

# UniLife

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## 6,500 Students Celebrate Graduation Success

# NewsDigest

## Contents

3	A New Degree of Success
4	News
8	Pay and Grading Update
10	Research
11	Internal Communications Update
14	Profile
16	People
18	Community
22	What's On
25	Noticeboard
26	Classified Ads
28	Just the Job

Front cover:  
Celebrating graduation  
Photo by Paul Cliff

### A summary of the key news in this issue of UniLife:



4

Professors Nancy Rothwell, Anthony Blinkhorn, Martin Marshall and Chris Wood have all been honoured in the Queen's Birthday Honours List.



5

The University's new string quartet in residence The Danels have given their first performances, before officially arriving at the University in October.



9

The Dalton Nuclear Institute, the largest nuclear institute in the UK, has been launched by the Faculty of Engineering and Physical Sciences.



11

An update on the progress of the internal communications review.



13

One year on from its launch, find out about the latest developments at The University of Manchester Incubator Company.



19

The University has just hosted the largest number of summer schools for school children in the UK. *UniLife* catches up with three of the participants to find out how they found life as Manchester students.

# A New Degree Of Success



Twins Reetika and Neetika Aggarwal

Professor Sir Paul Nurse with daughter Emily



**Almost 6,500 students took part in 35 graduation ceremonies at the new University of Manchester during July.**

They were watched by more than 16,500 guests - including proud parents, family members and friends - who packed into the Whitworth Hall to join in the celebrations.

Organising the ceremonies, which ran over a two week period, was no mean feat for the team in the Student Services Centre. Division Manager Mike Mercer oversees the whole project and said: "Overall the ceremonies were a great success - the challenge of bringing the two operations together into one was huge.

"Behind the scenes a ten-strong team of staff produced the certificates, programmes and tickets and answered more than 150 enquiries each day and 25 staff from House Services were involved in the ceremonies on a daily basis. Everyone performed very well and I'd like to thank all team members for helping to make this historic event a successful and memorable one."

Students were given the choice to wear either the new purple and gold robes of the new University, or the old robes of the legacy institutions. The majority of students chose the new robes and also elected to receive certificates bearing the new University crest.

As well as undergraduates and postgraduates receiving their accolades, a special honorary degree was awarded to Nobel Laureate Professor Sir Paul Nurse. It was a double celebration for Sir Paul as he was able to watch daughter Emily receive her PhD in Physics at the same ceremony.

Sir Paul was awarded the Nobel Prize in the Physiology of Medicine in 2001 for his work to discover key regulators of the cell cycle. Until recently he was the Chief Executive of Cancer Research UK but left in 2003 to take up the role of President at Rockefeller University in New York.

Sir Paul said: "It is a great honour to receive this degree and it was a particular pleasure to see my daughter receive hers too. Manchester is a great university; to be honoured in this way is a true privilege."

Others who received their degrees were PhD student James Ndahiro who graduated from Manchester Business School. James, who lost his sight in an accident 12 years ago, has been appointed as the founding Chairman of the Rwandan Stock Exchange.

And at another ceremony, guests could have been forgiven for thinking they were seeing double - as identical twins Reetika and Neetika Aggarwal graduated with degrees in dentistry and medicine respectively.

Reetika, who lives with her sister and family in Gatley said: "We both knew we wanted to come to The University of Manchester after growing up here. We love the city and have had a great time at the University - it's been hard work but definitely worth it."

All of the ceremonies were webcast so that family and friends who were unable to attend could still see their loved one receiving their certificate. These ceremonies are archived on the University website and can be viewed by visiting



PhD student James Ndahiro



## News



# The Truth About Dinosaurs

University palaeontologist Dr Phil Manning is about to become a star of the small screen when he takes part in a major BBC programme about dinosaurs later this summer.

Dr Manning, who is Curator of Palaeontology at the Manchester Museum will feature in the show which is called 'The Truth About Killer Dinosaurs,' which will be screened on 31 August and 7 September.

"It's splendid that The University of Manchester can assist the BBC in

resurrecting predatory dinosaurs and contribute to the public engagement in science. If we can't understand how one of the most dominant organisms on the planet evolved, thrived, but still became extinct, what chance do we have?" he asked.

Dr Manning had another brush with TV fame earlier in the summer when he wrote and helped produce a History Channel programme called 'Quest for Dragons' which looked at the fact and fiction surrounding the worldwide phenomena of dragons. Said Dr Manning:

"Just as our ideas in science evolve, so too has our interpretation of pre-historic remains. Our ancestors called them dragons, whilst we call them dinosaurs.

"It is believed that fables were created by early civilizations to explain the reality of giant bones. Many cultures still celebrate the dragon annually, not as an omen of death, war, pestilence or famine, but as a provider of good fortune. The dragon became a symbol of power for the Chinese emperor and continues as a powerful icon in the 21st century," he added.

## Humanities Gala



**The Faculty of Humanities held an official launch in June with a gala evening of world cuisine, dance and music in the Whitworth Hall.**

The event was attended by more than 200 people including representatives from the business community, several consuls and ambassadors and a delegation of representatives from a number of Chinese universities. Guests were able to meet with representatives from each School and discuss the work and plans of the Faculty.

The gala evening showcased some of the highlights of the internally-focussed work of the Faculty, including the new Centre for Chinese Studies, International House and the World Poverty Institute, and was a chance to meet staff from all eight Schools.

Professor Alistair Ulph, Vice President and Dean of the Faculty, commented: "I'm delighted that we hosted this important event in the development of the new University of Manchester. Our city's very existence as the original modern industrial city owes much to its international outlook. The same is true of The University of Manchester.

"As we engage in earnest with the challenge of becoming one of the world's top universities by 2015, our international celebration is a recognition of the important role of the partnerships we are forging, global and local, in achieving our goals."

## Birthday Honours

**Congratulations to the following University staff who were honoured in the Queen's Birthday Honours list published in June:**

**Professor Nancy Rothwell, MRC Research Professor in the Faculty of Life Sciences and Vice-President for Research**, was made Dame Commander of the Order of the British Empire in recognition of her services to science.

**Professor Anthony Blinkhorn, Professor of Oral Health in the School of Dentistry**, was awarded an OBE for his services to the discipline.

**Professor Martin Marshall, Professor of General Practice at the National Primary Care Research and Development Centre and Head of the Division of Primary Care** was awarded a CBE for his services to health care.

**Professor Chris Wood of Planning and Landscape in the School of Environment and Development** was awarded an OBE for services to environmental planning and the community in Manchester.

## News

# Foreman Lecture

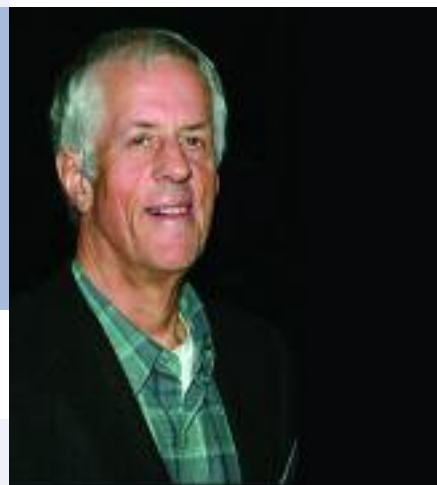
**World famous film and television director Michael Apted (right) will give the ITV 50th Anniversary Forman Lecture at the University next month.**

Michael has produced a range of successful feature films such as 'Gorillas in the Mist' and 'The World Is Not Enough,' but he began his career in television, working on the documentary series '7UP'.

This was first broadcast in 1963 and focused on a group of seven year olds from all walks of British life. The project asked them their views on a range of subjects and then returned to them every seven years to see how these views – and their lives – had changed.

Michael is now director of the series which will return later this year for '49UP' and will look at the group's lives as they reach the significant milestone of 50. His lecture, entitled 'Power to the People' will look at the experience of asking the same group of people the same questions over a 42 year period and the impact of this experience on his wider work.

The event is being jointly hosted by the University's Granada Centre for Visual Anthropology, the School of Social



Sciences and the Centre for Screen Studies in the School of Music and Drama.

The Forman Lecture will take place at the Manchester Conference Centre in the Weston Building on Tuesday 6 September starting at 6pm for 6.30pm. To obtain tickets contact Denise Ambery in the Regional Affairs office at Granada Television by e-mail at [Denise.Ambery@itv.com](mailto:Denise.Ambery@itv.com)

# Meet the Danel



The University's new string quartet in residence gave a sneak preview of their talents during the summer, when they descended on the Cosmo Rodewald Concert Hall in the University's Martin Harris Centre for Music and Drama for their first performances and public seminar.

The Danel (pictured above)- Marc Danel (Violin), Gilles Millet (Violin), Tony Nys (Viola), and Guy Danel (Cello) - will arrive officially at the University in October to begin their residency.

Formed in 1991 and based in Brussels, the Danel are one of the most dynamic and forward-looking string quartets of our

day. Their repertoire is broadly based but with special strengths in Beethoven, French music, Soviet/Russian composers and the continental avant-garde. To all these they bring Gallic refinement, high intelligence, energy, wit and - by their own admission - a touch of craziness.

Each of their University series will consist of five Friday evening concerts, five Thursday lunchtime concerts, five public seminars and one weekend event - in 2005/06 an 'Open House' at which the Danel will coach, and perform with, students and amateurs; later in 2006 they will programme a complete Shostakovich cycle in the composer's centenary year.

Their first Manchester season will feature half a dozen British premieres. Highlights include two quartets by Iannis Xenakis, Helmut Lachenmann's sound-experiment Gran Torso, mid-period Beethoven, and high-points and curiosities from the French romantics. During their first five seasons the Danel will perform all seventeen quartets by the Shostakovich disciple, Mieczyslaw Weinberg, which they will also be recording for the German company, CPO.

This appointment is in succession to The Lindsays, who disbanded in July 2005 after 40 years of concert-giving, 27 of them on the staff at The University of Manchester.

