



University's campaign to Make a World of Difference

The largest donation ever received from a Leeds alumnus gets the University's fundraising campaign off to a flying start.

Page 2

New plaza takes shape

Students, staff and visitors will have a bright, new open space to enjoy when work on Beech Grove Plaza is completed.

Page 4

Novel vision of the future

Edible clothing and cars that run on ketchup are two of the scenarios imagined in a new graphic novel published by the Centre in Low Carbon Technologies.

Page 6

Widening participation activities set a great example

Our approach to widening participation has been recognised by the Quality Assurance Agency as an example of good practice.

Page 8

Leader column

Building for the future

The University's strategic plan published in 2009 sets out a bold vision for the period to 2015 based on our distinctive ability to integrate world-class research, scholarship and education. Good progress has been made in implementing the plan, despite many changes in the external environment, but it is timely to 'refresh' our strategy to take account of changes in the higher education landscape.

The one-page representation of the plan as a strategy map has proved to be a powerful tool, providing a guiding framework for decision making across four key themes – improving the international standing of the University; achieving a world-leading research profile; inspiring students to develop to their full potential; and increasing our impact on a local to global scale. The plan also puts a premium on the principles of organisational and financial sustainability and makes a strong commitment to staff engagement and development.

I particularly like the explicit statement of values which underpins the plan. The values of community, integrity, inclusiveness and professionalism converge on the pursuit of academic excellence based on increasing knowledge, respecting academic freedom, encouraging critical independent minds, and promoting innovative approaches to education, research and knowledge exchange. This approach also recognises our responsibility to participate actively in the economic, social and cultural development of Leeds, the City Region and the country as a whole.

Change is endemic in higher education and, over the past few years, we have coped with far-reaching reforms to student funding, a more competitive environment in student recruitment and (paradoxically) a much stronger emphasis on research collaborations between universities,



driven by the research councils and other major funders. There has also been a much stronger emphasis on the importance of higher education as an engine for economic growth in the UK, whilst the growth in international mobility of staff and students has been driving new approaches to transnational education, technology enabled learning and international research partnerships.

There is still more to do in relation to the four key themes in the strategy map. To be a leading university in the Russell Group, we will continue to build on our inherent strengths: encouraging growth in the number of international students studying at Leeds and building new institutional partnerships for the future; achieving greater consistency in the quality of our research outputs, maximising the number of research active staff at 3 and 4* level, increasing research income and building on the success of doctoral training centres and the award of fellowships; maintaining our strong commitment to widening participation whilst maximising the recruitment of ABB+ students, continuously improving student

satisfaction and employability and building a vibrant postgraduate community; and growing our knowledge exchange activity and income by achieving greater collaboration with key industry partners.

This will be the stuff of the strategy refresh. We need to work across the whole University to understand the implications of the changes in our operating environment and we need to maintain a mindset of continuous improvement which achieves the best outcome for our students and realises our true research potential. I want this change to be driven through deep engagement between staff and students and by encouraging academic staff – working with the support of the wider University – to pursue their research ambitions.

As we draw breath following the introduction of the reforms in student funding and the submission of the REF, we have an opportunity to think in a coherent way about the future in three overlapping time horizons: 0–2 years where we will continue to work with the existing

News

University's campaign to Make a World of Difference

Supported by over 10,000 gifts to date, the University's £60m Making a World of Difference campaign is creating a range of opportunities for students and driving forward our research.

The Campaign is helping young people from less privileged backgrounds to aim for a place at university, supporting them during their time at Leeds and giving students opportunities to contribute to research, develop as elite athletes and put their best entrepreneurial ideas into practice.

The Campaign is also supporting research into key health challenges such as heart disease,

dementia and tissue repair; supporting work to cut the carbon footprint of our major cities and to ensure the security of vital resources such as food and water; providing key insights into world trade and the global political economy and enabling research that is unlocking some of the treasures of the University library's remarkable collections.

The University's biggest-ever donation, a £9m gift from Irvine Laidlaw – who studied economics at Leeds in the 1960s and already gives scholarships to students from less privileged backgrounds – is supporting our new library on Woodhouse Lane.

The Laidlaw Library will become a focus for undergraduate life on campus and provide a

strategy map to achieve academic performance to match the leading Russell Group universities; 0–5 years where we will invest in key areas of education, research and knowledge exchange in which Leeds has distinct strengths and genuine international excellence; and 0–10 years where the emphasis can be on potentially game-changing initiatives that will secure the long-term future of the University.

This process of change will also have implications for University services. The imperative here is that our approach is designed to engage staff and students in a collaborative conversation, ensuring that services are properly aligned and continue to be valued and delivered in a trusted and transparent environment, University-wide. Of course this approach needs to be supported by smart, reliable technology, clear standards of service, greater efficiency and streamlined workflow processes that leave scope for staff discretion; in other words a responsive, common sense approach which focuses, above all, on supporting excellence and innovation in student education, research and the University's wider mission.

The University's commitment to provide a sustainable environment with first-class facilities will also be key to our success and about £150m of capital improvements are now in train. In addition to major improvements already underway, notably the development of the new undergraduate library and the refurbished Sociology and Social Policy building, the Council has also given approval in principle to invest in the Business School, the Schools of Medicine, Dentistry, Fine Art, and Computing and has also opened the way for improvements in Physics, Engineering and Transport Studies.

The launch of the University's Campaign has been catapulted forward by the single biggest gift ever made to the University of £9m by Irvine Laidlaw to support the development of the new undergraduate library and we applaud his commitment to the work of the University and his generosity. As soon as the new library is operational, work will commence on the complete refurbishment of the Edward Boyle Library. There will also be significant investment

new home for some of our outreach work with the local community. It is due to open in 2015.

Vice-Chancellor Sir Alan Langlands expressed the University's gratitude: "This is exciting news. Irvine Laidlaw is a committed supporter of the University and the library will become a permanent reminder of his generosity.

"I am proud to be leading the University at this important time as we see donations translating into genuine benefits for students, supporting excellence in research and promoting the part the University plays in the wider community."

Watch out for further news about the Campaign in future editions of the *Reporter* at

www.leeds.ac.uk/forstaff/

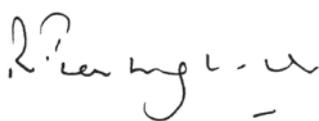
in the LUU building with planning already underway with the LUU Executive.

These are still early days for me although my visits to schools are proving very helpful in building my knowledge and understanding of the work of the University and learning about the aspirations and concerns of staff and students. My programme of visits and discussions will continue into 2014 and extend to the main University services.

