# Reporter

Issue 575 July 2013



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#### Leader column

# Reflections on nine years at Leeds

Preparing for this, my last Leader column, and reflecting on the University's achievements during the past nine years, it quickly became obvious that it was going to be extraordinarily difficult to pick out highlights. But I'm going to try – with the caveat that I make absolutely no claim for comprehensiveness!

What springs to mind immediately is that the University now has a very clear vision and strategy – an understanding of our long-term mission that is embedded in our daily life. At my original interview I showed a slide that simply said 'T = R' – teaching equals research. It says it all, doesn't it? We've made teaching as important as research and have successfully integrated the two. I think that's a huge achievement. That's at the heart of our strategy, and I believe we're delivering on it and bringing our research alive for students.

The Research Assessment Exercise (RAE) 2008 was a good result for us, with a submission which significantly improved our rating for overall quality and saw us ranked 14th, up from 26th in RAE 2001. Now we're in the midst of the Research Excellence Framework, and around 1,100 colleagues will submit, all of whom, by our own assessments, are achieving a grade point average of at least 3.0

We can be proud of our overall performance in research and innovation. We now have the eighth largest research income in the country, and have successfully diversified the sources of that income, particularly in Europe. We've also kept our investment programme going and I'm proud of the research investments and the impact they've had, particularly in terms of interdisciplinary research and education. We've recruited some brilliant people through, for example, the Leadership Chairs Initiative, and funded some excellent research projects, such as the transformation projects which seek

answers to the big, global research challenges. We've got better at fostering and benefiting from innovation, particularly since we put innovation closer to the academic community by launching the Research and Innovation Service and, more recently, the sector hubs.

We must, too, recognise our partnerships with world-class organisations such as Marks & Spencer, Opera North, ARUP, Yorkshire Water and Sinochem. We are also a key player in academic partnerships, including White Rose, N8 and, most importantly, the Russell Group, which I thoroughly enjoyed chairing for three 'interesting' years.

We have a fantastic relationship with our students; the Partnership work with Leeds University Union and the quality of our Students' Union is something that I'm going to miss enormously. A major achievement has been our improving scores in the National Student Survey, which show that we take our students, their education and experience incredibly seriously. Viv Jones and the Student Education team have done a spectacular job of developing the new model for the Student Education Service and the Curriculum Enhancement Project. I'm also very proud of Leeds for Life, our outstanding Quality Assurance Agency reports and the fact that we have more National Teaching Fellows than any other university in the country. We have a great track record of widening participation through the Access and Community Engagement team and schemes like Access to Leeds, and a Centre for Lifelong Learning that does an excellent job for mature and part-time learners.

We now have an internationalisation strategy underpinning recruitment activities and have seen a huge growth in international students, from just over 2,500 in 2004 to 5,000 today. Our global community is thriving. We've just come top of the Russell Group in



the International Student Barometer, a great indicator of how satisfied international students are with Leeds. Initiatives like Study Abroad, the Global Community and our Intercultural Ambassadors ensure that all our students can take part in international activities.

We're heavily involved in the Worldwide Universities Network (WUN), with our academics providing leadership in and around the Global Challenges, which were introduced during my tenure as WUN Chair. The initial aim of the Challenges was to promote cross-institution collaboration, but they've taken on a much more significant life which has prompted increased interaction with national and international policymakers and organisations.

In nine years we have pulled together a world-class Alumni and Development team. We've just had our 10,000th donor and are in contact with over 200,000 alumni in 140 countries. That's a huge network of people who are our natural supporters. Their wide-ranging support – student placements, inspiring students, entrepreneurship and donations – is a building block that will stand us in good stead for decades to come. Success has been down to a team effort by the Alumni and Development team, the academic community, and alumni themselves. For myself, I've thoroughly enjoyed my contacts with our supporters – I have met some extraordinary people.

Working closely with the unions, and through a fantastic campaign and support from colleagues, the serious accident rate at the



- University's strategy launched
- Collaboration with Yorkshire Water
- New University visual identity unveiled
- The LOGIK Centre opens



- The Who return to campus for celebration of the Live at Leeds album
- Leeds for Life launched
- Portal/VLE introduced



- School of Performance and Cultural Industries moves to stage@leeds
- Cultural partnership with Opera North
- First Staff Festival held
- Leeds for Life goes online for staff
- Leeds Institute of Health Sciences launched
- University Strategy refresh
- Submission to Research Assessment Exercise 2008
- Ziff Building opened by Marjorie Ziff and Chief Rabbi Lord Sacks
- Alumni call centre opens
- Institute for Transport Studies wins Queen's Anniversary Prize

2004/05 2006 2007 2008 2009

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#### Leader column

University has fallen to just 2.5 per thousand. We have a culture that really values health and safety – the Vice-Chancellor's awards for health and safety are a visible sign of our commitment to that – and I trust that this will be a lasting achievement.

We also now have a culture that takes sustainability incredibly seriously. Our Sustainability team has input into activities across the University, from curriculum design to procurement of goods and services. Colleagues and students, too, are making their contributions through the Green Impact scheme and the behaviour changes prompted by the It All Adds Up campaign. We are now a 'zero waste to landfill' University – a fantastic achievement.

This University is healthy financially and that's been critically important. We have had to do some tough stuff, including the economies exercise. We knew that to leave the situation untouched ran the risk of putting us in dire financial straits. We realised, too, that our review processes weren't good enough and that we had to renegotiate the organisational change process. We came out with something that is fair, collegiate and involves colleagues in owning potential solutions. It has given us a vehicle to do some important work that has led to dramatic improvements in academic and financial performance.

More recently, the vagaries of student recruitment in the new marketplace dealt us a difficult year. Last year, in particular, student recruitment was the number one issue for us. We have all dealt with it incredibly professionally and are in good shape and alert to what we've





got to do next. There has been a huge amount of work in schools and services to make sure that we're spending money wisely. The Integrated Planning Exercise has just finished and given us a much clearer understanding of what needs to be done to keep us academically and financially sustainable.

If I have a regret it's about the pace at which we've made changes. We're not fleet of foot yet — we need to respond to the market and move from idea to delivery faster. We're beginning to change but there is more work to do. We've woken up to the highly and progressively competitive nature of higher education. We accept that things are never going to go backwards in fact, they're going to get more challenging — but I think that understanding has helped to build our confidence.

Since announcing my departure, I've had many lovely emails, letters and comments from people on campus. The reception from students when I received the Riley's award for lifetime achievement almost had me in tears. The leaving present from the Deans also provoked some emotion – a single 'red brick' dressed with a plaque on which was inscribed "Leeds (is) for Life". You bet it is!