Professor David Fanning, subject leader in Music, said: "Any of the groups we auditioned for this post would have made superb artists in residence, but The Danel's edge and originality, their spirit of adventure, and their infectious humour, made them the inevitable choice. They were the only ensemble we could claim to be as thrilling and as individual as The Lindsays, and their adventurous repertoire dovetails perfectly with our research priorities. They are a quartet for the 21st century."

## News

### New Aim, New Name!

The University is looking for a name for its new intranet site – and we need your help!

We're looking for ideas for a name - and the person who puts forward the winning suggestion will receive £50 worth of high street shopping vouchers.

Intranet Officer Kate Lawson has been working flat-out to re-develop the University's intranet site since she was appointed in May this year. The aim is to develop a web-based source of information for staff and students which will help them in their day to day jobs and activities around the University.

Said Kate: "We're now at a really exciting stage as we've agreed the structure of the site and the kind of information which will go on it. We want this to be an efficient and helpful way for staff and students to access a wide range of information. The intranet will encompass all sorts of information – from University policies and procedures to information about leisure activities."

Kate is looking for a short and snappy name which is easy to remember and which sums up the aims of the intranet site.

The development and launch of the new site over the next couple of months forms a major part of the University's new internal communications strategy which aims to ensure staff are better informed about University life – you can find out more about this strategy in our Internal Communications feature on page 11.

If you have any ideas or suggestions please forward them to Kate Lawson at [kate.lawson@manchester.ac.uk](mailto:kate.lawson@manchester.ac.uk) The closing date for entries is Wednesday 31 August.

## Web Development Project



Work is now well underway on the Web Development Project initiated in June to address the problems being experienced in relation to the University's web presence, particularly the Content Management System (CMS) being used to populate pages.

The overarching goals of the project are to develop the University's website into one which is exemplary, worthy of one of the world's top universities, living, evolving and future-proof. Content and operations should be driven by users' needs and business processes.

The project is being overseen by a project board chaired by Professor Alan North, Vice-President and Dean of the Faculty of Life Sciences. Rachel Brearley has been seconded to work full time as Project Manager, with around 20 staff being assigned to the Project Implementation Team from different parts of the University.

The Board has agreed that the project should proceed along two parallel strands. The immediate focus is on the core site [www.manchester.ac.uk](http://www.manchester.ac.uk), with six work-strands being established for optimisation: the leader pages (including a core intranet), undergraduate applications, postgraduate taught applications, postgraduate research applications, our research presence and information for external business users. An ambitious timescale of three months has been agreed and good progress is being made.

At the same time, longer-term consideration is being given to matters of policy, technical issues such as whether CMSs represent the best approach to web page development and the interfaces between core and devolved sites. Further details can be found at the web address below. Anyone with questions about the project should contact Rachel Brearley on [rachel.brearley@manchester.ac.uk](mailto:rachel.brearley@manchester.ac.uk) or 63769.



[www.manchester.ac.uk/webdevelopment](http://www.manchester.ac.uk/webdevelopment)

## News

# Postgraduate Recruitment Changes

**Major changes in the way that the University handles the recruitment and admission of postgraduate students are to be made during the next academic year in a bid to increase the number and quality of postgraduate students to meet the goals laid out in the Manchester 2015 strategic plan.**



The proposed changes are the result of a major review of existing postgraduate recruitment and admissions arrangements conducted by a working party chaired by Kay Day, Head of Administration in the Faculty of Medical and Human Sciences. The working party found that existing arrangements in converting enquiries about postgraduate study opportunities into student registrations are “inefficient and ineffective”.

The working party has proposed a major overhaul of the application system to encourage all applicants to apply on-line and provide a filtering system so that academic colleagues are only required to

spend time considering the academic merit of applications that meet all other admissions criteria.

The working party has also proposed a number of far-reaching changes in the University's recruitment activities and the handling of enquiries to address the problem. The proposed measures include: a move to provide more integrated and comprehensive recruitment information on the web; better guidance and support for Schools in the recruitment and selection of international students; and an improved system for the more efficient management of enquiries between Schools and the central administration.

The main recommendations of the working party's report have been accepted by University's senior management and a special task group led by Albert McMenemy, Deputy Registrar, is now working on an implementation strategy and timetable. The work of this group will have a direct impact on the design and implementation of the new student system that will be introduced in 2005/6 and will underpin many of the business processes for the new arrangements.

Full details of the new arrangements and the implementation strategy will be covered in a future issue of *UniLife*.

## Changes to Recruitment Office

**A number of changes have taken place recently in the structure of the Student Recruitment and Admissions Division to ensure that the University's in this area continues effectively.**

Competition for both postgraduate and undergraduate students is fierce, and the University also needs to be able to face the challenges of forthcoming changes in national admissions processes head on.

At the moment the University is mainly focused on undergraduate recruitment, while activity dealing with postgraduates is handled separately. Continuing with this structure would make it difficult to share ideas and ways of doing things, therefore the Division has been divided into two new sections – the Student Recruitment Office and the Admissions Office.

Both of these sections will look after both undergraduate and postgraduate issues, with the aim being to strengthen support for postgraduate recruitment and admissions using the considerable experience gained in the undergraduate arena. Claire Mansbridge has agreed to head the Admissions Office and Paul Govey will run the Recruitment Office.

These changes will not affect the Widening Participation office which will continue as usual.



## News



# Pay and Grading Update

**In the 9 May issue of *UniLife* we ran a feature outlining the job evaluation exercise which will affect every member of University staff. In it we explained how the University is working with the trade unions to develop a new single structure for pay and grading which is in line with the national 'Framework Agreement' which all higher education institutions in England have signed up to.**

In that feature, it was suggested that staff might find out more about their new grading during July or August, so now seemed like a good time for *UniLife* to establish exactly where we are in the process.

The good news is that the first phase of the whole process has been completed and all jobs across the University have now been matched to a series of role profiles. The University and the trade unions have also established which roles will be analysed using HERA (Higher Education Role Analysis) – the role analysis method being used by the majority of Higher Education Institutions in the UK. Work is well underway and role analysts are busy assessing these selected jobs.

The outcomes of the role analysis will allow the detail of the grade framework and pay structure to be worked on and finalised over the next few weeks, taking account of important issues for the University such as short-term (and longer-term) affordability as well as the results of the job evaluation exercise. The proposed detailed grade framework and pay structure will be put to the three main campus trade unions who will be asked to ballot their members.

Then work will begin with the trade unions to reach agreement as to how roles which have not been analysed will fit into this structure and how staff will be positioned in their new grade in terms of salary. Once all these agreements are in place the process of implementing the

new pay and grading framework will begin. It is anticipated that this will start in September.

Nina Brannan who is Head of HR Policy Development and Reward and is managing the project said: "We are entering the most complex phase of the work to introduce the 'Framework Agreement' and harmonise the terms and conditions from the two former universities to the new one.

"There are a number of points at which work can be delayed by a failure to agree between the management and the trade union and there are also a number of interdependent events that need to be synchronised to enable the whole to progress, but you can be sure that we are all working hard to minimise any delays.

"We realise that originally we intended to inform staff of the new grade during the summer, but the most important thing is that we get this process right and end up with a robust pay and grading structure and an effective set of terms and conditions that will contribute to the University achieving its aims set out in the Manchester 2015 document," she added.

University negotiators are also in discussions with the trade unions about the various terms and conditions issues that need to be addressed. The challenge here is that staff from the two former universities have different sets of terms and conditions and these need to be harmonised. This process is linked to achieving agreement of the pay and grading structure and can only be

finalised at the same time as the pay and grading structure is accepted.

Despite this, non-pay related terms and conditions can be agreed independently and the University is moving quickly towards being able to do this and should be able to report some results in August.

Once all the agreements are in place there will still be a lot of work for the HR staff to do, including ensuring all staff are allocated to the correct grade and salary point, with the correct package of terms and conditions. Complicated back pay arrangements will also have to be managed.

In addition to all the work described, HR and Payroll are in the process of implementing a new IT system and are currently running all systems in parallel to ensure that the new system is working effectively before switching to use this exclusively. This means that the system is likely to be very new at the point that the University changes the parameters that determine people's pay. A considerable amount of work is being undertaken to decide how to introduce the complex changes within the system and it's likely that extensive testing will have to be carried out before the amended system can be used.

HR will continue to keep all staff informed of progress, and it is anticipated that the new HR web site will be on stream in the next two weeks to enable us to produce regular up dates, these will also be distributed to staff without email access.



## News

# UK's Largest Nuclear Institute Launched



Professor Richard Clegg (left) and Professor John Perkins

**The UK's largest nuclear institute has been launched by the Faculty of Engineering and Physical Sciences.**

The Dalton Nuclear Institute was launched at the Royal Academy of Engineering, London, on 18 July, and will house more than 100 academics, research staff and students. Professor Richard Clegg, previously Director of Science at British Nuclear Fuels (BNFL), has been appointed as its director.

"By 2015 people wanting to do nuclear research will have a choice of two or three leading universities in the world, and

Manchester will be one of them," said Professor Clegg.

"Manchester has everything on its side, including history, geography and expertise. Rutherford carried out his research here, the North West has the UK's largest nuclear community and we have the expertise in the University that will make it happen."

The Institute will consist of seven major research groups encompassing electricity generation, fuel cycles, waste treatment and disposal, decommissioning, policy and regulation. It will also research developing areas such as nuclear medicine and fusion, as well as underpinning the training and education of the UK's future graduates for the nuclear sector.

President and Vice-Chancellor of the University, Professor Alan Gilbert said: "The launch of the Dalton Nuclear Institute is a major development in The University of Manchester's long and proud history. Nuclear power will undoubtedly play a significant role in addressing the needs of future energy production, and it is vital that the University is at the forefront of the UK's nuclear research and education agenda."

An internal launch event was also held at Manchester Dental Education Centre the day after the London launch, at which students gave presentations on the topic 'Nuclear 2020 - A Vision'.

## Human Frontiers Science Programme Visit

Dr Geoff Richards, Director of Research Grants at the Human Frontiers Science Programme (HFSP), spent two days visiting the University recently.