Some of the ideas set out above have been framed in preliminary discussion with the University Council and the Deans, but I envisage deeper conversation and consultation with the wider University community during the remainder of this academic year. That said, I want to avoid an over-elaborate process that carries the risk of eclipsing the imperative of continuous improvement against key indicators of academic performance over the next two years. It is this improvement that will give us the legitimacy and the platform we need to move the University to a new level and to plan with confidence for the long term.

The University has strong values which will continue to inform the strategy refresh. For one hundred and nine years it has shown remarkable resilience and the ability to grow and adapt in response to changing circumstances. We have never ducked our commitment to integrate world-class research, scholarship and education, even when this has required difficult decisions to be made. These qualities will be put to the test again in the next decade and I look forward to working with the whole University community in building a strong and positive future.

Finally, I hope that everyone will have an opportunity to relax with friends and family over the holiday period and wish you good health and happiness in 2014.



Alan Langlands



Lord Laidlaw (r) meeting our Chancellor Lord Bragg

Contents

News

Page 2

A sustainable organisation

Page 5

Research and innovation

Page 6

Inspire our students

Page 8

Valuing our people

Page 10

In the news

Page 12

Our people/honours

Page 13

News/small ads

Page 14

Events

Page 15

FAQs

Page 16

About the Reporter

The *Reporter* is the University of Leeds' staff magazine, produced eight times a year. More than 7,500 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: www.leeds.ac.uk/forstaff/reporter

If you would prefer to receive an electronic copy of the magazine, please email internalcomms@leeds.ac.uk, quoting your staff number or, if you are external to the University, your name, postcode and preferred email address.

The front cover shows four of the University's current Laidlaw Scholars (l-r): Rosie Smith (2nd year, Product Design), Hannah Oldfield (2nd year, Theatre and Performance), Warren Wellington (2nd year, Law) and Shiba Azizi (2nd year, Law).

News

New plaza takes shape

Students, staff and visitors to our campus will have a bright, new open space to enjoy from summer 2014, when work on Beech Grove Plaza is completed.

The landscaping and improvement works will transform the area outside the Social Science and Michael Sadler buildings, making them more accessible and welcoming. As well as providing new seating and cycle storage facilities, the area will also benefit from the planting of some mature trees and a 'green wall' to attract birds and other wildlife.

"The project is split into phases and timed to ensure that University activities are maintained while minimising any potential disruption.



The new Beech Grove Plaza will be brighter, lighter and more accessible

This is essential along the Michael Sadler and Baines route to the Great Hall and Student Union, where the timing of examinations and ceremonies demand the works are arranged around these key events," explains project manager David Oldroyd. "This first phase will begin after the January examinations and complete in spring 2014. Due to its nature, the most efficient way to carry out this phase is to close the whole route for general access. Once phase 1 is finished, the route will be re-opened, providing a first impression of the new plaza.

"The second phase – the centrepiece of the new works, which will transform the look and accessibility of the space between Social Sciences and Baines – will start during phase 1 and complete during the summer. Once these two phases are finished, phase 3 will start. These works will complete in time for the new academic year and coincide with the completion of the works around the Social Sciences building."

Celebrating 50 years of East Asian Studies

A week of celebrations marked the 50th anniversary of the founding of our East Asian Studies Department.

The highlight of the festivities was the reception attended by some 270 alumni, former and current staff, Vice-Chancellor Sir Alan Langlands, diplomatic representatives from the countries and regions in which we specialise, supporters of the department from across the

University and some current students. There were speeches from the Vice-Chancellor, original staff members and long-time Professor of Chinese, Don Rimmington, 1960s student and later Professor of Chinese, Delia Davin, and alumnus and later UK Consul General in Hong Kong, Andrew Seaton.

An impressive display by current students saw performances of Beijing opera, Shakespeare sonnets in Thai and Japanese pop songs. David Ball, a final-year student in Chinese, gave an excellent talk about the work of Chinese fashion photographer and artist Chen Man, some of whose works are displayed in the Stanley and Audrey Burton Gallery (until 15 December).

Parkinson Court hosted an exhibition of evocative photographs taken by alumnus Peter Griffiths during his time as Reuters correspondent in Beijing during the 1970s, alongside some of the best student photos from the annual Eye on Asia photography competition organised by East Asian Studies. There was also a showing of the film *When China met Africa*, co-directed by Leeds Chinese alumnus Marc Francis and even a football match between current students and alumni. (The alumni narrowly won!)

Professor Caroline Rose, Head of East Asian Studies, said: "The 50th anniversary celebrations gave us a chance to reflect on the wonderful achievements of Chinese and East Asian Studies over the past half century. Learning first hand from our earliest graduates and staff about the founding of the department and hearing the reminiscences of Owen Lattimore, the founding Professor of Chinese, was truly inspirational."



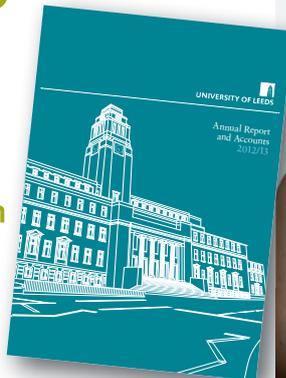
Enjoying the 50th anniversary celebrations

A sustainable organisation

Our Annual Report and Accounts 2012/13

An overview from Finance Director Jane Madeley

2012/13 was a significant year for the higher education sector: it marked the first year of recruitment under the new fees regime for home and EU undergraduate students. The new regime meant that a significantly increased proportion of our income was dependent on our performance in a competitive market.



Jane Madeley, Finance Director

We had, of course, already begun to prepare ourselves for this new environment. Anticipating that students paying fees of £9,000 a year would have heightened expectations, with a concern for quality and value for money, we had started on a wide-ranging programme of strategic investment focused on the student experience.

In the event, we felt the force of the competitive recruitment market more acutely than we had assumed: student recruitment was more difficult in 2012 than we had expected across most cohorts, and this led to some unplanned fee income shortfalls. Through sensible and robust financial management, we were able to mitigate against these income shortfalls without holding back on any of our planned strategic

investments, and this combined with solid growth in research income – of 7% – delivered a solid financial performance for the year. It is pleasing to report overall income growth of 2% and an operating surplus before exceptional items of £20m (3.6% of total income).

The £41m surplus transferred to reserves is £27m lower than last year – though £16m of the reduction is simply because last year's reported surplus included one-off benefits resulting from the release of provisions that were no longer required. The underlying reduction in surplus of £11m is largely attributable to the start of the strategic investment programme to which I referred above. This programme has included new academic appointments, an enhanced financial support package for students from

less affluent backgrounds, and improvements to facilities and infrastructure. The benefits of these investments will be delivered largely in future years; the programme as a whole is critical to securing our targeted intake of high-quality students.

In 2012/13, the surplus transferred to reserves included a profit of £19m on the sale of fixed assets (£5m higher than last year), relating primarily to the sale of Bodington Hall student residences.

