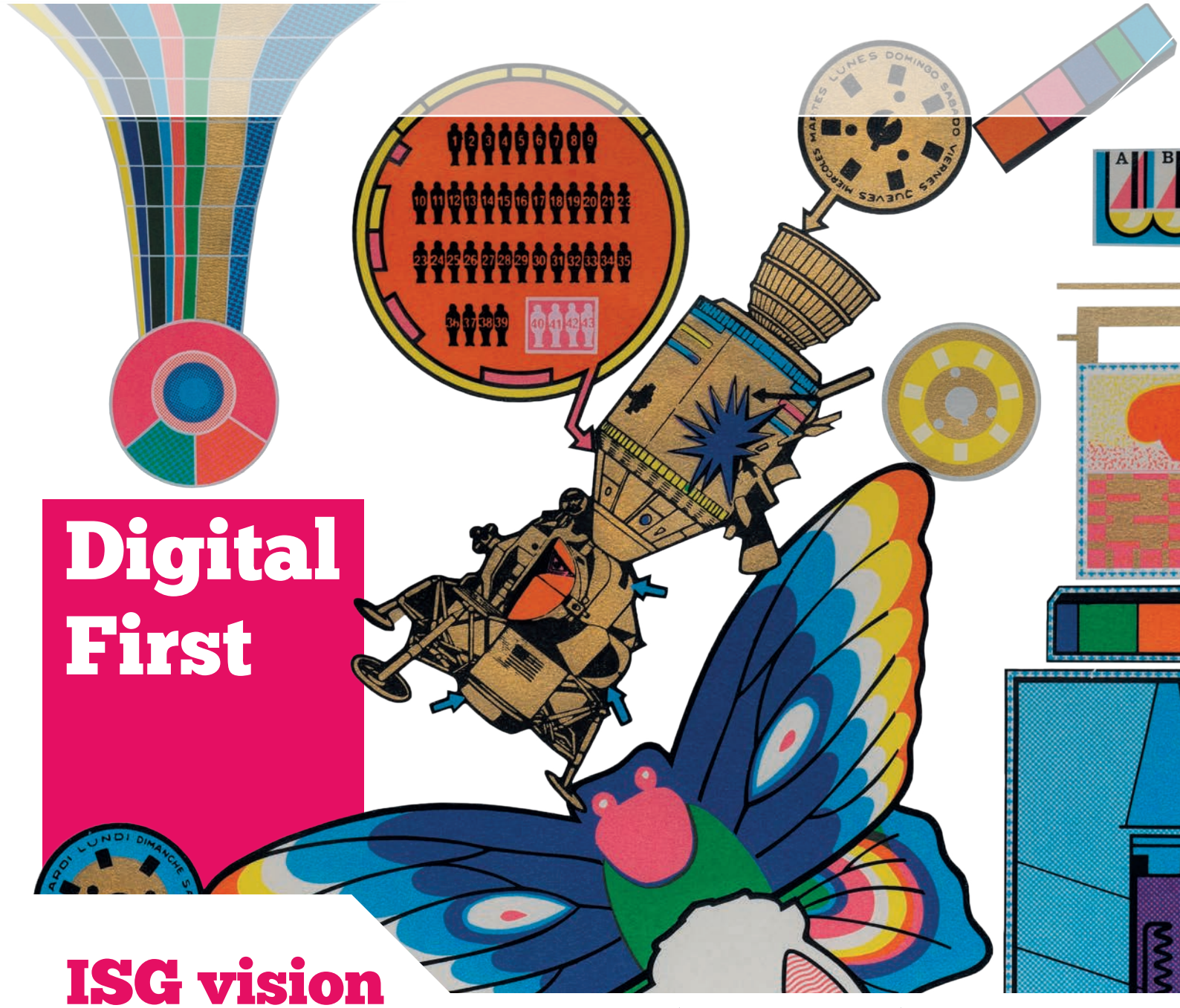
THE UNIVERSITY of EDINBURGH

# BITS
MAGAZINE

Issue 15, Summer 2016

Sharing news and stories across Information Services Group and the University



# Digital First

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**SUBMISSION DETAILS**

If you would like to submit an article, or tell us about some news, please email: **BITS@ed.ac.uk**

The deadline for submissions for the next issue of **BITS** is **23 September 2016**.