The HFSP funds innovative, novel and interdisciplinary research that brings biologists together with scientists from fields such as physics, mathematics, chemistry, computer science and

engineering. These collaborations focus on understanding the complex mechanisms of living organisms, from specific molecular and cellular processes to whole body systems.

Dr Richards' visit, jointly organised by research managers in the Faculties of Engineering and Physical Sciences and Life Sciences, aimed to both raise the

profile of HFSP funding opportunities amongst research staff and showcase the strong focus on interdisciplinary research across the University.

Dr Richards also toured the research facilities in the Michael Smith Building and viewed progress on the Manchester Interdisciplinary Biocentre, which is due to open early in 2006.

## Research

### Calling all babies!

For new-born babies the world is a complicated collection of sights, sounds and smells, and making sense of it isn't easy. Although scientists have made remarkable progress in understanding what they can and cannot perceive and how this process develops, there is still a lot to learn about how babies understand the world.

Researchers from the School of Psychological Sciences are currently carrying out studies in this area, and are looking for babies aged between three and eight months of age to take part. They will be shown simple shapes on a video screen and given small objects to manipulate, with parents/caregivers remaining with them at all times, and the parent/caregiver will then be asked to complete some short questionnaires.

Tests will take place throughout August and September, with one or two visits to the University being required per baby (travel costs can be covered). Parents or caregivers who are able to help should contact Pip Brown on 275 7348 or email [babylab@manchester.ac.uk](mailto:babylab@manchester.ac.uk)

### Research may help us breathe easier

**Dr Robert Niven and his team based at Wythenshawe Hospital hit the headlines recently when they reached a key milestone in their study of antifungal treatment for severe asthma.**

Severe asthma in adults affects 10-20% of the UK's five million asthmatics, and up to 70% of these are allergic to common fungi found in the air.

Previous studies have shown the benefit of the antifungal drug itraconazole for the asthma subgroup 'allergic bronchopulmonary aspergillosis' or ABPA, and the team is now studying the more common association of fungal allergy in those with severe asthma who do not have ABPA.

Dr Niven said: "We currently have few options in patients with severe asthma other than more steroids and those can have severe side effects.

"Antifungal treatment for those sensitized to fungi may be a useful alternative to improve breathing and overall health. Certainly our limited treatment experience with itraconazole, suggests fewer admissions to hospital for asthma and a reduced number of steroid courses."

### Channel 4 digs Manchester!

**The Field Archaeology Centre has been continuing its successful 'Dig Manchester' project, which gives local communities the opportunity to sample archaeology in their own area, by teaming up with Channel 4's 'Time Team'.**

Time Team ran the Big Roman Dig in July looking at the extent and impact of the Romanisation of Britain. The Field Archaeology Centre organised a Roman theme day in Castlefield to coincide with this, and celebrate the re-opening of the Northgate and the Roman Gardens.

Events included guided tours of the Roman fort, a display of Roman pottery, mosaic making and an exhibition of recent excavations.

Dig Manchester is a major new archaeological venture for the city and is being rolled out at Northenden Mill and Moston Old Hall. The project allows people of all ages and abilities to do some real archaeology alongside archaeologists from the University and Manchester Museum. Everyone is welcome to take part in the dig at Moston or to visit the site on the open weekend 27 and 28 August.



## Feature

# Internal Communications Update

**Earlier this year, staff from right across the University were asked to take part in an important piece of research looking at how communication works across the campus.**

More than 100 staff responded to this call, and during March and April a number of focus groups and interviews were held to assess how information and messages reach University staff, and how colleagues communicate with each other. The findings of the Staff Survey carried out in November 2004 were also analysed.

The results of this research are now in and the main findings reveal that on the whole the University's internal communications are largely inconsistent and ineffective in their aims.

A report has been put together which strongly recommends that much work needs to be done, not just to rectify the problems which exist, but to rethink the whole way the University communicates with staff. The recommendations cover communications at a University-wide, Faculty, School and Directorate level and the full report and action plan can be found at <http://www.manchester.ac.uk/currentstaffandstudents/pdfs/thefile,37611,en.pdf> and <http://www.manchester.ac.uk/currentstaffandstudents/pdfs/thefile,37612,en.pdf>

So what is internal communications all about and why is it important to the University? Well, it's vital that every member of staff is kept informed about developments, changes, successes and good (and bad) news. It's important that we all understand these points and why they are relevant to us so that we can then have the opportunity to express our views. In short, internal communications is vital if the University is to achieve the ambitious goals set out in the 'Towards 2015' document.

The key findings of the internal communications audit were:

- **Communication infrastructure is weak** – the ways in which information is sent to staff need urgent attention. E-mail, the intranet and face to face briefings were all highlighted as needing improvement.
- **Management attitudes, roles and responsibilities** – the communication skills of managers are largely inconsistent with some managers unsure of their communication roles and responsibilities.
- **Targeting information** – much University-wide information is sent to everyone at the same time – one person taking part in the research referred to this as a 'one size fits all' approach. More emphasis is needed on understanding who the end user of the information is.
- **Message content and style** – messages are often long and rambling and use impersonal language.
- **Leadership visibility and accessibility** – staff felt that senior leaders were remote and would prefer more face to face encounters.
- **Dialogue and information sharing** – there are few opportunities for staff to ask questions and provide feedback

A number of recommendations have been put together to address these points and these form the basis of an internal communication strategy which will be put into place over the coming months.

The strategy suggests that a number of foundations need to be laid in the first instance and these include:

- **Clarify roles and responsibilities** – to ensure that Deans, Heads of Schools and Directors are aware of their responsibilities.
- **A leadership communication support programme** – initially aimed at the senior leadership and then Heads of Schools.
- **Introducing the right channels** – serious investment needs to be made in the way information reaches staff. The Intranet and e-mail systems need to be radically rethought to ensure that information reaches people promptly and can be accessed and used easily.
- **President's communication programme** – to include a monthly online diary and direct line e-mail, along with School based staff meetings. This kind of programme should then be implemented by other senior leaders.
- **News bulletins** – the Core Brief should be made more user friendly and be supplemented by regular e-mail news bulletins.
- **UniLife** – should be repositioned as a monthly publication with more information relevant to staff.
- **A network of internal communication facilitators should be set up** – all internal communications work should not be controlled by the Centre – much responsibility lies with the Faculties, Schools and Directorates. A group of facilitators will be set up to ensure that internal communications work is relevant to local audiences.

Many of these actions are already being developed and staff should begin to notice some changes by the time the academic year resumes in September. Obviously, not all of the internal communications issues can be solved in a matter of months, but work is already underway to build solid foundations for the future.



## Feature

# UMIP Success Stories

**The University's intellectual property company UMIP has successfully raised funds for two University spin-out companies.**

A £1m investment will allow Gentronix Ltd, which provides drug-development products and monitoring services to pharmaceutical and environmental companies, to accelerate the sales development of its key product GreenScreen™. A further £400,000 will allow NanoCo Ltd, which produces quantum dots (the ball bearings of the 21st century) for diverse applications, to develop its international sales and partnering strategy.

UMIP has also managed the sale of shares in stock market-listed biopharmaceutical spin-out NeuTec Pharma, formed in 1997. The company identifies and develops antibodies for treating patients with life-threatening infections, including MRSA, and its products are progressing successfully through clinical trial phases in the UK and US.

Positive publicity for its activities has greatly enhanced the value of the



A UMIP Breakfast Networking Event for professional services and investment management companies in July.

company's shares, and the University has been able to capitalise on this by selling shares in two consecutive years to the value of several million pounds. The University remains a shareholder in the company, demonstrating a continuing commitment and maintaining a significant financial interest.

UMIP's Chief Executive Clive Rowland said: "Successfully raising investment funds and selling shares for spin-outs are

both key indicators of the commercial merit of the University's intellectual property. The latter also facilitates reinvestment in its mainstream research activities, including the UMIP Proof-of-Principle Fund open to all University researchers."

In the past financial year UMIP has raised almost £20m for spin-outs, and the University has gained around £5m from the sale of shares.

 [www.umip.com](http://www.umip.com)

# Renovo Recognition

**University start-up company Renovo was named as one of the top 50 European companies 'most likely to shape our world over the next five years' at a Harvard Business School Symposium in June.**

The biotechnology firm aims to become the world's leading drug-discovery company for scar-free wound-healing therapies, and has raised £30m in venture capital finance to date.

After spending 18 months developing business plans and negotiating with venture capitalists and strategic partners, it launched the largest first financing round ever seen in the UK for a life sciences start-up. Dr Simon Barnes, Director of the Entrepreneurship Centre at ICL's Tanaka Business School, was moved to write a case study exploring the

company's approach, which recently won a 2005 Business Week/ECCH European Case Award and the International Journal for Entrepreneurship Education's Mercia Prize for best case study.

Founder Professor Mark Ferguson said: "I am thrilled by the wide recognition of Renovo's ambitions and start-up approach. I'm currently working very hard to put together another major financing round, for what I hope will be a creative, supportive and spectacular deal which will even more firmly establish the company's position."

 [www.renovo.com](http://www.renovo.com)

## Feature

# UMIC: One Year On



**Although The University of Manchester's Incubator Company (UMIC) has just celebrated its first birthday its team of six have been looking after the University's portfolio of business incubators for the past six years. Based at the flagship Manchester Incubator Building, they provide facilities-management and business mentoring services across a number of sites and all market sectors.**

The Manchester Biosciences Incubator on Grafton Street has been at full occupancy since May 2001, and has seen many of its start-up companies grow dramatically and graduate to local business parks. "One of our biggest success stories is Renovo, which now employs more than 90 people," says General Manager Dr Martino Picardo, "and being the home of the UK Biobank project has raised the site's profile nationally and globally."

On the back of this success, a new Core Technology Facility is being built adjoining the Incubator with funding from the European Regional Development Fund (ERDF) and North West Development Agency (NWDA). It is on schedule to open in January 2006, and the team is current busy attracting growing biotechnology companies. University Life Sciences and Medical and Human Sciences researchers will also be

housed in the building, which aims to become a world-leading centre of excellence in biotechnology business incubation.