In summary, our underlying financial strength gave us the confidence to manage through the impact of income volatility whilst protecting our planned strategic investments, and we are confident that this approach will prove to have been the right one to take.



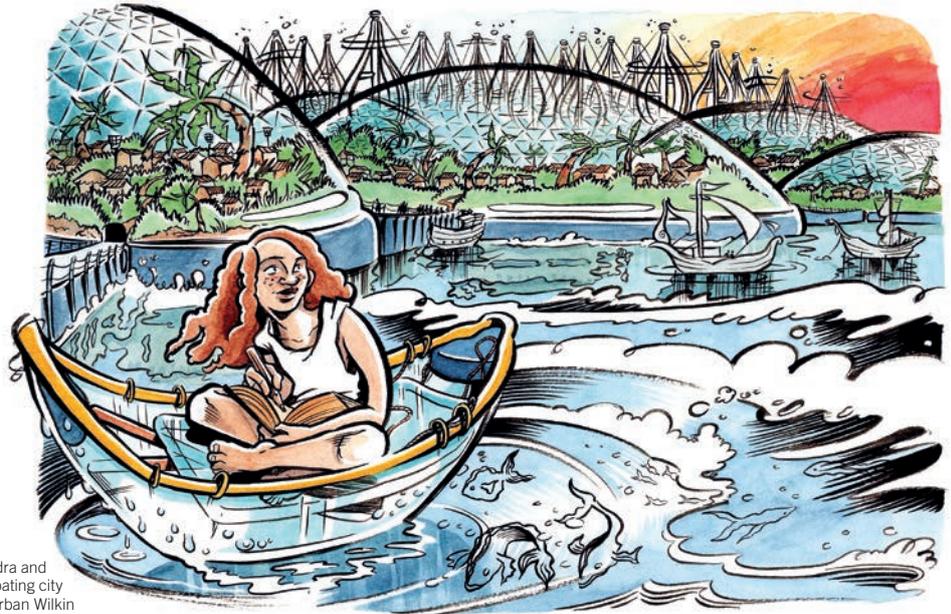
Research and innovation

Novel vision of the future

Edible clothing, penguins wearing reflective hats and cars that run on tomato ketchup are some of the scenarios imagined in *Dreams of a low carbon future*, a new graphic novel published by the University's Centre in Low Carbon Technologies.

More than 370 schoolchildren from the region, together with 40 Engineering PhD researchers from the University and 20 artists, contributed to the 100-page cartoon book. The project was led by Professor Paul Williams (Director of the Doctoral Training Centre in Low Carbon Technologies) and funded by the Royal Academy of Engineering as part of its Ingenious scheme, which aims to foster creative public engagement with engineering projects.

"The aim of the project was to work with young people in schools and other groups and to think about how current environmental issues and the challenges they pose might affect the



Phaedra and the floating city by Corban Wilkin

future of the earth and its inhabitants," explains James McKay, who managed the project and contributed his own artwork to the book.

"*Dreams of a low carbon future* uses the young people's original ideas and artwork, together with some additional images produced by graphic artists. As well as producing a really informative and engaging book, the project has resulted in a comprehensive set of activities for use with young people to encourage them to think about the environment, sustainability and alternative ways of living on the planet."

Five thousand copies of the book have been printed, and the aim is to give them away at the London Cartoon Museum, specialist cartoon shops in Leeds and London, and at the 2014 Leeds Science Festival. If you would like a copy of *Dreams of a low carbon future*, please contact j.mckay@leeds.ac.uk.

"When I'm teaching problem-solving to science students I always say 'first, draw a picture'. Read this book, and explore the possibilities!"

From the foreword by **Professor David Mackay**, author of *Sustainable energy without the hot air*.

Exercise is the key to a healthy life

"Exercise is the closest things we have to a panacea for western ills," says Professor Stuart Egginton, the new Leadership Chair in Exercise Science based in the Centre for Sport and Exercise Sciences, School of Biomedical Sciences. "If GPs had only one thing in their armoury to give the most benefit to the most people, it would not be a pill, it would be exercise."

"We already know that appropriate activity levels invariably have a positive effect on people's physical and mental wellbeing, whether it's used in a preventative, therapeutic or rehabilitative context. My research focuses on better understanding how and why these processes happen, in order to devise optimal exercise regimes for specific groups of people or circumstances."

Previously Reader in Physiology and Director of the Angiogenesis Research Group at the University of Birmingham Medical School, Professor Egginton's research ranges from

'bench to bedside'. "I'm interested in the whole pipeline, starting at a molecular level, utilising a range of animal models from Antarctic fish to hibernating mammals, through to working with patients, health practitioners and specialists in other disciplines," he says. "The ultimate aim is to understand how we can use exercise to facilitate healthy ageing, minimising the need for medical interventions."

Professor Egginton believes that the Centre for Sport and Exercise Sciences (SES) and the School of Biomedical Sciences have enormous potential in this regard: "I'm delighted to be



Professor Egginton

here at Leeds and very excited about the work we can and will do. There is enormous scope for cross-disciplinary research and I'm already closely working with SES colleagues, and those from other schools and faculties on a range of projects.

"I want Leeds to be the place where the best science students aim to come, so we can equip them with the skills and knowledge that will have an enormous positive impact on the health of generations to come."

Research and innovation

Focus on enterprise

It was most definitely 'Enterprise Day' at the University when Leeds Enterprise Centre (LEC) hosted a visit by Lord Young, adviser to the Prime Minister on small business and enterprise, and the Staff and Departmental Development Unit (SDDU) and Research and Innovation Service (RIS) held the Entrepreneurs and Education Programme Challenge Workshops.

Opened by Professor David Hogg, Pro-Vice-Chancellor for Research and Innovation, and Andy Duley, Director of Commercialisation, the workshops were attended by nearly 200 staff and students. A presentation by Doug Richard, founder of School for Startups and former Dragons' Den star, emphasised the importance of entrepreneurial skills within and beyond academia. Doug also discussed how to commercialise university intellectual property (IP) and engage businesses and external organisations with research.

Lord Young was introduced to Leeds' academics, students and alumni involved in enterprise. In his closing remarks at the afternoon Challenge Workshop, he said: "We are rapidly becoming a nation of small businesses. Over 95% of all businesses employ fewer than 10 people and



Lord Young addresses the conference

I want to ensure that these enterprises seize opportunities to develop into ambitious and growing businesses."

Professor Nigel Lockett, Director of LEC, said: "Lord Young's visit played an important role in raising the profile of enterprise and entrepreneurship on campus and in the city region. We are delivering exceptional enterprise opportunities to our students and graduates and the visit gave us a welcome chance to showcase what we offer."