Most of all, I have to say a big thank you to my colleagues – the people I've worked with have been fantastic and I've been staggered at their dedication to this institution. I wish Sir Alan Langlands and everyone at Leeds all the best for a marvellous future.

#### Michael

PS – All staff and students are invited to the Refectory on Friday 19 July from 6pm to join me to celebrate everything we have achieved together during the past nine years.

It's a free event but please register for tickets at <a href="http://goo.gl/t4QpT">http://goo.gl/t4QpT</a>

- Lord Bragg gifts his literary archive to the University
- First Vice-Chancellor's awards for health and safety
- Deal signed with Sinochem to collaborate on research
- Launch of the Leeds International Summer School
- The Edge sports facility opens



- Partnership agreement becomes the Partnership
- £12m Liberty Building opens
- M&S Company Archive opens on campus
- Plans for new undergraduate library announced
- Students, alumni and staff take part in the London Olympics
- Institute of Medical and Biological Engineering receives Queen's Anniversary Prize

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#### About the *Reporter*

The *Reporter* is the University of Leeds' staff magazine, produced eight times a year. More than 8,500 copies are distributed to our staff and stakeholders. The *Reporter* is produced by the Communications team.

If you have an idea for a story, want to write a letter, comment on this edition or would like to voice your opinion about University matters, please get in touch:

Email: the.reporter@leeds.ac.uk
Tel: (0113) 343 6699
Web: http://reporter.leeds.ac.uk

The front cover shows Jonathan and Alistair Brownlee celebrating after receiving their honorary Doctorates of Laws from the University.

2010 2011 2012 2013

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#### News

# University honours outstanding achievements







# Three top athletes and five outstanding performers in their chosen fields have been awarded honorary degrees by the University.

Olympic medal-winning triathletes the Brownlee brothers and Paralympic swimmer Claire Cashmore were recognised, while Stephanie Flanders, Samuel Kargbo, Susan Solomon, Martin Wainwright and our outgoing Pro-Chancellor Linda Pollard completed this year's roll of excellence.

Alumnus **Alistair Brownlee** has been crowned world champion on two occasions (2009 and 2010) and was 2012 Olympic triathlon gold medal winner. Alistair trains in Leeds and is a strong proponent of the Yorkshire countryside as a first-class training ground. He received an honorary Doctorate of Laws.

Jonathan Brownlee has had a year which has seen him graduate from Leeds and take bronze in the Olympics. He recently became triathlon world champion. Jonathan received an honorary Doctorate of Laws.

Also receiving an honorary Doctorate of Laws was **Claire Cashmore** who graduated from Leeds in 2011. Claire took silver medals in the 100 metres breaststroke and medley relay at the London 2012 Paralympics, along with a bronze in the freestyle relay. She will receive an Honorary Doctorate of Laws.

Stephanie Flanders has made a significant contribution to enhancing the public's understanding of economics and its impact on daily life through her position as BBC Economics Editor, her widely acclaimed blog Stephanomics, and her recent Masters of Money series. She was awarded an Honorary Doctorate of Letters.

Alumnus **Dr Samuel Kargbo** returned to his native Sierra Leone during the midst of civil war to deliver basic healthcare to children. Now the country's Director of Reproductive and Child Heath, he has made significant improvements to the care of pregnant women and the under-fives in a country which has some of the world's highest mortality rates. He received an Honorary Doctorate of Medicine.

Professor **Susan Solomon** led two National Ozone Expeditions to Antarctica. Her team made discoveries about ozone layer destruction which led to the signing of an international agreement to regulate damaging chemicals. She was also attached to the group awarded the Nobel prize for atmospheric chemistry in 1995. Dr Solomon received an Honorary Doctorate of Sciences.

Linda Pollard is a successful entrepreneur with considerable experience in the private and public sectors. She has played a significant role in strengthening links between education and health and is currently Chair of Leeds Teaching Hospitals NHS Trust. Linda became Pro-Chancellor of the University of Leeds and Chair of the Council in August 2007. She was awarded an Honorary Doctorate of Laws.

Leeds-born **Martin Wainwrigh**t is best known for his 37 years at the *Guardian*. Martin has been a dedicated advocate of northern England, its culture and countryside, combining his passion for 'England's better half' with his joy of writing. He was awarded an MBE in 2000 for services to the National Lottery Charities Board in Yorkshire and Humberside. He was awarded an Honorary Doctorate of Letters.



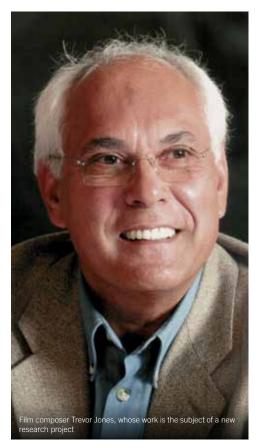
# Honorary degree nominations invited

Members of the University are invited to submit names for consideration by the Committee on Honorary Degrees when it meets in the autumn. The criteria specify that honorary degrees may be awarded to individuals of real achievement and eminence in their respective fields, individuals who are distinguished by excellence, originality and the capacity to excite.

It is expected that the list of honorary graduates in any year will reflect the breadth of the University's activities and interests, and in particular the local, national and international dimensions to its work, as well as the University's values.

Nominations – together with any supporting comments – should be sent to Jenny Birkinshaw (Governance and Corporate Affairs Officer, Secretariat) by **6 September** under confidential cover.

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#### Research and innovation

# Music project scores a hit

The music of leading film composer Trevor Jones – who has provided the soundtrack to films as diverse as *Notting Hill*, *Labyrinth* and *The League of Extraordinary Gentleman* – is the subject of a new project based in the School of Music.

The archive of the leading South African-born composer's work has been located in the School of Music since 2005. Now, Professor David Cooper and Dr Ian Sapiro have secured an award of £570,000 from the Arts and Humanities Research Council to manage, collate and present this significant collection over the coming years.

Professor Cooper, who is also Dean of the Faculty of Performance, Visual Arts and Communication, says: "We are delighted that the AHRC has recognised the value of this project to advancing scholarly understanding of the processes of film score production, and

of bringing this new knowledge to academic, professional and wider public audiences."