At the Sackville Street end of campus, the recently-opened North Campus Incubator is housed across three newly-converted railway arches. Working closely with Manchester Science Enterprise Centre (MSEC), University of Manchester Intellectual Property (UMIP) and the School of Informatics, it focuses on the IT, communications and hi-tech business sectors and is already home to 12 young companies.

And September will see the opening of another exciting new venture at One Central Park in the East Manchester regeneration area. A close collaboration between the local council, MANCAT, the Universities of Manchester and Salford,

MMU and Manchester Science Park, it will encompass everything from academic research to enterprise, incubation and potential grow-on space.

On the business mentoring front, UMIC has attracted substantial funding from the Department for Trade and Industry in the fields of biotechnology and genomics, and from the ERDF across all market sectors. "Our services and reputation are growing fast," says Martino, "not just around the University, but across the region."

"We have a great team here at UMIC, are well supported by senior management in the University and its other commercial exploitation agencies. The next few years will be extremely challenging and exciting for us, as we seek to create and develop a world-leading name in business incubation for The University of Manchester."



## Profile

# Helen's Horizons



**You would be hard put to predict that a girl who failed her 11-plus and went to a secondary modern school, where she had the ambition to become a hairdresser, would end up as a Professor of Educational Policy, Leadership and Management. But that is what happened to Helen Gunter. And she is now a leading light in the field of modernising the way schools are run and of remodelling the school workforce.**

"I really did want to be a hairdresser," she says. "I would have loved it – and probably made more money." What thwarted that ambition, but fired another one, was the fact that whilst she was at St Aelred's High School, Newton-le-Willows, they established a sixth form – and teachers with degrees arrived. They talked about going to university and Helen saw new horizons. She changed her ambition from hairdressing to teaching.

Her own educational experience, as well as her roots in a Lancashire mining community (she was born 47 years ago in Golborne), has naturally influenced her enthusiasms. She's a great supporter of comprehensive schools like St Aelred's. She is also a believer in part-time education, especially for teachers. That is the way she got her own MSc and PhD. And she just "adores" being involved in educational change and development, leadership and management. The whole business of teaching excites her. Even her husband, Barry, who she met when they were both teaching at Alsager School in Cheshire, is an educational consultant.

She was a schoolteacher for 11 years from 1980, after graduating from Liverpool University, where she read History and Politics. Fortuitously, the school was

practically across the road from Crewe and Alsager College – and she took the opportunity to do an MSc in Education Management part-time there. And that gave her the taste for research and for working in higher education.

In 1991, she made the move from school – "I also wanted to escape from the 'women thing' in school management – I didn't have the confidence that I could break through the glass ceiling." So, in 1991, she got a job at Leeds Metropolitan University as Senior Lecturer in Education Management. There, she lectured on a Master's degree for working teachers, something she is still very keen on. "It proved to be very popular, but very tough," she says.

In 1993, she moved to Keele, where she did her PhD, part-time, of course. She worked on the history and development of education management, and how this area of study developed in universities. She embraced the pioneering work of George Barron and Bill Taylor with his neatly-titled "Heading for Change" approach. She interviewed those involved in the trail-blazing British Educational Leadership, Management and Administration Society (BELMAS), formed 35 years before. "Essentially, I was mapping



## CV

**Name**

Professor Helen Gunter

**Position**

Professor of Educational Policy, Leadership and Management

**Education**

BA (Hons) Modern History and Politics - Liverpool University

PGCE History Liverpool University

MSc Educational Management CNA

PhD 'An Intellectual History of the Field of Education Management from 1960' - Keele University

**Career History**

1991 - Senior Lecturer at Leeds Metropolitan University

1993 - Associate Director of the Professional Development Unit in Education at Keele University

1999 - Reader in Educational Leadership and Management, University of Birmingham

2004 - Professor of Educational Policy, Leadership and Management, The University of Manchester

the field," she says. Also, a sign of things to come, she was also Associate Director of the Professional Development Unit in Education there.

This dual approach marks her ground. She has an enthusiasm for both the development of education management - and its practical application in how schools are organised. And it would be hard to find anyone who knows - or cares - more about the teacher's lot and how schools are run. And the kids. "What about the kids?" is a question always in her mind. "When people are seeking the views of heads and teachers and managers and parents, they frequently neglect to find out what the kids think," she says.

Not surprisingly perhaps, Helen has won an ESRC research grant of £100,000 to look further not just at leadership and management, but also at school improvement, effectiveness and policy. The study focuses on the inter-relationship between the state, public policy and knowledge in the field of educational leadership. She will be researching who knows about leadership, how they know, why they know, and whether that knowing counts. Bourdieu's theory of practice is core to this work and she will be using his thinking tools to analyse interviews with professors, practitioners, and policymakers in the field.

She is passionately concerned with all those key issues which exercise so many parents, such as how teachers can best be employed and the role of support staff, like classroom teaching assistants. She identifies the growing separation between the leaders and the led, the managers and the managed. And she is also very much alive to the pros and cons of government policy to combat the haemorrhaging of teachers from the profession.

"There are 300,000 trained teachers not practising - and I'm one of them," she points out. "During the 1990s, the government recognised this disaffection and set about professionalising teachers, putting things in place to free them from duties which other, untrained, support staff could do whilst they got on with teaching and proper preparation."

However, the alternative view of this policy is that the teaching profession is being deregulated, resulting in lower-paid, untrained people to take over. "The danger

is that instead of teaching you get the delivery of learning," she says.

Her work in the mid-90s at HM Prison, Stocken, evaluating the Successmaker scheme, reinforced the value of teachers. "It was a computer-based programme and the inmates liked it because they said they could fail in private," she says. "But they also said that they missed the social side, the opportunity to talk, and be taught by, teachers."

After she got her PhD, in 1999, she moved to the University of Birmingham, where she co-directed (with Professor Hywel Thomas) a major evaluation of the transforming the school workforce "Pathfinder" initiative for the DfES. Essentially, they were looking at ways of effectively shifting the teacher's workload, which has seen the growth of teachers' assistants. In September this year, Phase 3 of the the government reform known as Remodelling, based on the Pathfinder Project, will come into play, particularly in primary schools, giving teachers guaranteed time for planning and preparing lessons, relieving them of such duties as invigilation and cover for absent teachers.

Clearly, there is a lot at stake here and a number of debatable issues, such as the role of professional managers in schools in, say, finance and human resources, working alongside head teachers who traditionally have emerged from the teaching profession.

These are all issues at the heart of Helen's work. She came to her Chair here in 2004 and couldn't be happier. She is currently working with colleagues in setting up a pathway in the professional doctorate in the School that will focus on education and public sector leadership. She loves travelling - and she has particular academic links with New Zealand and South Africa. But coming to Manchester has reconnected her with her roots. "When I was growing up, it was always a big treat to come to Manchester and do some shopping," she says. She admits even now to having a weakness for shopping, especially for shoes.

One can't help feeling that with such a warm and caring person as Helen Gunter in charge, our schools are in good hands. She knows what she's talking about - and she really cares.

## People



Above: Prof TY Shen working in the Morley Lab in 1950

Right: (L – R) Prof Nick Turner, Dr Veronique Gouverneur, Prof Matthew Shair, Prof TY Shen and Prof Jim Thomas at the Symposium.

# The Right Chemistry

**A new series of visiting lectures has just been launched by the School of Chemistry, thanks to the generous support of one of its alumni.**



The inaugural 'TY Shen Symposium' was held in June and marks the start of a series of similar events which aim to bring high calibre speakers from across the globe to Manchester.

The events are being sponsored by Professor Tsung-Ying Shen, who graduated from the University with a PhD in Organic Chemistry in 1950. Professor Shen travelled from his home in Boston, USA to attend the inaugural event.

Professor Shen has enjoyed a long and distinguished career in organic chemistry

– perhaps his greatest achievement being the discovery of Indomethacin, the first non-steroidal anti-inflammatory drug. In the early part of his career he worked for pharmaceutical giants Merck before pursuing his academic work at the University of Virginia in the USA.

The Symposium brought together three academics – Professor Nick Turner from this University, Dr Veronique Gouverneur from the University of Oxford and Professor Matthew Shair from the University of Harvard.

Jim Thomas, Professor of Chemistry at this University said: "Initiatives such as the TY Shen Symposium help to attract high calibre speakers to Manchester and develops the School's outreach activities. We are very grateful to Professor Shen for his support."

Professor Shen's generous support for the University comes via the North American Foundation for The University of Manchester, a registered US charity which is governed by a board of trustees who are alumni.



# Running for a Good Cause

A lecturer from the School of Law is pulling on his trainers and running the Berlin Marathon to help support two charities which are helping him with his University research.

Dr Rob Ralphs is hoping to raise as much money as he can for Mothers Against Violence and the Whiz Out youth club. He is currently involved in a two-year study looking at gangs in Moss Side and said: "The University can get criticised by the communities we work with for not giving anything back to them. They often feel that we're happy to use them

in our research but they rarely hear what happens to that information.

"I've decided to take this on board and get involved as a local volunteer at the Whiz Out youth club in Whalley Range where I work with children aged 13-19 who have been excluded from school. The club puts on after-school activities such as bike clubs, cookery classes, Thai boxing and football. It's a voluntary organisation and they keep having their grants reduced so money is tight.

"I also attend monthly meetings held by Mothers Against Violence which is an

organisation set up by the mothers, sisters and partners of young men who have been killed in gang related activities in Manchester. Again, this is a voluntary organisation that goes into schools and does talks schools warning of the dangers of getting involved in gun and gang activities. I think these two groups are particularly worthwhile and underfunded so I've decided to raise funds for them both."

Rob is running the marathon on 25 September and if you'd like to make a donation then you can contact Rob on 275 6846 or at [robert.ralphs@manchester.ac.uk](mailto:robert.ralphs@manchester.ac.uk)

# Bigfoot in Cheshire

**Philippa Lee, who recently joined the University as an Administrative Assistant in Chandos Hall, is taking part in the three-day Bigfoot Cheshire charity walk from 12 – 14 August.**

Over the course of the event she will walk 50 miles, and day two will be a 'marathon day' when participants must cover 26 miles in a single day.