Dr Ged Hall, Innovation and Enterprise Senior Training Officer, added: "The day's events were a great collaboration between LEC, SDDU, RIS, the Careers Centre, the Students' Union and the Enterprise Society, and have shown how the whole University community can improve the world around us."



Ex-Dragons' Den panellist Doug Richard

News in brief

Leeds University Centre for African Studies

The annual Leeds University Centre for African Studies (LUCAS) lecture attracted an enthusiastic audience from across the University and beyond. Given by Professor Ray Bush (School of Politics and International Studies) – an eminent authority on many parts of Africa, especially Egypt and North Africa – the lecture was entitled *Uprisings and coups: another Egyptian winter?*

LUCAS celebrates its 50th anniversary in 2014/15, and events planned so far include a symposium and the annual lecture. Details can be found at <http://goo.gl/BA9JY2>

Fusão showcases Portuguese culture

Spanish, Portuguese and Latin American Studies (School of Modern Languages and Cultures) has a new public and academic cultural programme, *Fusão* (meaning 'fusion' in English), which aims to showcase the culture of Portuguese-speaking countries. Over 60 people (including Brazilian postgraduate students) attended the opening lecture by Professor Lúcia Sá (University of Manchester) on *Brazil without borders*. Future events include presentations on Futurist poetry and painting in Portugal in 1917, the history of the national stadium in Lisbon, Brazilian cinema, and the Mozambican photographer Ricardo Rangel. For details, go to 'Fusão' on Facebook or email s.martinho@leeds.ac.uk or p.m.castro@leeds.ac.uk

A century of stainless steel

The year 2013 saw the centenary of the discovery of stainless steel by metallurgist Harry Brearley and two books published this year have associations with the University. *Stay bright: a history of stainless steel in Britain* was written by David Dulie, who graduated and carried out research in the then Department of Metallurgy before spending his career in the steel industry. *Steel-makers and knotted string*, an autobiographical work by Brearley, was co-edited by Life Fellow Dr Peter Beeley and published by Maney for the Institute of Materials, Minerals and Mining.

Inspire our students

Investing for the future – the School of Physics and Astronomy

Students arriving for the start of the first semester at the School of Physics and Astronomy were greeted by newly refurbished laboratory space and a bright and airy new reception area in the student support office. This is the result of ongoing investment in student facilities, which has already helped to refresh communal study areas and provide support for the Physics Coffee Bar.

Times are changing in higher education and, as we come to the close of the Bragg centenary, celebrating the Nobel prize-winning work of WH and WL Bragg, we are reminded that future scientific breakthroughs will be made by students of today and that investing in their future is essential.

The School of Physics and Astronomy has seen many changes since those pioneering days 100 years ago, none more significant than the growth in student numbers, which this year reached an all-time high, far exceeding the handful studying here in the Bragg era. Providing students with a world-class education is paramount, regardless of numbers, and, while investment in facilities is important, the school has also been investing in teaching and



the wider study experience. Students are now provided with a wealth of opportunities to help them develop as individuals and explore their own areas of interest. The summer research placement scheme is a good example, offering students the chance to spend eight weeks in a paid role in one of our research groups, getting first-hand research experience. Peer-assisted learning, which started in 2012, is another example, providing an opportunity for students to help each other and benefiting those providing assistance and those receiving it. An active physics Society (Physoc) provides social and scientific stimulus, with a visit to CERN in Switzerland being one of this year's highlights. This commitment to providing academic and pastoral support is reflected in the 96% student satisfaction score achieved in this year's National Student Survey and the 93% of MPhys students who graduated in 2012 with a first- or upper second-class .

While being different in so many ways from the department that WH Bragg would have known as Cavendish Professor of Physics, today's School of Physics and Astronomy retains the same energy and ambition which led to one of the world's most important scientific breakthroughs. Physics at Leeds remains at the forefront of scientific discovery, developing new knowledge to inform our understanding of the universe we live in and to contribute to the ongoing impact that technology is having on our health, our security, our environment and our way of life. The science might be different but the objectives remain the same: to provide first-class education and to emulate the research success of our students' predecessors, whether in the field of quantum cryptography, biomedical imaging, advanced materials or mapping the mysteries of the Milky Way.

Widening participation activities set a great example

Our approach to widening participation has been published by the Quality Assurance Agency as an example of good practice.

The case study was among the first four to appear on QAA's website (see <http://goo.gl/9AHk69>). It is hoped that they will stimulate discussion and promote enhancement of the learning experience.

"We're delighted that QAA has chosen to use our case study, as we are extremely proud of the hard work we've done to

encourage widening participation," says Louise Banahene, Educational Engagement. "We've set up a coherent, embedded and sustainable programme of outreach activities with schools and colleges, from primary through to secondary and sixth form/further education colleges, and with community organisations. Annually, we work with 41,000 young learners and adults and support more than 500 influencers of young people and 1,000 schools and colleges.

"We have a number of pioneering projects, including Reach for Excellence, supported by

complementary schemes, such as Access to Leeds and targeted scholarships. These provide a seamless pathway for young people, from pre-entry, aspiration-raising activities, fair access and on-course financial and pastoral support right through to helping students develop employability skills. We're also strengthening our programmes and support for mature students."

QAA has also asked the University to supply details of LeedsforLife for another case study.

Inspire our students

Students invited to

Express Yourself – the biggest research project ever undertaken on students' feelings about life at the University – has been carried out by Leeds University Union (LUU).

One element of the Express Yourself project was a survey which enabled students to say how they feel being a student at Leeds. The research covered everything from mental and physical health through to feelings about money, safety and barriers to Union involvement.

The research, which aimed to generate over 4,000 responses, forms part of LUU's strategic

EXPRESS YOURSELF

review, a process which takes place every four years. Students, University and LUU staff and external stakeholders are consulted on what LUU needs to focus on and deliver over the next four-year period.

Bradley Escorcio, LUU Affairs Officer, says: "The results of this research will be used to shape the future of LUU and student services. This is the biggest piece of research we have ever done and it's so important that we gather responses from as many students as possible."

The new strategic plan will launch on 1 August next year.

Training the next generation of environmental scientists

The University – in partnership with the University of York – is spearheading the drive to recruit the next generation of environmental scientists after leading a successful bid from the Natural Environment Research Council (NERC) for a Doctoral Training Partnership (DTP).

The DTP aims to equip environmental science PhD students with the skills necessary to understand the complex interactions within the Earth system. This enables them to contribute to the development of scientific and policy solutions to the problems we will face in the coming decades on both national and global scales.

Professor Martyn Chipperfield (School of Earth and Environment), who led the bid from Leeds, says: "We are delighted to be hosting one of the new NERC DTPs in Leeds. Along with York's Department of Chemistry, we have an excellent track record for research in the environmental sciences. Our DTP will allow us to build a coordinated five-year training programme for the next generation of environmental scientists.