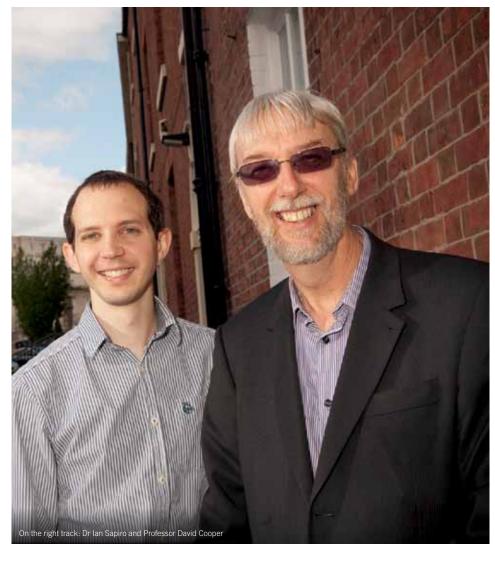
Dr Sapiro adds: "The archive is unique in the UK, since it contains sound recordings from a range of media at various points in the production process alongside associated documentation and musical scores. The AHRC award offers us a unique opportunity to interrogate these materials and to work with leading British film organisations, including the National Media Museum in Bradford and the British Film Institute in London, to extract maximum public benefit from the project."

# Partnership awarded £1m to improve diagnosis of diseases

A partnership involving various research centres at the University has been awarded £1m over four years by the National Institute of Health Research to form a diagnostic evidence co-operative (DEC).

The Leeds Teaching Hospitals NHS Trust has been awarded the sum to form a DEC focused on generating high-quality evidence on diagnostic tests for the clinical management of renal, liver and musculoskeletal diseases.

The University partners are based in the Leeds Institute of Cancer and Pathology, Leeds Institute of Rheumatic and MusculoSkeletal Medicine, Leeds Institute of Health Sciences and Leeds Institute of Clinical Trials Research.



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#### Research and innovation

Sowing the seeds for collaborations

Three challenging new projects have been awarded 'seedcorn' funding by the Leeds Social Sciences Institute (LSSI) and the Research and Innovation Service to encourage collaboration between social sciences and STEM subjects – science, technology, engineering and mathematics – that will explore some of the most pressing research challenges currently facing the world.

Dr Effie Kesidou (Leeds University Business School) used the funding to support collaboration between the Business School and the schools of Geography and Earth and Environment by organising a workshop on Eco-innovation and the Porter hypothesis. The Porter hypothesis was developed in the early 1990s by Harvard Business School economist and authority on competitive strategy, Professor Michael Porter, who argues that environmental regulations can stimulate rather than stifle environmental innovations that increase energy efficiency and/or generate eco-technologies. Attracting international experts, the workshop aims to generate a network to discuss new ideas and approaches to how the UK can meet its energy and environmental targets.

The second project – Perceptions and Behaviours Related to Leisure Activities - is led by Kishore Budha (School of Design) and Alison McKay (School of Engineering) and involves an interdisciplinary research group interested in older adults' wellbeing. The project includes specialists in many areas across the University, including branding and marketing, mechanical and electronic engineering, ageing, psychology, and exercise studies. They are conducting a pilot study of older adults on perceptions and behaviours related to two leisure activities (exploring the city and shopping), with a focus on identifying barriers to mobility and participation. The data from the study will be analysed, with the aim of producing case studies that can be used to stimulate new thinking and research related to ageing, physical activity and leisure.

The third recipients of funding were Chiara Tornaghi (School of Geography), Andy Ross (School of Process, Environmental and Materials Engineering) and Les Firbank (School of Biology). Researchers, local government officers and third sector organisations worked together to define the research agenda and



methodology for a participatory research project on urban agroecology, urban metabolism and food security. The strength of this academic partnership is in the ability to link scientific understanding with knowledge of planning regulation, innovative urban agricultural policies and community engagement, and the ability to analyse public understanding.

The team organised a one-day workshop, held at Armley Mills Industrial Museum, which focused on co-designing outreach and engaging activities with local communities, as well as identifying the specific training needs of the non-academic partners. The workshop was also an opportunity to finalise a funding application to ESRC/EPSRC for an action research project and to begin engaging local communities in collaborative research. establishing a Leeds-based biochar initiative and developing a network between interested parties. "Seedcorn funding like this is a great way of kick-starting projects," says Sophia Kennedy, LSSI Administrator. "The sums of money involved are relatively small but they enable people to come together, have discussions and carry out initial research that can lead to bigger things. It is hoped that the

work will lead to future collaboration and grant applications for multidisciplinary research projects."

Details of the seedcorn funding can be found at www.lssi.leeds.ac.uk/opportunities/seedcorn-funding/

This has been a great incentive to transform what was only an idea that two of us had discussed during lunchtime into an ambitious interdisciplinary project involving 10 partners. We are aware that this is just the beginning: bridging disciplinary perspectives and developing shared languages with non-academic partners is a huge challenge. But we are motivated, and this seedcorn funding reminds us that this is well worth the effort.

Chiara Tornaghi (School of Geography)

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#### Sustainability

# **Sustainability stars**

More than 160 staff and students from across the University gathered in the Refectory for this year's Sustainability awards, which recognised contributions in many areas, including volunteering, travel, and encouraging and promoting sustainable behaviours within and beyond the University.

Vice-Chancellor Professor Michael Arthur gave out the awards and spoke about the important role that sustainability does and will play in the successful future of the University. Dennis Hopper, Director of Facilities Management, was on hand to present the Green Impact awards. Green Impact had its best year yet, with 49 awards given to teams and laboratories taking part, with 13 for achieving gold level.

A wooden dinosaur made with recycled furniture from Bodington Hall oversaw proceedings, while the table decorations were made from re-spun denim, made into paper and fashioned into striking pieces by the School of Design. Even the awards themselves were made from recycled slate and lab stools!

"The awards evening was a great time to show off and celebrate contributions, collaborations and creativity," says Sam McCarthy, an intern with the Sustainability team. "I was particularly excited about our 10 lab teams, especially as the new labs workbook was only launched last year. To get 10 teams achieving awards already, including two gold lab awards, was great to see."

"All of us in the Sustainability team are amazed at people's commitment and we would like to thank everyone at the University who has been involved with sustainability. It was a great evening of celebration and a brilliant chance to reflect on the past year. Congratulations to everyone who took part, and to the student auditors and project assistants whose help and time proved invaluable."





#### Winners of the Sustainability awards

#### **Energy reduction**

John Wheeldon. Faculty of Biological Sciences

Waste and recycling **Bodington Halls** 

#### **Biodiversity**

Christy Walker, Section of Epidemiology and Biostatistics, Leeds Cancer Research **UK Centre** 

#### Sustainable travel

The Secretariat

**Education for sustainable development** Julia Clark, Business School

#### Big ideas

Dr Jonathan Summers, School of Mechanical Engineering

#### **Volunteering**

Adam Connell, student

M&S sustainable partnership Janet Willis, Cleaning Services

**Outstanding student contribution** to sustainability

Hannah Robb and Adam Klink

**Outstanding staff contribution** to sustainability

Jennie Hibbard, Faculty of Biological Sciences



# A new garden to bloom on campus

A new garden is being built in the centre of campus, situated in Chancellor's Court, next to the Roger Stevens Building.

staff. The garden will be officially opened in

growing project hosted by LUU, will host regular

research or would like to know more,

please email sustainability@leeds.ac.uk or bardongrangeproject@luu.leeds.ac.uk



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#### Sustainability

# Bringing the arts to life

The University campus and the city of Leeds were buzzing with all manner of artistic events during our third Festival of Arts, as hundreds of school children, members of the public and staff turned out to enjoy the fun.