The walk is in aid of the Multiple Sclerosis Society, and Philippa must raise a minimum of £400 to take part. The Society funds MS research, runs respite care centres and

provides grants, education and training on MS, as well as producing numerous publications and running a free-phone specialist helpline.

For more information or to sponsor Philippa please e-mail her on [philippa.lee@manchester.ac.uk](mailto:philippa.lee@manchester.ac.uk).

[www.mssociety.org.uk/ms\\_events/bigfoot](http://www.mssociety.org.uk/ms_events/bigfoot)

# Honours Round-up

**Dr Graeme Kirkpatrick** of the School of Social Sciences was awarded the Philip Abrams Memorial Prize by the British Sociological Association for the best sole-authored book of 2004, for 'Critical Technology: A Social Theory of Personal Computing'.

**Dr Michael Moran** of Government, International Politics and Philosophy has been made a Fellow of the British Academy and a member of the Scientific Monitoring Committee for the Framework 6 'New Modes of Governance Programme' 2005-8.

**Dr Yoram Grolizki** of Government, International Politics and Philosophy has been awarded The Alexander Nove Prize by the British Association of Slavic and East European Studies for the best book in Russian, Soviet and Post-Soviet Studies, for 'Cold Peace: Stalin and the Soviet Ruling Circle, 1945-1953'.

**Professor Mike Savage** of the School of Social Sciences has been appointed to the HEFCE sub-panel for Sociology for the RAE exercise 2007/8.

**Professor Fiona Devine**, Head of Sociology, has been re-appointed for two years to the ESRC Council, where she will continue to Chair the International Advisory Committee and be one of two UK representatives to the Governing Council of the European Science Foundation.

**Professor Martin Marshall** from the National Primary Care Research and Development Centre and co-researchers have been awarded the 2005 Baxter Award for an outstanding publication contributing to excellence in healthcare management in Europe, for 'Cultures for Performance in Healthcare'.

**Ian Horrocks**, Professor of Computer Science, has become one of only six academics in the UK to be awarded a Senior Research Fellowship by the Engineering and Physical Sciences Research Council (EPSRC) for his work on the Semantic Web, a more intelligent version of the web.

**Professor Nick Jenkins**, Leader of the Electrical Energy and Power Systems Group, has been elected a Fellow for his distinguished contribution to the advancement and implementation of renewable energy systems and their impact on the public electricity supply system.

**Phil Withers**, Professor of Materials Science and founder of the Unit for Stress & Damage Characterisation and NATEC, has been elected a Fellow in recognition of the techniques he has developed to characterise residual stresses in nuclear and aerospace materials and components.

## People



## Poster Prizes

Two PhD students from the School of Materials recently won prizes at the prestigious UK Society for Biomaterials annual meeting.

Deepak Kalkaska won the Poster Presentation competition, while Wilda Helen won the e-poster competition. Both belong to the Biomaterials and Tissue Engineering group in the Materials Science Centre.

The event, which was held in Nottingham in June, offers postgraduates a great opportunity to present their work. The 2006 UKSB meeting is being held here at the University's Weston Conference Centre next June.





## Community



## Future-proof

Dr Stuart Lyon of the Corrosion and Protection Centre is running a project to raise awareness of and interest in the subject in secondary schools. Funded through the EPSRC's Partnerships for Public Awareness scheme, it will create engaging teaching and learning materials for teachers including case studies of significant corrosion failures and a scientific experiment to be fed into a national data bank.

Dr Lyon said: "Corrosion costs western industrial economies 1 - 3% of GNP each year, and if no maintenance were carried out the country's physical infrastructure and assets would rust away in 50 to 100 years. I'm aiming to raise awareness of and interest in corrosion and its prevention in the next generation of aspiring engineers."

Dr Lyon tested his ideas at the week-long SETPOINT Technology Challenge event in June, which invited sixth form students to complete exercises like 'The Really Useful Stress Test' to find out why strong materials like steel fail when they react with the environment and what can be done about it.

# Schoolgirls Build Flying Machine



More than 80 schoolgirls from the region took part in 'Design and Build a Hovercraft in a Day' in the Sackville Street Building in June. The Great Hall was transformed into a workshop, test-track and runway, and the girls were asked to come up with innovative ideas for building the craft.

The project was developed and funded by NATEC (Northern Aerospace Technology Exploitation Centre), based at the University, in partnership with Bradford University's School of Engineering Design and Technology.

Engineering experts from NATEC and students from the University offered advice and help on the day, which ended with a series of races.

David Stanley, Training and Skills Manager at NATEC, said: "Our aim is to enliven science and engineering and encourage young people to have confidence in their ability to take on a career in aerospace engineering. Getting children involved in events like this develops young people's interest in technology and improves science skills."



Tony Blair presenting the awards (Lorelly is fourth from left).

# Chemistry for Kids

Lorelly Wilson of the School of Chemistry has been awarded The Royal Society of Chemistry's Education Award for a pioneering collaboration with schools and industry.

Thousands of Year 6 pupils have participated in workshops promoting a positive, interesting and exciting image for chemistry as part of the initiative, sponsored by chemical distributors

Norkem, Multisol and Univar. The scheme also includes projects and talks for secondary students, their parents and the public.

Prime Minister Tony Blair, presented the award, saying: "We rely more and more on science for the commercial future of our country. Stimulating young people's interest in science and technology is crucial."

# Summer School Diaries

**The University has just hosted seven different summer schools aimed at widening participation among non-traditional groups - the largest number by a higher education institution in the UK.**



The events ranged from 'Survivor' and 'Tomb-Team' projects for local primary school children to week-long residential events for Year 11 and sixth form students.

Julian Skyrme, Head of Widening Participation at the University said: "In my view, there's no better way to convince young people about the merits of higher education than giving them the opportunity to experience it first-hand themselves. We've been running summer schools for six years but this has been by far the most successful year, and the support we've received by working with

the national AimHigher programme has been invaluable."

**UniLife** caught up with three young people who had recently completed a week-long residential summer school at the Dalton-Ellis hall of residence, and asked them how they found life as Manchester students.

If any you have ideas for projects, curriculum sessions or other aspects of summer schools for 2006, please contact Saskia Metcalf, Summer School Co-ordinator, on 275 7449 or [saskia.metcalf@manchester.ac.uk](mailto:saskia.metcalf@manchester.ac.uk)



## Community



**Jonathon Adlington, aged 16 from Manchester**

"No one in my family has been to university, so this week has opened my eyes to what goes on.

We've experienced proper lectures in loads of different subjects and the social side has been great; you're always on the go and there's not a minute to be bored!

"One of the best parts has been spending time with the Student Ambassadors responsible for our group. We got to ask them about what university life in Manchester is really like, and it makes a difference to hear it from real students rather than just your teachers."



**Sarah Davies, aged 16 from Stockport.**

"I was a bit nervous about coming to the summer school at first, but I knew a few other people who were

coming and in the end we were all mixed into groups with students from other schools anyway. So making friends and meeting new people wasn't a problem.

"My research project was called 'Judgment Day'. I've always thought I might like to work as solicitor when I leave school and the project taught me loads about the profession. We even got a chance to debate a real case with a judge in a court which was quite scary, but also really interesting.

"I've now realised I want to study law at uni, and have a better idea of what choices I need to make to get there."



**Holly Townsend, aged 16 from Carlisle.**

"Staying at the halls of residence has given me a real flavour of what student life is like. I also spent lots of time on the uni

campus so got a real feel for what the environment and atmosphere is like.

"My project was called 'Futurama'. I learnt lots about how to work on a project in a large team of people, and we made a short film which was shown on the big screen at a Manchester cinema.

"If anyone wasn't sure about whether to come on a Summer School I would say they definitely should do it. It's been a great week - I've learnt so much and met loads of new friends who I'll keep in touch with."



## Community



Angela Beddows with tutor Julia Maine, student teacher Nigel Leach, her classmates, relations and Museum staff.

**A young woman from Wythenshawe has been nominated in a regional competition to find the North West's most inspirational adult learners.**

# One Small Step for Angela

Angela Beddows was nominated by The Manchester Museum as an inspirational learner for The One Small Step Adult Learners Week Awards 2005.

She has visited The Manchester Museum several times since she first came with her adult basic skills class two years ago. Angela's class is from At Forum Futures, based in Wythenshawe Civic Centre and is part of Manchester Adult Education Service.

"Angela was nominated because her energy and persistence was a definite inspiration to other adult learners as well as museum staff," explained Dave

Dunne of The Manchester Museum who nominated Angela for the award.

"She has shown how enthusiasm can overcome difficulty in understanding and has helped Museum staff to appreciate the skills and qualities needed to engage with adult learners of all abilities."

Angela said: "Working with the Museum gave me confidence and helped my self esteem because I learnt a lot about ancient Egypt and could tell my classmates all about it. I developed many skills especially in basic reading, writing, communication and ways of doing research."

## Treading the Boards

**More than 50 young people from across Manchester performed at the Royal Exchange Theatre last month as part of a programme run by the Manchester Museum called 'Aim Higher: Open Minds'.**

The project gave the youngsters the chance to devise and perform four plays - collectively called 'Museum'.

The students worked with playwright and poet Lemn Sissay to produce the pieces, and also created the props and publicity material.

The Aim Higher project seeks to encourage young people to think about higher education by encouraging them to visit museums and galleries.



Tristram Besterman, Director of The Manchester Museum explained: "Museums have the power to change people's lives, creating inspirational and

often unforeseen pathways to unlocking individual potential. Open Minds provided a dazzling display of this principle."



## Community

# Fun at the Fair

**More than 10,000 people flocked to the annual Summer Graduate Fair at the Armitage Centre in June. Run by the Careers Service, the two-day event brought together more than 160 graduate recruiters and is consistently voted by them as being the most effective recruitment fair in the UK.**

The event offered graduates the opportunity to meet with some of the UK's leading recruiters, including the Civil Service, Aldi, Cap Gemini, The Cooperative Society and many more.