"The DTP will encourage exciting, collaborative research projects and allow us to forge stronger links with our 48 external partners who will provide students with training experience outside the university environment."

Leeds' DTP consists of all five Leeds departments active in NERC science: the Schools of Earth and Environment, Geography, Chemistry, Biology and Mathematics. The Department of Chemistry at the University of York is also covered by the bid.

Shell visit is an inspiration

An inspiring example of how research centres can collaborate with external organisations, integrate insights into high-impact teaching and disseminate results to the business community was demonstrated in a recent visit to Leeds University Business School by René Honig, Vice President for Strategy, Portfolio and Innovation, and his team from Shell Global Solutions.

René's visit was organised by Professor Krsto Pandza, Director of the Centre of Technology Innovation and Entrepreneurship, and included a public lecture for external audiences and a workshop with MBA students.

René's FT masterclass lecture on strategic innovation demonstrated how a multinational company uses innovation practices to find and produce energy in a climate-friendly way. He explained how innovation at Shell goes beyond technological invention and is built on four pillars: blue sky research that creates options for radical changes of energy storage and transportation; the search for existing technologies from other sectors that could be adapted for energy challenges; scanning for promising start-up companies that introduce early-stage products and technologies; and close collaboration with universities. René's talk is available to watch on the LUBS YouTube channel.

René and his team also led a workshop with 40 MBA students around a board game developed by Shell called Nexus. The game illustrates the importance of energy efficiency, water and food security in business and government strategies, and the behaviours of these organisations when seeking to secure resources under conditions of uncertainty.



Energy expertise: Vincenzo Dispenza, René Honig and Professor Krsto Pandza



The Nexus board game

"It was an amazing experience. The Nexus board game illustrated the reality of managing the scarce resources of water, energy and food in the future."

MBA student, **Farhan Ahmed**

"The game provided a really engaging opportunity to provoke thought around the wider social, ecological and political aspects of business."

MBA director, **Vincenzo Dispenza**



Carrying out environmental fieldwork

Valuing our people

Linking PAs across the campus

With a new presence on LinkedIn, the University's PA Network (PAN) is hoping to encourage more colleagues to join its online discussions about best practice and career and personal development and, at the same time, build a network of valuable professional contacts.

Established in 2009, PAN has over 170 members from across all areas of the University. Its events attract up to 50 people and it is now firmly established as the in-house professional membership body for University PAs.

"We hold a variety of events, including presentations from internal teams and services, preferred external suppliers and senior members of the University. Sir Alan Langlands has very kindly agreed to do a question and answer session with us in February next year," says PAN's Gaynor Butterwick. "We also have informal networking sessions which give people a chance to swap news and ideas and get to know other PAs. The next after-work social networking session is on 16 January at Weetwood Hall, so we'd be delighted if some new faces would come along and join us!"



The PAN working group (l-r): Gaynor Butterwick, Lucie Smyth, Jennifer Cleaver, Elizabeth Dell and Mandy Godfrey. Mollie Van Der Gucht is also a member but was unable to attend the photo shoot.

As well as organising a range of events, next year will also see PAN hold elections for new members of its working group. "We're currently drawing up election guidelines and will be putting these on the LinkedIn site before Christmas, so anyone who is interested in playing a larger role in PAN should take a look," continues Gaynor.

For information on events organised by PAN or to find out about becoming a member, you can contact members of the working group directly at panetwork@leeds.ac.uk. The LinkedIn address is <http://tinyurl.com/qfm2lv3>

PAN Working Group Members are:

- **Gaynor Butterwick** (Chair) PA to Pro-Vice-Chancellor for Research and Innovation
- **Jennifer Cleaver** PA to Directors, Institute of Transport Studies
- **Elizabeth Dell** PA to the Dean, Faculty of Environment
- **Mandy Godfrey** PA to Dean of Medicine, School of Medicine
- **Lucie Smyth** PA to the Senior Executive Team
- **Mollie Van Der Gucht** Strategy, Planning and Performance Support Officer

The aim of the PA Network (PAN) is to create opportunities for the development of professional links between PAs across the institution in order to increase interaction, share ideas and best practice to benefit the University and to support the personal development of individual PAs.

Fresh feel around the Union

The area in and around the Students' Union building has had a refresh, with a different look and feel to some areas and new shops and events.



Downstairs, Gear – the University clothing shop – is now opposite Essentials; there's a new Blackwells bookshop, too. Essentials has a new design, with new products in store and even more choice on offer in breakfast and lunch deals. Old favourites, Jaldi Jaldi, Green Action, the Hidden Café, Santander, Unipol, Univation opticians, the Ozone hairdressers, B Beautiful and CATS haven't moved – and it's definitely worth checking out if they offer loyalty cards.

Upstairs is the Refectory, with many great deals on food served throughout the day, and outdoors there's Hugo, the Camionnette café van, serving delicious French food including croissants and baguettes. Every Monday during term-time a Farmers' Market is held in University Square.

For more information about what's available, visit <http://goo.gl/006Wbm>, and to find out more about Hugo and the other services offered by Great Food at Leeds, go to <http://goo.gl/Sa9lcl>

Valuing our people

Team talk – Car Parking Services



Parking people (l-r): Lynn Dyson, Alan Wilkinson, Dave Jones and Majid Khan

What does the Car Parking team do?

The team processes car parking requests, issues permits and barrier cards, organises parking for special events and enforces car parking on campus.

Who's in the team?

We're made up of staff from the Estates Helpdesk who administer car parking services, led by Lynn Dyson, Eloise Ofram and Majid Khan. Operation of the barrier on Woodhouse Lane and enforcement is done by Dave Jones and Alan Wilkinson from Security.

What sort of work do the team get involved in?

We receive requests for visitor parking on a daily basis and have to ensure that parking is paid for and that permits are issued to visitors on arrival. We use a system called Maxess to issue barrier cards, and these ensure that colleagues can access their designated car parking zone at the automatic barrier. People sometimes lose barrier cards so these have to be replaced and programmed. On an annual basis, we renew all the permits, which involves ensuring people's details are correct, printing and issuing new permits. We also receive requests for events parking and

manage contractor parking, which can be quite challenging as there's only a limited amount parking space available.

Dave and Alan at the barrier make sure that only authorised vehicles enter the car parks and issue daily tickets for University visitors. They also patrol the car parks to check that only authorised vehicles are using them. During University open days, they also look after the Woodhouse Moor car park used by visitors.

What's the latest news from Car Parking?