"The University, Leeds and Yorkshire have a rich, varied heritage of arts and culture dating back hundreds of years," explains Lindsey Strachan, Access and Community Engagement. "The festival celebrates this heritage and makes accessible the fantastic range of activities which the University, in particular, has to offer to people in the region and from further afield."

Events for schools included a Discover Asia Day, guided visits to the M&S Company Archive and workshops in the Museum of the History of Science, Medicine and Technology. The Last Yorkshire King – Richard III Day was attended by 60 year 12 students and their teachers. As well as workshops about the controversial king, the students went to Special Collections to view our rarely seen copy of Shakespeare's First Folio, worth in the region of £2m, along with other fascinating items, including a letter signed by Henry VII. Two widening participation



residential events also took place, aiming to encourage young people to think about studying arts subjects at Leeds. Along with an exciting schools programme, a number of events and activities were open to everyone during the six-week festival. These included public talks, exhibitions and performances, plus self-led activities such as the M&S Heritage Trail.

"We have only been running the festival for three years but we were delighted to offer such a varied and comprehensive programme," continues Lindsey. "We're already looking forward to next year's event, which will be themed around Legacies of War; any staff who would like to contribute can get in touch at artsfestival@leeds.ac.uk"





# **Encouraging growth in Green League**

Colleagues' hard work and commitment to sustainability paid off, seeing us awarded a 2:1 in this year's Green League\* results – up from a 2:2 in 2012.

"I'm really pleased with this achievement, and it's something we can all be proud of," says Louise Ellis, Head of Sustainability. "The University takes sustainability very seriously and is constantly looking for ways to do better.

"Although we've improved our position by 43 places, this still means we are 58th place in the table, so we are certainly not resting on our laurels. We're currently developing an integrated sustainability strategy, which draws together all our activities: operations, student education and research and innovation. This will ensure that

sustainability is embedded in our curriculum, and engages students and staff in different activities, developing skills and promoting positive behaviour changes.

"We are also reviewing our processes to ensure that sustainability is reflected in our decisionmaking, and looking at ways to reduce and improve our resource use."

\* The People & Planet Green League is an annual ranking by the national student campaign group that assesses the environmental and ethical performance of UK universities. For more details visit http://peopleandplanet.org/greenleague

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#### Valuing our people

# Team talk – Life after Leeds organising committee

#### What is Life After Leeds all about?

Life after Leeds is a celebration of achievement event for international students from over 150 different countries to mark the end of their time at Leeds. The aim is to enhance their student experience. It is the result of focus group findings and comments from students such as: "Since many of us are unlikely to be around for the graduation ceremony, it's nice to have an event like this. This type of activity makes international students know that the University cares about us."

The event is organised and presented by the Careers Centre, and gives us the opportunity of assuring international students of our continuing support over the years to come through our e-guidance provision and the use of 'goinglobal', to which we subscribe to on the students' behalf.

Written evaluations this year included:

Best memory in Leeds

A good way to finish my experience in Leeds, and really value how lucky I was for being in the University

It showed how the University gives credit to international students and cares about giving them a good student experience and

Part of great memories! People and staff are really friendly. Very nice of the Careers Centre to put on this event.

#### What does the team do?

Everything – from booking a venue, organising the catering, liaising with the Vice-Chancellor's and Lord Mayor's offices to planning raffles and quizzes and buying a gown and hat through eBay so students can take photographs of each other! It's really hard work but it is so rewarding.



#### Who's in the team?

The organising committee is Debbie Powell, Louise Harrison and Claire Alford. We all have different roles in the Careers Centre but are united in our enthusiasm for supporting international students, enhancing their experience and ensuring they'll become our ambassadors all over the world, promoting the benefits of studying at the University of Leeds.

# Tell us how the event has developed over the years.

It's a case of 'great oaks from little acorns grow'. The first event in 2007 was attended by just 20 students and had an information focus. It's grown over the years, evolving into a real celebration event enjoyed by more than 200 students. This year it was attended by our Vice-Chancellor, Professor Michael Arthur, and the Lord Mayor of Leeds, Councillor Tom Murray, who informed us in his speech that he is an alumnus.

# What are the most rewarding things about being on the committee?

Seeing how much the international students enjoy the event, leaving them with happy memories of Leeds, encouraging them to continue to use the services of the Careers Centre and to keep in touch with the Alumni and Development team. Appreciative comments make all the hard work worthwhile:

"Never been with so many international students in one gathering. It makes me feel quite at home and comfortable among colleagues and enhanced my perspective of the University as an international-friendly institution."

#### And some of the most difficult?

The funding restrictions are a bit of a challenge. We were fortunate this year in being able to use external project money to fund the event, but this may not be the case next year.

# Who do you work with across the University?

The Alumni and Development team, and Corporate Services for hire of the Refectory and the catering. Also, friends and colleagues in the International Students' Office help us to promote the event. Our helpful colleagues in the Careers Centre pitched in to ensure that the event ran smoothly.

# Tell us something about Life after Leeds that would surprise people.

It was a bit poignant that it was the VC's last Life after Leeds event prior to taking up his new post. Everybody wished him well but we'll miss him next year. He is so friendly and approachable and enjoys (or endures!) endless photocalls with appreciative students. His photograph will appear in over 150 countries – keep your eye on the Careers Centre's Facebook page.

## **Great Food at Leeds**

Keep up to date with loyalty offers, new menus, special events, meal deals and café opening times by visiting the new Great Food at Leeds website.

The website is just one part of Great Food at Leeds – the new identity for the University's Catering Service, created as a result of a series of consultations with Service staff, customers and other stakeholders.

"We wanted a name and image that was bright, attractive and made a clear statement about our commitment to excellent service and providing fresh, quality food," says Commercial Services

Sue Pimblett. "We want to use Great Food at Leeds as a platform to establish strong brands for our business areas such as our cafés, the Refectory, Delivered Catering and Fine Dining, and we will keep staff informed as these develop

More information can be found at www.leeds.ac.uk/greatfoodatleeds, www.facebook.com/greatfoodatleeds or twitter.com/greatfoodatleeds

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#### Valuing our people

# On the move – car parking changes

Major construction projects are due to start work on campus this summer, which may affect some colleagues with parking permits, staff who purchase daily tickets and staff who arrange parking for visitors in the University main campus car parks.

