be firmly on its way by 2015.

### What are your biggest challenges relating to the project?

I think it's the scale of the project because IT touches almost everything. Trying to get people to understand how we can do better and focus on providing better services is really the biggest challenge. It's about understanding what good IT looks like and then how we can deliver it. It's also about appropriate IT. So, for corporate services it's likely we'll provide standardised desktops, but for researchers who need



specialist tools and specialised IT, there will be specialist support in order to enable them to do their research.

### What's your most frequently asked question?

What is One IT?

### What are the most rewarding things about your work?

It's about working with people and developing them. To do really good IT you've got to get really good people and develop them; once you've got the people working in the right ways, the technology just flows. The other thing that I find rewarding is doing new stuff. Throughout my career I've been able to do world-class-firsts from a commercial perspective and now we're starting to do that at the University.

### What professional achievements have made you most proud?

One thing that I'm quite proud of is my particular area when I was in supermarket retail. I developed the first PC-based till systems which were installed at Tesco; I then put in the new IBM systems at Asda; then a brand new till system at Morrisons. So for ten years from 1998, I was feeding two-thirds of the UK population every week.

### Where's your favourite place in the world?

Apart from home, I like being in Scarborough. We've got a place there next to the castle and the area is actually called Paradise, so I could say that my favourite place in the world is Paradise!

### Who do you admire?

I think David Beckham's fantastic. He's a brilliant footballer and the amount of pressure he dealt with as England captain, along with the dignity he's retained and not being compromised, is brilliant.

I like David Hockney a lot, too. He's a real hero because he's got his own thoughts, irrespective of what's fashionable and he's embraced so many new technologies and has come at each with a new approach. He's a genuine artist who does stuff with integrity.

I also think Ken Morrison is great. He's a down-to-earth chap who's true to his values and has made a change to people's lives.

### If you had a super power what would it be?

To spread truth and light!