To keep up to date with IS news: **www.ed.ac.uk/is/news**

FSC LOGO

# Editorial

Change is constant in the technology industry, and Information Services Group is at the forefront of a programme of change management larger than we have ever experienced before. In this issue of BITS magazine our University CIO Gavin McLachlan outlines his vision for ISG in 2020, and our Change Programme Manager, Ros Wilson, is featured in our 60 second interview.

I am delighted that this issue of BITS also features updates on a range of this year's innovation projects and mobile apps, including Library Mapping, Minecraft for learning and LGBT awareness in the curriculum.

We welcome new staff who have joined our teams and celebrate the success of those achieving awards, recognition and new qualifications. Continual professional development is key to success in ISG and colleagues are supported to keep their skills and knowledge up-to-date by engaging with learning opportunities and professional networks.
As we head into the new academic year we will be rolling out new support for digital skills development for all, new packages, new services and new tools to make your websites and systems more usable and accessible. We particularly welcome our student interns. ISG is leading the way in ensuring that students can find paid work within the University alongside their studies, and we are benefiting immediately from their insights and talent.

Alongside our regular features about exhibitions and events I can also recommend to readers the contributions from ISG staff to the various Edinburgh festivals. We'd love to hear your reviews.

**Melissa Highton**
Director of Learning, Teaching and Web

ISG news

## **Principal's Medal for** MOOCs team

Amy Woodgate and the MOOCs Team received the Principal's Exceptional Service medal, which celebrates the achievements and dedication of the University's community members.
The Team received the award in recognition of their major contribution in establishing the University's internationally leading reputation for delivering MOOCs, doing this with great agility in building excellent relationships internally with the academics delivering MOOC content, and externally with MOOC providers and the professional digital education community.

## **New** Communications Infrastructure Section Manager

Dave Graham has joined the University as head of the Communications Infrastructure Section.

**Dave Graham:**

The University network is critical to almost all services that the University operates and that reliance will only grow with an increase in online distance learning, the uptake of Internet of Things and a general increase in the number of devices and volume of traffic.

Joining ISG at a time of significant investment in infrastructure is really exciting for me as it allows me to understand the current challenges and ensure that the future network design is flexible and dynamic to support current and future needs, as well as being reliable and resilient to ensure the highest levels of availability. After only two weeks in post I'm realising the scale of the challenge ahead but also the benefits to be gained!

## Looking for **Lynda?**

lynda.com

**Jenni Houston**

Lynda.com is an online video resource featuring almost 5,000 courses. The service is now available to the university's staff and students, providing access to an extensive library of courses in technology, digital, creative and business skills.

You can use it in in many ways to develop your skills, support teaching, assist in software rollouts, enhance your training provision and contribute to the organisation's digital transformation by developing digital skills and culture.

Within ISG, our goal is for every member of staff to soon have an agreed digital skills training and development plan, and by 2020 we aim for the uptake of digital skills training in other schools and planning units to be at 75%. Lynda.com will be a key resource in developing these skills.

The full launch in September will additionally offer visitor access, integration with Learn and Moodle, engagement events and increased support.

Get started and try it out now at **www.ed.ac.uk/is/lynda**

## **Data Management Action** Planning

**Lorna Brown**

Following a recent visit from colleagues, the University of California Curation Centre (UC3) and the Digital Curation Centre in ISG started a closer partnership to co-develop a single Data Management Planning platform. During the visit we agreed on new features to be included in our joint codebase and an action plan for adding these. To find out more, see the DCC blog:

**http://www.dcc.ac.uk/blog**

# A vision of ISG by 2020

**Gavin McLachlan**

Over the next four years, ISG will focus on a number of activities and initiatives dealing with partnerships, security, services and digital first.

## Argyle House

Approximately 2/3 of our staff will be located in Argyle House, working in an innovative and collaborative space. Our staff group will no longer be 100% core staff. We will have extended our use of contractors so at least 1 in 10 will be non-staff. The push for at least 400 students working in ISG per annum will have been achieved by 2020, and this will have improved student satisfaction, innovation, student employability and our working relationship with the student body.