"Work is expected to start on the new undergraduate library from the end of July 2013 through until December 2014," explains Support Services Manager Majid Khan. "As a result, there will be some disruption for staff parking and, although we will be losing the visitor car park, provision for visitors and reserved spaces will be provided elsewhere.

The spaces on Hillary Place will also be unavailable during this period. General visitor parking will be absorbed in the Orange Zone, with reserved spaces transferred to the Blue Zone. During the construction phase of the library, the space in front of the E C Stoner building will be temporarily made available for staff with valid permits and for visitors."

The Geography relocation project is also taking place during the same period, and the Brown Zone car park will be removed from use. Until this project is completed, Brown Zone permit holders will be authorised to park in the Purple Zone.



"Permit holders in all the affected zones will be emailed with relevant information as and when the dates are finalised," continues Majid. "Due to the scale of the project, there may be disruption to traffic flows on campus with large contractor vehicles entering the site and possibly temporary traffic lights in operation during this period. We apologise in advance for any inconvenience the works may cause colleagues, but would like to assure people that we will do our best to keep disruption to a minimum."

Further information can be found at www.leeds.ac.uk/facilitiesdirectorate/carparking.htm

and up-to-date information can be followed on Twitter @carparkingatUoL

# The choice is yours

Now you can choose to have your regular copy of the *Reporter* delivered as a pdf to your inbox, rather than receive a personal, paper copy.

"We're giving people the chance to opt out of receiving a paper copy as a result of feedback from our recent communications survey," says Isabel Hunt, Director of Communications. "It's clear that people really value the information and news that's in the *Reporter*, but the option to receive it electronically is something that people have been requesting for a while, so it's great to be able to offer them the choice. Producing fewer copies will cut down on printing and paper costs and it will also mean less time spent distributing the magazine.

"Of course, we'll still be printing copies of the *Reporter* as there are many colleagues who prefer to read the magazine away from their desk and there are people in the University who don't have regular access to a PC. We also send the magazine to our external stakeholders and keep copies in central public areas such as the reception desk in the Parkinson Building."

If you would like to opt out of receiving a paper copy of the *Reporter*, write to <a href="internalcomms@leeds.ac.uk">internalcomms@leeds.ac.uk</a>,

marking your email 'Opt out'. Please note that we are only able to process requests from individuals, so please avoid sending 'bulk' lists

# **New website**

A new look For Staff site has been launched, offering staff quick and easy access to University news and information.

"Very nice new site – worth having as a browser homepage now." "Colleagues have been asking for an improved staff website, and most of the changes are a direct result of their comments and feedback in the internal communications survey," says Communications' Louise Nash. "We also worked closely with a focus group during the development of the site, to make sure the changes reflected the functions that people said they needed or wanted."

Significant improvements have been made to the site in terms of appearance, navigation and search functionality. Examples include:

"The website looks clean and simple and feels easy to use."

information that is used regularly, with a list of staff systems and quick links accessible on first view; an events calendar that allows users to search events by category and faculty; more space for news stories and images.

The URL for the page remains www.leeds.ac.uk/forstaff

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#### Inspire our students

# Awards recognise teaching excellence

Two of our academics are celebrating after each receiving a prestigious National Teaching Fellowship (NTF) for excellence in higher education teaching and support for learning.

The awards, announced by the Higher Education Academy (HEA), go to Dr Simon Lightfoot (School of Politics and International Studies (POLIS)) and Dr Andrea Jackson (School of Earth and Environment (SEE)), incoming Pro-Dean for Student Education in the Faculty of Environment. Nominated by their institutions, submissions had to evidence three criteria: individual excellence, raising the profile of excellence and developing excellence. Both Dr Lightfoot and Dr Jackson were nominated by Professor Vivien Jones, Pro-Vice-Chancellor for Student Education.

Their success ensures that the University retains its leading position for excellence in teaching and

learning, with the highest number of NTFs of any higher education institution in the UK.

Dr Jackson is an HEA Senior Fellow and a University of Leeds Teaching Fellowship holder, with a track record in innovation and excellence in student education. She developed Countdown to University Study, an online resource to help students with their transition from school to university. Since 2009, it has been used by more than 60% of incoming undergraduate students in SEE. The resource has been developed into University-wide initiatives, Flying Start for undergraduates and Step Up to Masters for postgraduates.

Dr Jackson says: "It's fantastic to know that the work I do with students and in helping enhance student education is valued. I know it will give me greater confidence to do even bigger and better things and I'm looking forward to becoming part of a network of other award winners to share practice and learn from each other."

Dr Lightfoot is also a Teaching Fellowship holder, and is Director of Student Education in POLIS. He was nominated for his passion for politics and for ensuring that the subject matter is engaging to students and for making higher education open to all through his widening participation work. He visits HE institutions across Europe, engaging students in their learning and sharing best practice with colleagues.



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#### In the news



There was international media interest in a study by Professor Bill Kunin, Professor Koos Biesmeijer and Dr Luisa Carvalheiro (School of Biology) that found the decline in biodiversity of pollinating insects and wild plants across Europe had slowed in recent years. Sarah Clarke, a national environment and science correspondent for Australia's ABC Radio, interviewed Professor Bill Kunin for the Lateline show. The story was also featured in *New Scientist* and *Planet Earth*.

Dr Rory Sullivan (School of Earth and Environment) wrote an article for the *Guardian* arguing that **NGOs** are relatively unsuccessful at engaging with investors.

Researchers led by Dr Nicola Stonehouse (School of Molecular and Cellular Biology) found a new way to destroy a key **protein** that is linked to the development of cervical and other cancers. The story was covered by the *Toronto Telegraph, Newstrack India* and the *Yorkshire Post.* Dr Stonehouse discussed the findings on BBC Radio Leeds.

Former PhD student Anna Woodhouse (School of English) spoke about her research on BBC Radio 4's Four Thought programme in front of a live audience. Recorded at Somerset House, London, Anna considered what glass and windows mean to us.

The *Daily Mail* quoted Professor Philip Conaghan (School of Medicine) in an article about Michael Vaughan's continuing knee problems. Professor Conaghan explained how **knee injuries** worsen with age.



Professor Andrew Shepherd (School of Earth and Environment) was interviewed by Al Jazeera about how climate change is affecting **glaciers** and how this will ultimately impact on us.

BBC One's Coast looked at **quicksand** and the dangers it poses. The show included science presenter Professor Alice Roberts testing out the quicksand around the northwest coast of England. Professor Jeffrey Peakall (School of Earth and Environment) appeared on the show and discussed how quicksand works.