In related news, the University has been chosen as one of just 19 institutions in Europe that British Petroleum (BP) wishes to forge stronger links with in terms of graduate recruitment.

BP was recently voted graduate recruiter of the year in a scheme organised by GTI, Europe's leading specialist graduate careers publisher, and supported by The



Daily Telegraph. Since working more closely with the University, applications to BP's internship programme have increased significantly, with 16 students being accepted this year.

Representatives from the University's Faculty of Engineering and Physical Sciences, Manchester Business School and the Careers Service attended BP's prestigious European university

programme launch event at London's Science Museum in May.

Jane Ratchford, director of the Careers Service said: "We are delighted to have been selected by BP to participate in their new European university recruitment programme. It is just one example of the University's excellent reputation and effective relationships with key graduate employers."

# More About Mexico

The University's Mexican Society hosted the annual Colloquium of Mexican Students in the UK in July. The event showcased postgraduate research by Mexican students from Manchester and other universities, and aimed to foster research networks amongst Mexican students and other postgraduates researching topics relevant to Mexico.

Professor John Perkins, Vice President and Dean of the Faculty of Engineering and Physical Sciences, opened the conference and welcomed plenary speaker Ignacio Duran, Minister of Cultural Affairs in the Mexican Embassy in London. Mr Duran spent some time as a student in Britain before establishing a distinguished career as a film director.



Professor John Perkins (left) and Ignacio Duran

After speaking about Mexican artist Frida Kahlo, whose work is the subject of a major exhibition at the Tate Modern this summer, he extended an invitation to Manchester students to attend a private tour of the exhibition. For more details of this trip please contact Colloquium organiser Jorge Arizmendi Sanchez via [mexsoc@umu.man.ac.uk](mailto:mexsoc@umu.man.ac.uk) by 15 August.

# What's On

## The Whitworth Art Gallery

### DISPLAYS/COLLECTIONS

#### **The Wages of Sin and Virtue's Reward Moral Prints in the Age of Dürer, to 6 November**

Woodcuts, engravings, etchings and illustrated books from the collections of the University of Manchester in the Whitworth Art Gallery and the John Rylands Library.

This exhibition highlights the moral messages communicated to people of the late Middle Ages and early Reformation through the medium of prints published in Northern Europe.

#### **The Object of Encounter Aura and Authenticity to February 2006**

The first in a series of three annual exhibitions devised to explore the effects of interpretation and display methods on visitors' responses to art works. The series of three exhibitions have been organised in collaboration with students and staff of the Centre for Museology in the School of Arts, Histories and Cultures at the University of Manchester.

#### **On Friendship to 23 September**

This exhibition examines the notion of a queer aesthetic in post war British art and includes works by Lucien Freud, Francis Bacon and David Hockney.

### TOURS AND EVENTS

Every Saturday at 2pm there is either an Exhibition Tour or an Eye-Opener Tour.

**Whitworth Art Gallery**, Oxford Road, 0161 275 7450 [www.whitworth@manchester.ac.uk](http://www.whitworth@manchester.ac.uk)

Opening hours Mon to Sat 10am - 5pm, Sun 2pm - 5 pm FREE Admission

Gallery Café 0161 275 7497 The café sells a selection of drinks and light meals.

Gallery Shop 0161 275 7498 The bookshop stocks a range of art and design books, cards and gifts.

Collection Exhibitions Archive now online. The Whitworth's online 'Collections Catalogue' now allows you to browse and search selected exhibitions held at the Gallery over the past 10 years.

Follow the link from homepage at: [www.whitworth.manchester.ac.uk](http://www.whitworth.manchester.ac.uk)

## Gig Guide Manchester Academy 1, 2 & 3

**Mon 8 Aug**  
**Skinny Puppy**

**Tues 9 Aug**  
**The Rakes**

**Weds 10 Aug**  
**Beth Nielsen Chapman**  
**Vman Events 6**

**Thurs 11 Aug**  
**The Ferret Under the Gun Tour**

**Fri 12 Aug**  
**No Use for a Name**

**Sat 13 Aug**  
**Myoho**

**Mon 15 Aug**  
**Vman Events 7**

**Tues 16 Aug**  
**The Polyphonic Spree**  
**Nick Harper & Band**

**Tues 23 Aug**  
**Bad Religion**

**Thurs 25 Aug**  
**Weezer**

**Students' Union** Oxford Road, Manchester, M13 9PL

Tickets from: Piccadilly Box Office, easy Internet Cafe, (c/c) 0871 2200260

Online @ [www.manchesteracademy.net](http://www.manchesteracademy.net) Royal Court (Liverpool) 0151 709 4321 (c/c)

Students' Union 0161 275 2930

Tabley House



## Tabley House

The University of Manchester's Stately Home. Small conference and meeting rooms available year-round. Licensed for weddings and baby-naming ceremonies.

### Tabley House

Knutsford, Cheshire, WA16 0HB

Tel: 01565 750151 [www.tableyhouse.co.uk](http://www.tableyhouse.co.uk)

email [inquiries@tableyhouse.co.uk](mailto:inquiries@tableyhouse.co.uk)

## Chaplaincies

### St Peter's House Chaplaincy

SUNDAY WORSHIP

10am Group Work

11.15am Morning Worship

6.30pm Evening Worship (Term-time only)

FOYER 10am-4pm. An area where students and staff can relax and meet friends.

A tea/coffee machine is available.

Precinct Centre 0161 275 2894

[sph.reception@manchester.ac.uk](mailto:sph.reception@manchester.ac.uk)

### Avila House RC Chaplaincy (next to the Holy Name Church)

Mass Times

Mon - Fri 1.05 pm (term-time only)

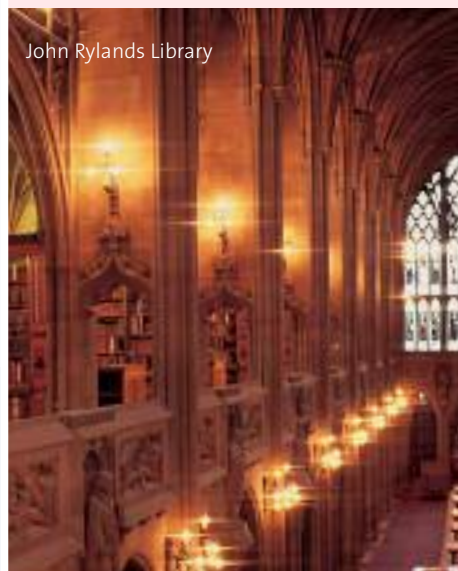
Oxford Road 0161 275 6999/273 1456

Chaplaincies also available Monday - Friday  
Floor B, Room B25, Renold Building  
0161 200 2522

**Mosque:** Sackville Street Building

**Prayer Room:** Renold Building B26

John Rylands Library







Jodrell Bank



# John Rylands Library

The John Rylands Special Collections Library, Deansgate, will be closed for a period of approximately 2 years, until 2006, for essential refurbishment and the construction of a new visitor and interpretative centre. Access to all the Special Collections is available through the main University Library on campus. A Special Collections Reading Room is open on Floor Purple Four, Monday to Friday 10am - 5.15pm and Saturdays 10am-1pm. Readers may find it helpful to contact us in advance on 0161 275 3764. Further information can be found on our website

[www.rylibweb.manchester.ac.uk/spcoll](http://www.rylibweb.manchester.ac.uk/spcoll)

# Jodrell Bank

The facilities at Jodrell Bank are going through a period of redevelopment. The Visitors Centre currently has a café, an exhibition space and a 3D theatre open, and visitors can still explore the various trails and the natural habitats of the Arboretum's 35 acres with its 2,000 species of trees and shrubs and National Collections. In January 2004 Jodrell Bank completed a 180 degree observational pathway close to the base of the world famous Lovell radio telescope.

## EVENTS

*Wednesday 10th August*  
A Children's Guided Walk of the Arboretum to look at Native Trees. The walk will start at 2pm. Booking is essential please call 01477 571339 to book a place. Children must be accompanied by an adult at no extra charge.

*Monday 8th August to Friday 12th August*  
**'Meet an Astronomer'** find out the answers to all those puzzling astronomical questions. This event takes place under the pagoda on the Observational Pathway at 2pm each day.

**Jodrell Bank Science Centre & Arboretum**  
Macclesfield, Cheshire 01477 571339 [www.jb.manchester.ac.uk](http://www.jb.manchester.ac.uk)

# International Society

The International Society is an independent, not-for-profit organisation unique to the city of Manchester. We aim to provide international students with a warm and friendly welcome when they arrive in the city and to make their time in the UK a wonderful experience. Please visit our website for more information.

**International Society,**  
327 Oxford Road (next to Krobar) 0161 275 4959  
[www.internationalsociety.org.uk](http://www.internationalsociety.org.uk)  
Open: Monday-Friday 9.30am - 5pm



# Burlington Society

The Society of Mature Students and Postgraduates in the Universities of Greater Manchester

Burlington Rooms, Schunck Building,  
Burlington Street (next to JRUL)  
0161 275 2392 [www.burlington.man.ac.uk](http://www.burlington.man.ac.uk)

# Contact Theatre

*Fri 19 – Sat 20 Aug*  
Contact Young Actors Company present  
**TRANSFORMATIONS**  
Directed by the People Show

**Contact Theatre,** Oxford Road, Manchester  
Tickets/Info: 0161 274 0600  
For information on other events please visit our website [www.contact-theatre.org](http://www.contact-theatre.org)  
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Contact Theatre





# What's On



## Manchester Museum

*New Exhibition until 29 August*

### **Science Beyond Words**

#### **Visions of Science Exhibition**

This extraordinary set of winning images covers a wide range of scientific disciplines, from medicine and the science of metals, to nanotechnology and natural history.

*Mondays 1, 8, 15 & 22 August, 1.30-3.30pm*

#### **Brilliant Bugs!**

Study the Museum's collections and design your own fantastic insects with artist Tony Hall.