Since October 2012, we've been monitoring the car parks to find out if new enforcement procedures are needed. There have been so many instances of vehicles breaching the parking rules that it was decided to introduce a formal parking charge notice (PCN) system. We consulted with a range of different people across the University, such as the unions and legal services, to ensure that the procedure was fair and transparent, and it came into force on 1 December. Now, if someone contravenes the car parking rules, they'll be issued with a PCN. They'll then have to pay an £80 fine, although this is reduced to £40 if it's paid within 14 days.

Our priority is for the safety of staff, students and visitors on campus – we've lost count of

the times we've seen vehicles parked in an unsafe manner or blocking entrances/exits. Vehicles parked without valid permits also deny legitimate permit holders the ability to park on campus. We've lost a number of spaces due to the construction of the new undergraduate library, so the number of available parking spaces is reducing while demand is increasing!

As you can see, it's a difficult job for the team to manage the demands of staff, contractors, visitors and events. We're hoping that introducing PCNs will mean that people think twice about leaving their vehicles in unauthorised places, blocking fire exits, delivery areas and entrances, or double parking. It should certainly make campus a safer place!

What do you like most about being in the team?

There's always something interesting happening, like a big event to plan, a government minister requiring access to the campus, or dealing with pigeons dive-bombing vehicles – it keeps us on our toes.

Car parking is one of the most hotly debated topics at the University and everyone has a view about it, so we also end up having some interesting conversations!

In the news



Researchers from the Faculty of Biological Sciences found that the model plant, **Arabidopsis thaliana**, which forms the basis of many genetic plant studies, does not have a key protein present in other species. Professor Brendan Davies was quoted by the *Yorkshire Evening Post*, which followed up the story.

Professor Alistair Hay (School of Medicine) was interviewed by international and national publications about the ongoing crisis in **Syria**, including the *Russia Today* website, BBC News online and BBC Radio 5 Live. Professor Hay was quoted by the *Los Angeles Times* and the *New Scientist* online regarding the Nobel peace prize winner, the Organisation for the Prohibition of Chemical Weapons.

Professor John Blundell (Institute of Psychological Sciences) wrote an article for the BBC News website in which he discussed the term **food addiction**, arguing that it was “an over-simplification of a very complex set of behaviours”.



A film informed by research by Ruth Patrick in the School of Sociology and Social Policy and created by benefit claimants from the Leeds area received wide coverage. The **Dole Animators** video portrayed the reality of jobseekers living on state benefits and was featured in the *Guardian*, *Daily Mirror*, *Yorkshire Evening Post* and on BBC Radio Leeds and ITV's Calendar.

A £1.3m trial, funded by the National Institute for Health Research Efficiency and Mechanism Evaluation (NIHR EME) programme, will focus on improving **IVF** success rates by investigating a method for choosing mature and fertile sperm to fertilise the egg. The clinical trial, led by Dr David Miller (School of Medicine), was reported in the *Yorkshire Post* and *The Sun*.



Costing the Earth on BBC Radio 4 spoke to Professor Jurgen Denecke from the School of Biology about the alternatives to **plastics**. Professor Denecke discussed his research at the University on how potatoes can be used to create plastic.

Professor Christopher Twelves from the Institute of Cancer and Pathology in the Faculty of Medicine and Health was interviewed on BBC Radio 5 Live's *Victoria Derbyshire* programme. Professor Twelves appeared on the show to talk about the effectiveness of **chemotherapy treatment**.

Thousands of residents in villages in Cambodia are worried about displacement after the announcement of the **Mekong River dam**. Dr Guy Ziv from the School of Geography was quoted in an article published by *Aljazeera online* about the proposed dam.



In a visit to China in October, Boris Johnson suggested that **Mandarin** should be taught in British schools. Dr Frances Weightman (East Asian Studies) was interviewed by the *Yorkshire Post* where she emphasised the importance of not only learning the language but also learning about the culture of the country.

Professor Simon Ball from the School of History contributed to three BBC projects that aired during September. He featured on a BBC *Inside Out* television documentary to mark the 50th anniversary of **RAF Fylingdales'** early warning station in North Yorkshire. Professor Ball was also interviewed on BBC Radio 4's *British Conservatism: The Grand Tour* series presented by Anne McElvoy and spoke to BBC Radio 4 on a separate occasion about the American spy Herbert Yardley.

Dr Alex McLean from the School of Music was interviewed about **live coding** for Slovenian TV programme, *The Eighth Day* (Osmi Dan), at October's EarZoom festival. The festival, which was co-curated by Dr McLean, was hosted at the Museum of Contemporary Art in Ljubljana.

Stephen Wright from the School of Process, Environmental and Material Engineering was interviewed on BBC Radio Leeds and BBC Radio Coventry and Warwickshire about the history of the great **Concorde** and supersonic flight.

Professor Tracy Shildrick (School of Sociology and Social Policy) was interviewed on BBC Radio 4's *Thinking Allowed* about her prize-winning book **Poverty and insecurity: life in low pay, no pay Britain** and her study of individuals and families in Teesside who are living close to or in poverty.

Our people/honours

Professor Malcolm Chase, Professor of Social History, gave a lecture at Westminster organised by the All Party Parliamentary Group on The People's Charter of 1838: the Chartist legacy for parliamentary democracy. The lecture linked to the 175th anniversary of the publication of the People's Charter. Professor Chase also advised on a new exhibition on Chartism <http://goo.gl/U7WgU3>

Emeritus Professor John RG Turner has won (jointly) third prize in the *Times* Stephen Spender Competition for Poetry in Translation for his version of part of the Third Canto of Dante's *Inferno*.

The Academy of Medical Educators (AME) awarded an Honorary Fellowship to **Professor Trudie Roberts** (Director of the Leeds Institute of Medical Education). AME is the professional organisation for those involved in the training and education of doctors, dentists and veterinary surgeons. The Honorary Fellowship is its highest award and intended for exceptional individuals whose contributions to medical education are often internationally recognised and who have made a significant contribution to medical education.

The University's Association of University Administrators (AUA) received an AUA Annual Award for Network Good Practice. The award recognised the work of Oliver Mansell and Catherine Cho who actively promote the AUA via a variety of events open to both members and non-members. Events including external speakers, development events, question and answer sessions and social gathering for members to facilitate sharing of ideas and networking have kept

Dr Costas Velis (School of Civil Engineering) won the International Solid Waste Association publication award 2013. His article, "An analytical framework and tool for integrating the informal recycling sector in waste and resource management systems in developing countries", deals with the importance of the informal recycling sector – poor people processing waste outside the commercial system – to waste disposal in developing countries and offers a practical framework for integrating this sector into formal waste management systems.

Kim Daybell, a medical student at the University, won gold at the Belgium Open para table tennis tournament. He came back from 2-0 down against Karim Boumedouha from France in the semi-finals before beating the Russian Pavel Lukyanov 3-1 in the final.