The Financial Times wrote an article on the possible privatisation of some services in the Metropolitan Police that referred to a study by Professor Adam Crawford (School of Law). The study found that less than one third of Police and Crime Commissioners elected in November had clearly stated in their manifestos that they opposed privatisation.

Professor Andrew Hill (School of Medicine) received extensive coverage for his team's research on how young children reject characters from story books who are **overweight**, but show a positive response to those who are disabled. The study was reported by BBC News, *The Times*, the *Daily Mail*, the *Guardian* and *The Atlantic Magazine*.

New research by the Royal College of Gynaecologists found that chemicals in household products and cosmetics are a potential risk to pregnant women. Professor Alistair Hay (School of Medicine) talked to BBC News, the Guardian, The Telegraph and The Times arguing that the advice is unhelpful for mothers-to-be. BBC Radio 4's Today programme and BBC Radio Leeds also interviewed Professor Alistair Hay.



There was wide interest in research by Dr Ewan Wakefield and Dr Keith Hamer (Faculty of Biological Sciences) into the eating habits of gannets. The study found that the birds avoid areas fished by other colonies of gannets even though the species shows no territorial behaviour while at sea. The story was reported by on the Daily Mail, Daily Express, Planet Earth Online, the Financial Times Weekend Magazine, Die Welt and The Irish Times.

The Spanish publication *El Economista* picked up a story published in *Nature* regarding research from Professor Steven Tobias (School of Mathematics) and Professor Fausto Cattaneo from the University of Chicago. They have developed a model to explain the 11-year cycle of the **Sun's magnetic field**.

An international study, including scientists from the School of Earth and Environment at the University of Leeds, found that the **Earth** will warm at a slower rate than was previously expected. Professor Piers Forster said: "We know much more than we did only a few years ago about how different factors, like global aerosol emissions, affect the global energy budget, and this new study draws out the implications." The story received wide coverage, including from *New Scientist* and the *Financial Times* and was featured in a comment piece in *The Telegraph*.



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#### Our people/honours



Linda Pollard, the University's Pro-Chancellor, has been made a Commander of the British Empire (CBE) in the Queen's Birthday Honours List.

The CBE recognises distinguished service to the arts and sciences, public services outside the civil service and work with charitable and welfare organisations of all kinds.

Mrs Pollard has been recognised for services to business and to the community in Yorkshire and the Humber.

The excellence of **Bright Beginnings** and its General Manager, Angela Foley, has been recognised again by a major national award. The childcare provider for staff and students at the University was awarded the title of Nursery of the Year for the North of England by the National Day Nurseries Association (NDNA) in its 2013 Nursery Awards. A record number of parents voted in the awards, which were cojudged by the parenting website Netmums.

Angela Foley was named as an NDNA Member Champion in recognition of her passionate and committed voluntary support of the NDNA and its e-Quality Counts scheme.

The M&S Heritage Trail has been awarded the Group Travel award for innovation by the *Group Travel Organiser* magazine. The Trail, which was produced by M&S with its partners, students from the University and Leeds City Council, is available at Leeds Visitor Centre from the M&S stall in Kirkgate Market.

The tour includes the site of the very first M&S shop – a penny bazaar in the Victoria Quarter's Cross Arcade. Groups can book a guide for the tour and the M&S Company Archive.

More information at http://goo.gl/bozs7

Leeds University Library has been successfully re-assessed against the Investors in People standard, retaining the Silver status it achieved at its last assessment in 2010. The Library was first awarded Investors in People in 2001, and is also planning to be assessed for the Customer Service Excellence standard later this year.

Professor Kanti Mardia (Department of Statistics, School of Mathematics) has been awarded the prestigious Samuel S Wilks Memorial Award by the American Statistical Association (ASA),



in the UK to receive the award in its 50year history. The award is bestowed on one distinguished individual annually who has made statistical contributions to the advancement of scientific or technical knowledge, ingenious application of existing knowledge, or successful activity in the fostering of cooperative scientific efforts that have been directly involved in matters of national defence or public interest

Medical student Luke McMenamin has joined a panel of 20 students who will advise the Higher Education Academy on a range of issues concerning students in the UK. Forum members will have an opportunity to influence how the organisation works with students, advising on issues which matter most to students such as teaching, the curriculum, assessment and feedback. Over 150 students from across the UK applied to take part in the forum.

Carolyn Christov-Bakargiev will be Leverhulme Visiting Professor in the School of Fine Art, History of Art and Cultural Studies during the academic year 2013/2014.

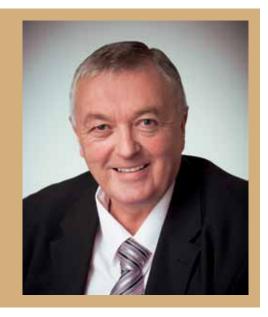
Named in 2012 by *Art Review* as top of its list of the 100 most influential people in the contemporary art world after her brilliant role as Director of *documenta 13*, Professor Christov-Bakargiev is the world's leading curator, known for her courageous support of art that engages deeply with challenging contemporary issues.

She will be completing her research and writing a book about the concepts and processes of making the acclaimed documenta 13 (documenta is the most influential quinquennial international exhibition of contemporary art). Professor Christov-Bakargiev will be leading seminars and participating in three fourday intensive institutes, each taking up a theme from her documenta exhibition: art as research in relation to other forms of research; research process and the ethics of curatorial studies and practice; and the relations between time, temporality, space(s) and embodiment. She will deliver three Leverhulme lectures, visiting the universities of Manchester, Huddersfield and the Royal College of Art in London, and during her University residency will contribute to the work of students across all levels of fine art, cultural studies, art history, museum and curatorial studies.

Professor Griselda Pollock will be responsible for the programme of seminars, studio visits, lectures and institutes during Professor Christov-Bakargiev's residency.

Malcolm Dawson, Security Operations
Manager, has been selected to represent
the Association of University Chief
Security Officers (AUCSO) on its first ever
international exchange programme with the
International Association of Campus Law
Enforcement Administrators

Malcolm beat strong opposition from other University security managers from all over the country with an essay referencing current University of Leeds crime prevention initiatives. The scholarship is worth £2,000 and will enable Malcolm to spend five days at Georgia Tech University in Atlanta, where he will gain first-hand experience of university security. US style.



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#### News

# **Consultancy services moves to faculties**

From this month, the administration of University consultancy is being devolved from Consulting Leeds to direct administration within the University faculties.