*Tuesdays 2, 9, 16, 23 & 30 August, 2.00-3.30pm*  
**FREE**

#### **Meet the Curator**

Find out more about the work done by our curators and view objects from the Museum's collections.

*Wednesdays 3, 10, 17, 24, 31 August, 1.30-3.30pm*

#### **Body Blitz**

Discover more about how your body works and create your own piece of artwork.

*Wednesdays 3 & 17 August, 2.00pm* **FREE**

#### **Tour the Store**

Take a look behind the scenes at the Museum's rocks and minerals, with Mineralogist David Green. Booking is essential as numbers are limited.

*Thursdays 4, 11 August, 1.30-3.30pm*

#### **Magnificent Mammals**

A family art and craft activity inspired by our Mammals gallery.

*Fridays 5 & 12 August, 11.00am-4.00pm*

#### **Blooming Botany**

Create your own fantasy garden in this art and craft session.

*Saturday 6 August, 1.30-3.30pm*

#### **Fantasy Fossils**

Create your own fossil designs inspired by the Museum's Prehistoric Life Gallery.

*Saturday 13 August, 1.00-4.00pm* **FREE**

#### **Freaky Fruits and Matching Plants**

Discover the strange and unusual fruits from the Museum's botanical collection. Can you tell and match plants to everyday food and drink?

*Thursdays 18, 25 August, 1.30-3.30pm* **FREE**

#### **Meet the Mammals**

Learn more about animals with Zoologist, Henry McGhie, in this hands-on 'young curator' workshop.

*Fridays 19, 26 August, 1.30-3.30pm*

#### **Sunny Sunflowers**

Find out all about sunflowers and create your own piece of artwork to take away.

*Saturday 20 August, 1.00-4.00pm*

#### **Pacific Explorers**

Ever wondered what goes on behind the scenes at the Museum? How do we keep track of all our objects and specimens? Come and see the work of the documentation team as they catalogue our Pacific collections. Contribute your own thoughts on a range of objects and become part of the team for a day. **FREE**

*Saturday 27 & Monday 29 August, All day*

#### **Museum Explorer**

Explore the world in the Museum with a range of activity backpacks and trails. **FREE**

*Thursday 25 August, 6.30-8.00pm*

#### **Things are Queer**

A talk exploring the different interpretations of objects from boats, to bows, to bones, drawing explicitly on 'Queer Theory'. Part of the Manchester Pride celebrations. **FREE**

*Saturday 27 August 2.30pm/Sunday 28 August 1.30pm* **FREE**

#### **The Grand Tour**

Join Graeme Pye, our 'Victorian gentleman' guide, on this special tour of the Museum.

All drop-in events cost £1 per child, unless otherwise stated. For group bookings please call 0161 275 2648. Children must be accompanied by an adult.

**Manchester Museum** Oxford Rd, Manchester 0161 275 2630, [www.museum.man.ac.uk](http://www.museum.man.ac.uk)

Open: Mon-Sat 10 - 5pm; Sun 11 - 4 pm. **FREE** Admission. [www.museum.manchester.ac.uk](http://www.museum.manchester.ac.uk)

# Notice Board

## Wood Street Mission Lottery

The winner of the Wood Street Mission Lottery for May was Carol West, from the School of Materials in the Faculty of Engineering and Physical Sciences. The winning number was 132.  
June's winner was Ms J Wilding of the School of Mechanical, Aerospace and Civil Engineering, Faculty of Engineering and Physical Sciences. The winning number was 200.  
The winner for July was Alison Holt of the Directorate of Finance. The winning number was 130.

## Manchester University Press

Manchester University Press is looking for authors to contribute to a new series it is launching focusing on Medieval Literature. The first title 'Language and imagination in the Gawain poems' by Senior Lecturer in English and Language Dr John Anderson, was launched recently at an event in Humanities Lime Grove.  
The series, edited by Dr Anderson and Dr Gail Ashton from English and American Studies, embraces medieval writings of many kinds. It is important that the works are written in an accessible, 'jargon-free' style to appeal to a wide range of readers. For more info please contact [jj.anderson@manchester.ac.uk](mailto:jj.anderson@manchester.ac.uk).

## What does it take to build a successful University spin-out company?

That was the subject of a Venture Capital Master-classes organised by the Manchester Technology Fund (MTF, the University's in-house venture fund) and UMIP earlier this summer. The next event aimed at academics in the Faculty of Life Sciences takes place on 4 October - to find out more contact Richard Young on [ry@mantechfund.com](mailto:ry@mantechfund.com)

## Second Annual Lecture of the Society for Latin American Studies

Thursday 7 October

The Centre for Latin American Cultural Studies

Second Annual Lecture of the Society for Latin American Studies  
"20 Years of Neoliberalism: Where does Latin America go from here?"  
Duncan Green (Head of Research at Oxfam), 5pm, Crawford House Lecture Theatre 2.

## Interdisciplinary One Day Conference

'Universities in the Neo-Liberal World: Possible Futures'

Wednesday 9 November 2005, 10am - 1730pm

President Prof Alan Gilbert, distinguished scholars, and policy makers, will explore and debate possible futures and alternatives for Higher Education by situating universities within the contemporary world. For further details please visit our website: [www.socialsciences.man.ac.uk/socialanthropology/events/possiblefutures/unlw.htm](http://www.socialsciences.man.ac.uk/socialanthropology/events/possiblefutures/unlw.htm)

## Note: National Fluoride Information Centre

The 23 May issue of UniLife included an article entitled 'First for Fluoride', announcing the establishment of an independent fluoride information centre at the University. The article referred to the health benefits many attribute to the addition of fluoride to the water supply, but did not acknowledge that others are concerned about the practice of medicating the population without their active consent.

## Manchester 2015

Following the completion of the first planning and accountability cycle a number of changes have been made to the University's strategic plan and the 2005/06 edition of the Manchester 2015 Agenda is now available on the web at [www.manchester.ac.uk/aboutus/](http://www.manchester.ac.uk/aboutus/). To complement this a companion document which provides further detail of the Planning and Accountability Cycle, and in particular the Operational Performance Reviews of the Faculties and the Central Administration which are to be carried out each October has also been produced, and this can be found at [www.manchester.ac.uk/aboutus/](http://www.manchester.ac.uk/aboutus/)

chancellors@man.ac.uk, [www.chancellorshotel.co.uk](http://www.chancellorshotel.co.uk)', and a note: 'New and available: The special rate applies only to bookings of no more than 100 per night and is subject to change without notice.' At the bottom, there are three small images: a modern building at night, a large white building with a red roof, and a person sitting on a sofa in a room."/>

www.meeting.co.uk'. At the bottom, there are three small images: a large building with a red roof, a large building with a blue roof, and a large building with a red roof."/&gt;

# Classifieds

## House for Sale

**Victoria Park.** Spac 4 bedrm Edwardian semi-det hse. Well maintained, with pretty gdn in quiet leafy rd. Only 1 mile from Uni Campus. £240,000. 0161-225 5759.

**Stalybridge.** Lovely lrg 3 bedrm semi-det with character. Beautiful views over countryside. New kit. Wooden flrs throughout. Exc area. £225,000. 0161-282 0242 or 07733 107 893.

**Reddish/Stockport area.** 3 bedrm end terr town hse built 1978. Recent complete makeover. UPVC, GCH, gdn to rear. Off-rd parking. Lrg entrance hall, lrg storage areas upstairs & down. Cavity wall insulation & loft insulation. £125,000. 08715 550 663 or email: tkcyog@hotmail.co.uk

## Accommodation to Let

**Withington.** Short term solution. 1 rm + box rm to let for 2 mnths from Sept. Rent neg. 0161-434 6139.

**Bramhall/Cheadle Hulme.** F/F 2 bed Bungalow, GCH, newly dec throughout. New Combi boiler, microwave, auto washer etc. Very comfortable & cosy. Small pleasant gdn f & r. Parking for 2/3 cars. Extremely sought after loc. Close to bus/train to Stockport/M/cr. Prof staff only. 0161-485 3112.

**Victoria Park.** Spac f/f luxury 2 bed apart. Walking distance to Univ. Open plan liv rm, laminate flrs throughtout. French windows onto grounds, parking, w/dryer, d/washer ch. £650pcm. 0161-256 1173.

**Spac 2 bed f/f s/c 1st flr flat** in quiet safe residential area close to public transport. Suit staff or pg. £525pcm inc water rates. 0161-431 4897 or email: voirrey@ntlworld.com

**Thornton Rd, Fallowfield.** Superb, furn 2 bed terr hse. Tastefully dec, polished flrs, new kit & bathrm. GCH. Suit non-smoking prof couple. £580pm. 07971 996 379.

**Hulme.** 1 dble bedrm avail in prof hse share. 10 mins walk from campus. £260pcm inc of bills. 07932 631 110 or email: rajinder.dudrah@manchester.ac.uk

**East Didsbury, Parrswood Court.** Exc 1 bedrm, f/f 3rd flr apart. Lrg lng with din area, gd size dble bedrm with spac fitted wardrobes. Storage heaters, w/machine, shwr, bath & off-rd parking. Exc loc close to local amenities & public transport. Viewing recommend. £495pcm. 0161-445 700.

**Wilmslow.** Attract superior 2 dble bed mews property. Single garage, award winning communal front gdn. Private rear patio. Avail end Sept. £625. 0161-980 7766.

**Didsbury.** Rm avail from Sept. Shared kit, bathrm. Quiet loc, suit female pg or staff. £58pw inc heating & lighting. 0161-445 0361.

**Fallowfield.** Dble bedrm avail immed within beautiful modern top flr 2 bedrm apart very nr to the uni campus. Built just under 2 yrs ago, the flar is bright & airy, with laminate flooring throughout & is f/f inc oven/hob, f/freezer, microwave, w/machine/dryer & tv/video. Would suit academic, visiting prof or lecturer. £400pm. 07970 178 885.