Alumna **Clare McCormack**, (School of Fine Art, History of Art and Cultural Studies, 2013) was co-winner of this year's £30,000 Threadneedle Prize for her work *Dead Labour/Dead Labourer*, a woodcut portrait of her grandfather who died of asbestosis.

Established in 2008, the Threadneedle prize is the country's leading competition for figurative and representational painting and sculpture, and is one of the most valuable art prizes in the UK. The 111 works on display by 95 artists were selected from over 3,500 entries.

AUA's profile high, the result being a 5% increase in membership.

The citation said: "They gained the commitment and interest of senior leaders as a channel through which they can communicate... quantitative evidence of success... they have secured an impressive list of speakers!"

Visit www.aua.ac.uk or www.leeds.ac.uk/aua for more information.



Drs Lindsay Stringer and Dabo Guan (both School of Earth and Environment) were each awarded a prestigious Philip Leverhulme Prize. The prizes recognise the achievements of early stage researchers, whose work has already made an international impression and whose future research holds exceptional promise.

Prize winners receive £70,000 to help advance their research – for example, enabling them to appoint a post-doctoral research assistant, cover international travel costs, meet collaborators, disseminate their work, or cover a teaching replacement.

Dr Stringer received the prize for her research into environmental change and sustainable development in drylands, and Dr Guan for his work in the area of climate change mitigation and adaptation.

Professor Regina Lee Blaszczyk (Leadership Chair in the History of Business and Society) has won the 2013 Sally Hacker prize, awarded by the Society for the History of Technology, for her book *The color revolution* (published by MIT Press). For more about Professor Blaszczyk's project, The Enterprise of Culture, see page 15 and also *Reporter* issue 577.



Attending the recent AUA event (l-r): Samuel Dent, Sir Alan Langlands, Oliver Mansell and Catherine Cho.

News

Leeds universities unite to win Teach First conference

The University of Leeds and Leeds Metropolitan University have successfully bid to bring an education conference worth £5.5m to the city in 2014 and 2015.

The annual Teach First summer institute, which will take place from 19 July to 2 August 2014, will draw 2,750 graduates to Leeds for seminars, training and social activities. The University and Leeds Metropolitan University worked together to secure the huge event, which in previous years has taken place at Warwick. University partners First Direct Arena and accommodation providers Unite, Downing and Grey Star will provide additional venue space and bedrooms for the delegates.



Sealing the deal (l-r): Professor Susan Price (Vice-Chancellor of Leeds Metropolitan University), Reuben Moore (Director of Leadership, Teach First) and Sir Alan Langlands

It is the first time the universities have collaborated so closely on a congress event and it's hoped this will provide a model for attracting more large-scale events in the future.

Vice-Chancellor Sir Alan Langlands says: "The hand-in-glove collaboration between ourselves and Leeds Metropolitan University has been absolutely crucial to the success of this bid. We have learnt that together we can achieve great things for Leeds – neither partner would have been able to secure this event without the help of the other. The Teach First congress will

be a vibrant addition to the city's conference calendar."

Teach First is a charity with the vision that no child's educational success should be limited by their socio-economic background. The charity's mission is to end inequality in education by building a community of exceptional leaders who create change within classrooms, schools and across society. Teach First achieves this by finding and training graduates with leadership potential to work in schools serving the lowest income communities in the UK.

Small ads

Professional services

LEGAL ADVICE

Divorce, separation, children and financial disputes, pre-marital and cohabitation agreements, Collaborative family law and mediation. FREE INITIAL HALF-HOUR MEETING
Contact Paul Lancaster 0113 207 0000
plancaster@LawBlacks.com

TAX ADVICE and help with your tax return. Save tax, worry and time. Visit 10 Blenheim Terrace (almost on campus) for a free consultation. Discover how professional accountants, familiar with University staff needs, can benefit you.

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

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

HAIRDRESSING AT THE UNIVERSITY!

Fully qualified stylists for men and women. Ozone in the University Union basement, established for 20yrs. 20% off your first visit. Pop in or phone.

Nicola Hinch 0113 242 0669 nic.hinch@ntlworld.com

For sale (general)

RED 2008 VW GOLF

Red 2008 VOLKSWAGEN GOLF 2.0 GT TDI DPF 5 door diesel hatchback. In great shape, only circa 46,000 miles.

Peter Olmsted 07979 475 219
p.d.olmsted@leeds.ac.uk

Other

FOOD SUPPLEMENT ON HEALTH

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

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

FANCY FREEMASONRY?

We are an old established Lodge, founded in 1794. For more details, see our web page.

www.philanthropic.org.uk
secretary@philanthropic.org.uk

BEEN FEELING DOWN LATELY?

Adults required for confidential research study exploring how thoughts and feelings related to suicide influence how people respond to stress. Involves completing questionnaire and individual tasks. Some restrictions based on health status.

Jessica 0113 343 6696
starlab@leeds.ac.uk

ACTIVITY CENSUS STUDY

We're interested in the amount of activity people do. To be eligible for the study you must live or work in Leeds, have access to the internet and do little activity.
EARN £40 LOVE2SHOP VOUCHERS

Ben: b.morris@leeds.ac.uk

House for sale

HORSFORTH: HAWKSWORTH ROAD

3-bed Victorian mid-terrace, suit professional single/couple. Leeds academic selling. £229,950.

Eddison's estate agents 0113 239 0094
http://eddisons.com

House/flat/room to let

3-BEDROOM HOUSE

Burley area, waking distance to University, car park, suit professions/postgrads/small family. £650 per calendar month. Rent for individual rooms vary.

0794 626 1312
cme6tc@leeds.ac.uk

LARGE ROOM £80 WEEK

Includes bills, ensuite bathroom, small entrance hall, own TV, wifi. Shared washer, drier, kitchen, living room. Parking. Part week considered.

Marah Gardner 0797 393 3510
m.gardner@leeds.ac.uk

LARGE MODERN ENSUITE BEDROOM in 2-bed apartment, city centre, share kitchen, etc with owner, with car park, 5 min walk train station + 20 min walk Uni. £500pcm.

minmwa@leeds.ac.uk

ROOM IN BURLEY HOUSESHARE

c.£300pcm + bills. Share with 1 + dog. Suit staff/postgrad/student dog-lover (additional dogs considered). All amenities incl. wifi, off-street parking. Burley Park area.