"We decided to make the change to give the faculties a better oversight of consultancy activities within their areas," explains Andy Duley, Director of Commercialisation. "Bringing the consultancy closer to the faculties means that it will be easier for our academics and other colleagues to have more contact with external partner organisations and so build stronger relationships. It will also align consultancy administration with the processes used for our other innovation funding streams.

The updated University consultancy policy can be found at <a href="http://goo.gl/Ju4Qh">http://goo.gl/Ju4Qh</a>

Consulting Leeds – a centrally managed subsidiary company – is transferring activities to faculties during July and all new consultancies will now be managed within the relevant faculty. Consulting Leeds will remain operational to support existing projects until the end of August and will work with academics to ensure that their support requests are channelled to the appropriate person.

Any general consultancy client enquiries received by the University will be managed by the Research and Innovation Service.

If you wish to start a new consultancy, please contact your faculty Research and Innovation office.

For further information or advice please contact lan Wolstenholme on extension 30910 or i.s.wolstenholme@leeds.ac.uk

#### Small ads

#### Professional services

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 Richard Sykes 0777 249 9414 good\_connections@btinternet.com

#### **LEGAL ADVICE**

Divorce, separation, children and financial disputes, premarital and cohabitation agreements, Collaborative family law and mediation. FREE INITIAL HALF-HOUR MEETING

Contact Paul Lancaster 0113 207 0000 plancaster@LawBlacks.com

#### **BUILDING, ROOFING AND JOINERY**

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Christopher Smart, www.volans.co.uk, csmart@volans.co.uk

#### WILLS AND PROBATE SOLICITOR

Wills, inheritance tax, care home fees, Lasting Powers of Attorney and probate services. Five minutes from campus, 10% discount if your bring this advert.

Nick Rhodes 0113 207 0000, nrhodes@lawblacks.com

#### For sale (general)

#### 17" MACBOOK PRO

Top model. Over £2,000 new @01/12. 2.2Ghz, Core i7, 4GB 1333MHz DDR3. Working perfectly. Asking £800. i r harris@leeds ac uk

#### Car for sale

TOYOTA YARIS S, 1.0L 2002, 72,300 miles, 3-door hatchback in metallic blue with 11mths MOT. n.r.nawaz@leeds.ac.uk 0789 453 9052

#### Other

ICE CREAM AND FETE Traditional ice cream tricycle and fete stalls, such as Hook-a-Duck and Coconut Shy, for hire for weddings / corporate / charity / school. Serving ice cream and fun to the Yorkshire region ... It's Fete!!

www.its-fete.co.uk info@its-fete.co.uk

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Have your bids and manuscripts reviewed and checked. Superlative proofreading by an experienced editor. Call 0777 939 7573

#### House for sale

4-BEDROOM SEMI HEADINGLEY Stone, quiet, garden

Peter Knippertz, www.rightmove.co.uk/property-for-sale/property-26712024.html, p.knippertz@leeds.ac.uk

STANMORE PLACE, HEADINGLEY Lovely two bedroom flat, walking distance from University and Burley Park station. Private parking, communal gardens, gas central heating, double glazing. Ideal first home - 50% ownership scheme. Asking price £52,500.

Castlehill estate agents, www.rightmove.co.uk/property-for-sale/property-40512293.html, enquiries@castlehill.co.uk

VICTORIAN STONE TERRACE YEADON 3 large bedrooms, dining kitchen, lounge with wood-burner, wooden floors, original features, views to likley Moor. Near parks, good schools, shops and other amenities. Good transport links to Leeds, easy access to Dales. £163k.

www.rightmove.co.uk/property-for-sale/property-39237265.html?premiumA=true

#### House/flat/room to let

NICE APARTMENT TO LET near to Dewsbury train station (only 15 minutes into Leeds). Modern, clean, 1 bedroom, unfurnished. Suit professional/ postgrad. £345 pcm.

Ruth 0782 801 5896, splrg@leeds.ac.uk

#### FANTASTIC TWO BEDROOM HOUSE

Two large bedroom house. Lounge, wood flooring, comfy sofas. Newly installed kitchen with new appliances. Newly installed bathroom & shower, and front garden.

0794 626 1312, cme6tc@leeds.ac.uk

HOUSE TO LET Two bedroomed house in village location east of leeds with excellent transport links. £350 pcm. Phillip Murphy 0791 333 0042, p.j.murphy@leeds.ac.uk

#### News

# Purchasing survey open to all

All staff are invited to complete a purchasing satisfaction survey which will be used to help develop the new purchasing strategy.

The survey aims to gather information about the level of service experienced by customers of Purchasing across the University.

"Colleagues' feedback will be valuable in ensuring that Purchasing continues to meet the needs of all those staff who buy goods and services," says Head of Procurement Tim Brannon. "The results will help us strive towards continuous improvement and enhancement of the services that we offer."

All those entering the survey will be eligible to enter a prize draw to win one of six £25 M&S gift youchers.

To access the survey, please visit www.survey.leeds.ac.uk/purchasing-satisfaction-survey or, if you would prefer to complete a paper copy, call Carrie Jackson on extension 34102

HOUSE TO LET in the Brudenells area of Leeds from 15 September. 10 minutes from campus. Two bedrooms, study, living room, kitchen and cellar. £480 pcm+bills and

Angel Smith 0755 417 6502, a.k.a.smith@leeds.ac.uk

#### Holiday home to let

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

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#### Research participants

#### **ORANGES AND CARDIOVASCULAR HEALTH**

"You are invited to take part in a research project. Requirements: age between 30–60, heavier than average (BMI ≥ 25 kg/m2), no known CVD or diabetes, non-smoker.

Abdurrahman Sweidan, www.food.leeds.ac.uk/orangejuice, cvd2013@leeds.ac.uk

FOOD SUPPLEMENT ON HEALTH Non-smoking males will receive £40 for completing this 12-week research project in Food Science and Nutrition, by having a tablet food supplement daily. Some urine and blood samples need to be collected.

Contact: prconion@leeds.ac.uk Registration: www.survey.leeds.ac.uk/onion/

Small ads can be submitted online at http://smallads.leeds.ac.uk The charge is £7 for 10 words or part thereof (University members) or £10 (general public). The deadline for the next issue is 11 September at 4pm. Advertisers are independent of the University. The University makes no warranty or representation as to (a) the accuracy of ads or (b) the quality of goods or services advertised. To the full extent allowed by the law the University excludes all liability.

Contact the *Reporter* on 0113 343 6699 or the.reporter@leeds.ac.uk

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#### **Events**

**Events in and around the University this summer** 

Rock around the Frock – M&S in the 1950s: New fabrics, new technology and a New Look

#### Saturday 17 August

The 1950s: glamour came bouncing back and M&S embraced the optimism of the decade by bringing high fashion to the high street. Fashion was no longer just for the elite; now everyone could afford catwalk-inspired clothes in fabulous new easy-care fabrics.