**Salford.** 2 rms in shared hse. On new tramline, 10 mins from Salford Uni. Shared bathrm, kit & lng. Alarm, f/f, tel line. £45pw. 2 mnths dep reqd & references. Email: sam@theorangehouse.net

## Holiday Accommodation

**Puerto del Carmen, Lanzarote.** Lrg stylish apart. Sleeps up to 5. Both dble bedrms ensuite. Balcony overlooks beach & sea. From £245pw. Special prices for families. www.casapalmeras.co.uk

**Tuscany holiday cottage to let.** Superb setting near mountains. Lrg gdn, air conditioning. Florence, Siena, Arezzo easily accessible. Ideal for walking, sight-seeing, museums, restaurants, wine tasting, swimming & much more. 0208 699 8883. Details and photos on website: <http://freespace.virgin.net/gp.ck/> Email: gp.ck@virgin.net

**Andalucia-Gaucin.** Beautiful white village, uniquely designed villa, built as 3 apart & 2 cottages with central courtyard & pool. Sleeps 2-13. Breathtaking views to Gib & N Africa. 07801 341 856 or [www.thespanishvilla.com](http://www.thespanishvilla.com)

**Great comfortable farmhouse holiday in S Brittany.** Spac, attractive, comfortable, peaceful. Sleeps up to 8. Visit [www.tyjaouen.com](http://www.tyjaouen.com) or phone +33 2 98 59 48 83 or +33 2 98 59 45 88

**Bellapais, Northern Cyprus.** Abbey House Cottage is a unique hse close to the Abbey. Just renovated, air conditioning, shady secluded gdn, beautiful terrace. Sleeps 2. Want to finish that paper, book, thesis or just chill out? This is an ideal spot. £200pw. 0161-439 2088.

**Montes de Malaga, Andalucia.** Single storey det cottage with swimming pool in tranquil mountainside loc with panoramic views. Sleeps 4 adults comfort in dble & twin bedded rms, 40 mins from Malaga airport. Loc is ideal for those who love peace & quiet & natural world. The Montes de Malaga Natural Park is just over the ridge. 0161-200 4317, email: jimfdstott@yahoo.co.uk or [www.cortijomaranon.com](http://www.cortijomaranon.com)

**N Yorks Moors.** "Waterfront" C17th fisherman's cottage. Staithes fishing village. Outstanding loc, relaxing breaks avail for Uni staff. Visit [www.northside-cottage.co.uk](http://www.northside-cottage.co.uk)

## Car for Sale

**1995 (N) Peugeot 306** 1.9 turbo disel. 3 dr hatchback. Fantastic cond, full sports interior & extras. 90k miles. MOT & Tax till Sept. Well maintained, very reliable. £1,500 ono. 07834 883 255.

**Mercedes A160** Elegance Tip Auto 99 T, 27k miles. MOT, FMBSH, as new cond. Sunroof, A/C. CD, heated seats, alloys, elect windows X 4. Elect-retractable mirrors, recent tyres. M/Erc baby seat if reqd. £4,700 ovno. 07813 515 762.

**VW Golf 1.9** 115 TDI SE EST 2001 Y. 6 speed cruise contral, Leather heated seats. 10 stack cd. CC/AC, TC, ABS. 56k miles. FSH. MOT, exc cond. £7,500. 07813 515 762.

**Rover 216** si Red P Reg 1997. 65k miles. Tax Dec 05. PAS, elect windows, sunroof, drivers airbag. VGC. £1,900. 0161-223 5668 or 07734 251 086.

**Classic SAAB 900si**, K Reg. 3 dr hatchback. Exc cond. 130k miles. FSH avail. MOT Dec. Stereo, pwr windows, sunroof, trailer hook. Lrg carrying capacity. £1,400. 0161-374 9360 or email: [alastair.moore@manchester.ac.uk](mailto:alastair.moore@manchester.ac.uk)

**1997 VW Passat TDi.** 12 mnths MOT, 6 mnths TAX. Very economical, diesel engine. £2,900 ono. 01257 241 381.

## Misc Sales

**2 acrylic newspaper display stands.** 40cm wide x 30cm deep x 90cm high. Avail free to anyone who will collect. (27)52113.

**Rucksack. Berghaus Voyager 45.** As new, slim fit. Navy/purple. £40 ono. 0161-445 1647.

**3 HP LaserJet print cartridges**, boxed, as new. 2 15A series @ £15 each. 1 6A series @ £10. Buyer collects from Sackville St Bldg. (27)65840 or email: [janet.swade@manchester.ac.uk](mailto:janet.swade@manchester.ac.uk)

**Sofabed unfolds into dble bed.** Natural coloured fabric. Hardly used. £99 ono. Reddish/Stockport area. 07815 550 663 or email: tkcyog@hotmail.co.uk

**New dble mattress 4'6".** Buyer to collect. £40. 0161-442 6384 or 07792 236 698.

**Childrens single bed.** Mothercare, pine 75cm x 190cm, with mattress. Both ex cond. Only 1 yr old. £50 ono. (27)52359.

**Futon Base lovely wood**, dble bed size. Exc cond. Prestwich area. 07751 723 255 or email: meriel.barham@manchester.ac.uk

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**Would you like to sing in a grade one listed church?** St George's Stockport is looking to recruit new members into its Choir. To recruit Sopranos, Tenors & Basses. David Scott-Thomas 07966 232961 or Rector Alan Bell on 0161-456 0918.

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**Ian Hancock**, BDS, Dental Surgeon, 180 Oxford Road (nr Manchester Museum). Courtesy, quality, safety. Same day attention for genuine emergencies. 0161-273 8484.

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**Counselling/Psychotherapy with Chartered Psychologist**, UKCP accredited NLP Psychotherapist and qualified Life Coach with 20 years' consultancy experience. Psychometric Assessment available. 0161-865 3193 or email: fukkina@onetel.com

**Psychotherapy/Counselling** avail for individuals & couples experiencing emotional difficulties with: relationships, low self esteem, anxiety, loss, low feelings, childhood traumas sexuality. Member of the ITA/MIP. Chorlton & Levenshulme. 0161-224 1634.

**Therapeutic massage** - reduce stress & tension & feel good with regular massage from an experienced practitioner. For more information/booking contact Josanne Cowell DTM 0161-224 1634.

**Corgi Registered Kit Fitter**. Need a new kit or want one fitted. Fully qualified fitter avail to undertake work at very competitive rates, estimates given. Also able to fit & supply bathrms & bedrms. All work undertaken, no matter how big or small. 07970 481 033.

**Typing service**. Have your dissertations, CVs, course papers typed professionally by a fully qualified typist at a very competitive rate. All work undertaken no matter how big or small. 01706 226 402 or email: r.worthington@virgin.net



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## Just The Job

# Andrew Yates

Head of the Directorate of Sport, Trading and Residential Services (STARS)



**Andrew Yates, Head of the Directorate of Sport, Trading and Residential Services (STARS), was born in Kendal and studied Economics and American studies at Keele University. Having joined the Ford Motor Company in 1972, he felt a strong urge to contribute something to the community via his work and joined the University of Essex in 1976 as Conference Manager.**

"Like many people, it's hard to describe a typical day but it always starts with me reading the papers on the 7.20 from Marple," he says. "I arrive in the office about half an hour later and start tackling e-mails."

After a spot of dictation, Andrew's meetings usually start at 9.00; he meets all the senior managers within STARS on a one to one basis at least monthly and his Senior Management Team (SMT) weekly. "The weekly meeting is really important, particularly for breaking down barriers between one area and another," he says.

After that, the day may bring any number of varied challenges. "In the last few days I've postponed a £1.4m project, secured funding for audio visual improvements in the new SCAN building, directed architects to redesign the facade of a new accommodation building, renegotiated a lease saving £60 000 a year, held four one to one meetings and determined an approach to 2005/6's strategic objectives and KPIs," he says. Not surprising then that his journey home often involves more "gazing out of the window with a glazed look" than reading!

Andrew's results are certainly testimony to his hard work. At UMIST he moved the University from being a non-player to third in the country for conference business, along the way creating the

Manchester Conference Centre and making UMIST the first University to offer accommodation fully wired for Ethernet.

"My role is really to provide the conditions which enable my SMT team to succeed, and develop and direct strategies with them to realise the University's 2015 ambitions," he explains. "It's vital to empower and engage staff to achieve this, and there's still plenty of work to be done."

"I like to think I help and support rather than interfere, but I tend to have strong views so my team might disagree. But they're always free to argue back, and do!"

Andrew finds developing strategy for STARS very exciting, as the culture encourages a free-flow between people buzzing with ideas.

"It's the delivery that's the hard bit!" he says. "Sometimes it's necessary to get back to grass roots to really understand the issues and I have been known to clean student kitchens - it certainly taught me what a great job our cleaners do in a demanding environment!"

After a busy week Andrew treats weekends as sacrosanct, leaving for his caravan on Anglesey on a Friday night so that he can be fishing in his boat by Saturday morning. "I also like walking and sailing," he says, "but my preference is always to have a fishing rod in my hand."

After successfully building up the business he moved to UMIST in 1978 as its Conference Organiser, where his responsibilities soon grew to include catering and halls of residence. Andrew's remit now covers the Directorate of Sport, around 9000 student rooms, student pastoral care, catering services, three conference centres (Days Hotel/Manchester Conference Centre, Chancellors and Staff House Sackville Street) and sales and marketing activities. He also oversees internal communications within the Directorate, and contributes a personal letter to the STARS newsletter each month.

UniLife will return in a new format at the beginning of the new academic year. In the meantime please send story ideas, events and adverts to the following:

## News Contact

### News and story ideas

Rachael McGraw (Mon-Weds)  
Jo Nightingale (Weds pm - Fri)

Telephone 0161 275 2112

Email [uninews@manchester.ac.uk](mailto:uninews@manchester.ac.uk)

## Events Contact

### Events and listings information

Philippa Adshead

Telephone 0161 275 2922

Email [unievents@manchester.ac.uk](mailto:unievents@manchester.ac.uk)

## Adverts Contact

### Ads and distribution queries

Lorraine Harrop

Telephone 0161 275 2113

Email [uniads@manchester.ac.uk](mailto:uniads@manchester.ac.uk)