Owen cladh@leeds.ac.uk

LARGE DOUBLE ROOM

in beautiful Georgian house, Chapel Allerton, share with owner. Suit postgrad/post-doc/academic. Wifi/piano/garden etc. £360 monthly all inclusive.

v.bridge@me.com 0771 196 9223

Events

A Colourful, Revolutionary Lecture

Thursday 5 December, 6-7pm

The new Leadership Chair in the History of Business and Society, Regina Lee Blaszczyk, will give her inaugural lecture – The Colour Revolution. It will trace the relationship of colour and commerce, from haute couture to interior design, describing the often unrecognized role of colourists in consumer culture.

The winner of the Sustainable Fashion: Next Generation student competition will be announced at the event.

Lecture theatre G.02, Maurice Keyworth Building, Leeds University Business School.

Admission is free, but places are limited. To register your attendance, email enterpriseofculture@leeds.ac.uk. A wine



Cercles chromatiques de ME Chevreul (Paris: E Thunot, 1855).

Faber Birren Collection of Books on Color, Robert B Haas Family Arts Library, Yale University.

reception will follow the lecture.

This lecture is part of the launch of a new pan-European collaborative research project, The Enterprise of Culture. For more information, including how to book for the afternoon launch event: Unpicking the Fashion Business, see www.enterpriseofculture.leeds.ac.uk

On your marks networking series

M&S Company Archive – Friday 6 December, 11.45am-2pm

Head of Design at M&S Menswear and founder of the M&S Company Archive, Tony O'Connor, will be talking about how the company's remarkable heritage is inspiring a unique competitive edge today. Tony focuses on brand clarity and design to develop a strong, modern and cohesive menswear offering

Tony will be welcomed by Professor Regina Lee Blaszczyk, as part of the launch of The Enterprise of Culture event (see above).

Admission is free, but places are limited. To register your attendance, email onyourmarks@leeds.ac.uk. For more information visit <http://marksintime.marksandspencer.com/events>



Leeds University Union Christmas Fair, 10-11 December

As well as the regular weekly farmers' market on Monday 9 December, LUU will play host to the annual Christmas Fair this year from 10-11 December, 10am-4pm each day.

There will be many products on sale including food items, jewellery, clothing and craft stalls. For more information, contact LUU Helpdesk **0113 380 1400**.

The Princess Bride – Howard Assembly Room, Saturday 14 December, 6pm

A perfect Christmas treat in a full-on festive Howard Assembly Room, *The Princess Bride* will tickle your funny bone, touch your heart and leave you feeling happily ever after.

A spectacular adventure of heroes, giants and villains, full of unexpected humour, this family fairytale directed by Rob Reiner (of *This is Spinal Tap* and *When Harry Met Sally* fame) has justly become a cult classic for generations of adults and children alike.

SHWOP AT WORK

Thursday 5 and Friday 6 December

The M&S Shwop will take place to mark the launch of the collaborative research project The Enterprise of Culture and the student-designed exhibition *Sustainable Fashion: Next Generation* at the M&S Company Archive.



Bring any items of unwanted clothing and you will receive a £5 M&S voucher. Drop boxes will be set up in the M&S Company Archive, the Parkinson Building, the Marjorie and Arnold Ziff Building and the Refectory.

Christmas at the Stanley and Audrey Burton Gallery – Saturday 21 December, 1.30-4pm

Music, mulled wine and more... join in the festive spirit at the Stanley and Audrey Burton Gallery with Christmas crafts and celebrations. Print your own wrapping paper with Alice Clayden and hear tips on unique and inspiring ways to wrap your gifts. Listen to some old records and taste some festive treats to put you in the mood for Christmas.

Open to all and no booking required – just drop in and say hello! For more information, visit the gallery website www.leeds.ac.uk/gallery or email the team gallery@leeds.ac.uk



FAQs

Dr Ged Hall Innovation and Enterprise Senior Training and Development Officer Staff and Departmental Development Unit (SDDU)

You have a PhD in Physical Chemistry from Leeds and worked at British Gas in a technical role. How did you get to your current job?

After working for British Gas research and development for three years, I was asked to get involved in the corporate graduate development programme – a series of training courses offered to new graduates in their first two years working for the company. I really enjoyed this and realised I loved it much more than my substantive technical role. Around that time the research councils were putting lots of money into researcher training and I found a job in the Graduate School at the University of Nottingham managing the researcher training programme. I've been involved in people development ever since.

Tell us about your job.

It revolves around supporting researchers to make an impact beyond academia. I do this by working with research groups to help them plan their routes to external impact and then provide them with developmental support in the areas of the plan that may be new and/or challenging. This support is embedded in the research project and is specific to the needs of the researchers undertaking the project. I also provide workshops and large-scale events on SDDU's open programme, but the bulk of my work is bespoke support.

What's your most frequently asked question?

I get asked "What is impact?" a lot! The generic answer is really easy – someone or some group benefits from the research you do. However, it becomes complex when you contextualise it – which you must do – within the research and those who are involved (researchers and beneficiaries of the research). Another question I get asked is, "How do you engage with policy-making/implementing?" That's another big, big question!



Tell us about some most exciting projects you're working on.

What I love about my job is getting close to ground-breaking work and seeing its potential to change the external world emerge. One group I'm working with is doing some really interesting work looking at new business models for utility and service companies and understanding the vulnerabilities of new low-carbon infrastructure. With my gas industry background, this has been fascinating. Another group is investigating how to disseminate and apply research on mindfulness practice to promote wellbeing in young people in secondary schools.

What have you got planned for the future?

I want to grow the number of projects that I work with over the next few months. I'm also working with SDDU's Tony Bromley on developing an interactive website to help people write 'pathways to Impact' sections of grant applications. That should be live in the first quarter of 2014. I'm also organising a series of impact masterclasses to be delivered by senior academics (internal and external) who will talk about their approach to impact.

What's your biggest challenge?

Finding ways to support researchers to develop their impact without it taking up too much of their time. One of the main reasons I provide bespoke support is that I only need to focus on the needs of the group I'm working with. When delivering workshops for 30 people, you often



need longer because you have to cover many more learning objectives.

How can people find out more about Innovation and Enterprise?

I'm constantly telling people that impact is a people game, so I'd suggest they give me a call or drop me an email. I may not be able to answer their immediate query but I'm pretty sure I'll know someone who can.

What's your favourite memory from your time as a student here?

The Chemistry Society used to have their Christmas party in the basement of the building where the old Chemistry coffee bar used to be. I was on the committee in my final undergraduate year and used my car to ferry beer across from the union. Because there wasn't a licence, people just paid an entry fee – the food and drink was free after that. Lots of fun but lots of cleaning up to get the place ready for the following day!

Which five people would you invite round for a festive meal?

I love sport and music, so I'd love to have a meal with Andy Murray (do I need to say why?) Peter Gabriel (just seen him again 25 years after the first time), Alan Shearer (for winning the premiership for Blackburn), Maria McKee (my favourite female voice); and Jessica Ennis (had to have a female Olympian).