Join M&S for a day celebrating this remarkable decade. There'll be rock'n'roll dance classes with Swing Dance Leeds, a display of previously unseen 50s fashions, including those wonderful dresses, and special screenings of fantastic M&S 1950s cinema adverts...complete with popcorn. All this as well as refreshments with a picnic theme!

This event is free and everyone is welcome. It's a chance to show off your 1950s outfits, so please dress to suit the decade if you wish! No need to book, just drop in between 11am and 3pm. Dance classes are at 11.30am and 13.30pm.

#### Tantz! Klezmer concert in Parkinson Court

Traditional tunes and contemporary beats mix in the eclectic repertoire of this young Leeds band. Bringing their own brand of electro-klezmer to the world music stage, Tantz deliver a hard-hitting blend of eastern European folk and broken beats.

Saturday, 20 July, 14.30-15.30pm; all are welcome and no booking necessary.





## New prize showcases University's artistic talent: 7-31 August 2013

The excellence of art students at the University has been recognised by the Stanley & Audrey Burton Gallery, which this year launched a student art prize and special exhibition for recent graduates from the undergraduate Fine art and design degree courses.

An expert panel will choose four student finalists, based on the artwork they present in their undergraduate degree shows. The judges are Lisa Le Feuvre, Head of Sculpture Studies at the Henry Moore Institute, Leeds, critic and art journalist John Douglas Millar, and Professor Vivien Jones, Pro-Vice-Chancellor for Learning and Teaching.

The finalists will be invited to exhibit a selection of their artwork at the Stanley & Audrey Burton Gallery, working alongside professional curators on a joint display, which will open to the public at a special opening reception and run for four weeks from 7-31 August 2013.

The Friends of University Art and Music (FUAM), as well as the School of Fine Arts, History of Art and Cultural Studies and the School of Design, supported the new initiative and exhibition. The FUAM Graduate Prize Show 2013 will be a highlight of the region's art calendar and a fine opportunity to see the best new art of the year.



### Scriptores: Calligraphy workshop with Sara Mack

In connection with the gallery's special display, Pleasure in Illuminated Manuscripts, master calligraher Sara Mack will be initiating participants in the ancient art of calligraphy. Learn how to hold the writing implement properly, then practise the basic Roman alphabet and the Uncial or a Celtic style of lettering. Use of wet ink and dip pens will be taught and a simple project will end the session.

Sara is a professional calligrapher who has worked and taught in the Leeds area for

nearly 30 years. She has taught at major colleges and schools, the International Medieval Congress at the University, and at Lotherton Hall, where she also exhibited.

For ages 16+, this is a free workshop but places are limited so please book in advance at gallery@ leeds.ac.uk

Saturday, 27 July, 13.30–16.00pm



#### **FAQs**

# Caroline Campbell , Theme Leader for Languages and Intercultural Understanding/ Director, Foreign Language Teaching Unit

# Tell us about your job at the University.

My main role is to lead the Foreign Language Teaching Unit and to promote the learning of foreign languages across the University. As part of the Language Centre's management team, I'm responsible for supporting the learning of international students on our range of courses in preparation for successful completion of their studies in their chosen discipline. It's a balance between leading and managing, while remaining up to date with developments in learning and teaching and encouraging innovative best practice so that we offer an excellent experience for students and staff.

#### How do you manage your time?

Working as part of an excellent team makes all the difference and allows me to delegate certain tasks and share others. I've learned to prioritise and be strict with time allocated to certain activities. I've had to become comfortable with 'doing the best I can in the time available' in order to manage my workload and have a healthy work-life balance. I work at home once a fortnight and Thursdays are now dedicated to developing the Discovery Theme, which is 0.2 of my time. There has to be flexibility but having a plan helps me to stay on track. I enjoy the variety of my roles and find it challenging but rewarding.

#### 'Discovery Themes' is the new name for broadening strands, part of the Curriculum Enhancement Project. Tell us more about them.

The Discovery Themes are a coherent collection of discovery modules (previously known as electives), grouped according to one of 10 themes. Leeds has a very impressive range of modules so grouping them makes it easier for students to see the options. Each theme leader has worked hard to articulate their vision and rationale for the theme and to identify pathways and progression within the theme. We are also planning to develop new, often interdisciplinary, modules or combinations of modules. By choosing a Discovery module,

students will develop alternative perspectives on their primary discipline, explore new interests and gain additional skills. The experience of broadening as part of a degree programme will be a distinctive part of the student experience at Leeds.

# For students, what is the biggest benefit of grouping modules like this?

It's much easier for students to appreciate the sheer range of choices available and to then plan their choice of Discovery modules each year. The themes should also help students articulate the benefits of a broader education to future employers, many of whom are looking to recruit graduates who feel confident in engaging with challenges that aren't defined by conventional disciplinary boundaries.

Current students will choose modules from the themes when module enrolment opens next year. Prospective students are already hearing about them at open days.

## Tell us about the Discovery Theme you're leading.

The Languages and Intercultural Understanding theme offers students the opportunity to develop their linguistic and intercultural competence, knowledge and skills from a range of academic perspectives and to integrate this learning with their primary discipline. It makes these disciplines accessible to students for whom they are new, while offering greater depth for students who have a background in languages and/or intercultural communication. The modules build knowledge, skills and attitudes in a wide range of fields such as art, cinema, culture, education, history, language acquisition, linguistics, literature, religion and society.

# Which of the other 10 themes would you like to find out more about?

It's really difficult to choose because they're all very interesting. Part of me would want to explore the more science-based themes to



balance my arts background, while part of me would want to deepen my existing knowledge. Twenty credits a year wouldn't be enough for all the things that I'd like to explore or develop!

# What's your most frequently asked question?

Can anyone learn a language or do you have to be good at languages? Anyone who wants to can learn a language! It might come more easily to some than others.

## Tell us about the worst job you've ever done.

I've never done a job that I haven't enjoyed... though picking raspberries in the summer as a teenager in the north of Scotland was on a 'needs must' basis!

#### What do you do outside work?

I recently completed the Scottish bikeathon with friends and enjoyed raising money for Leukaemia and Lymphoma Research. This was a useful part of my preparation for a cycling holiday in South Africa in September. Preparation for the wine tasting part of the holiday comes more naturally and is well under way.

## If you could immerse yourself in one culture, which would it be?

I don't think I could choose just one. I enjoyed living in France and Japan and I've loved the insights I've been afforded from travelling in Europe, Asia, Africa, Australia and New Zealand. I enjoy watching foreign films and reading literature from around the world, so the multicultural approach suits me best.