## Digital First

We will be progressing towards a digital first University, driving to make all processes and new records or information 'born digital'.

ISG are currently pioneering paper-free administrative processes for the rest of the University in two key areas: human resources and expenses. The Finance Department are in the process of an active rollout of an e-expenses system that accepts electronic receipts, and ISG HR are digitising personnel files.

By 2020, 90% of all courses will be using a centrally supported VLE. We will have implemented digital processes for feedback and assessment; student analytics will be pervasive; and data analytics will be used in decision making across the University.

Digital Research support will be coherent, delivered by a coalition of partners across the University, with our research community of staff and students having easy access to a wide range of digital services that support every stage of the research journey from concept to impact. Through clear services costing and well-understood processes, a culture of cost recovery will be embedded across the research community and direct service income will be significantly underpinning the revenue required to deliver these services. Our services will attract industrial partnerships, joint ventures and large research collaborations, recognised for their scale and breadth, and trusted by our commercial partners to hold their sensitive data. We will be working to a clear and agreed Digital Research Services and Research Data Strategy that is integrated into the overall University Research Strategy.

## Information Security

Information protection will be pervasive with widespread awareness of information security responsibilities and requirements. Best practice will be implemented across both student and staff communities, and our Information Security Accreditation on core services and systems underlines our role as a trusted partner for NHS, industry and translational partners.

## Change Programme

Underpinning these strategies is the ISG Change Programme. In the future ISG will be organised from a service perspective with a strong service-based culture. There will be a complete and detailed service catalogue with Service Owners and Service Operations Managers accountable for each service. Services will be measured against agreed KPIs and targets. A continuous programme of reinvestment within IT will be fully implemented using the concepts of Bimodal IT and 'shift left'. There will be an agreed annual target for the internal re-prioritisation of revenue and posts, which will extend to IT in the Colleges and Schools. This summer's Engaging with Change workshops, focusing on the change process and different reactions to change, will help ISG staff navigate effectively through the Change Programme.

## Library

The Main Library will provide vibrant, attractive accommodation at the heart of the campus, where students will find the variety of comfortable and secure spaces they need to support their studies. Four hundred new spaces will have been created where learners and researchers can interact easily with library and museum collections through exhibitions and the use of new technologies. We aim to ensure that the NSS score for Library will be at least 95%.

We will be mid-way through creating a second large library, student study and collaboration complex on the central campus. Investment in the King's Buildings and Holyrood campuses will have delivered more, higher quality library space to meet the growing demands of students.

As a result of the programme to digitise and catalogue the University's unique collections, at least 15% of the Library and Museum Collections unique material will have been digitised. Demand for access to items in the collections will have doubled, and more items will be loaned to exhibitions in global institutions, increasing awareness of the University of Edinburgh as a major research leader. The Library conservation studio will support an enhanced student placement scheme delivering training and research into new conservation techniques for 6 students. Library fund raising will have increased by 400% over the 2015-16 figure.

All essential resources on reading lists will be available from the Library, and student satisfaction with the Library Service will increase. The Library will have supported the publication of an initial batch of ten monographs and will increase the number of OA journals supported to 20, allowing high quality Edinburgh academic research to be made freely available to the wider world.

# Digital upgrades

## Load balancers

**Graeme Wood**

In order to better distribute user sessions across multiple servers to provide scalability and high availability of many of our services, Enterprise Services have recently procured replacement load balancer (Application Delivery Controllers) to replace our existing Citrix Netscalers. SoftCat were chosen as a supplier of new Citrix Netscalers, which we hope to introduce into service in August.

## Office 2016

**Graham Newton, Neil Bruce**

Office 2016 is now available on student-facing computers and for staff using the supported Apple Mac desktop. Mass migration to this version of Office on the supported Windows desktop for staff will be included as part of the Windows 10 desktop due for release Q4 of this year and gradually rolled out to the university during 2017.

If you would like to use Office 2016 on your supported Windows PC now, it is available to download from the Application Catalogue. For personal or self-managed devices (Windows, Mac, iOS or Android), you can download via your Office365 portal.

## Wireless authentication

**Graeme Wood**

As part of an effort to simplify our authentication services, Enterprise Services and CIS have reviewed how people authenticate to use the wireless network. We will be removing the requirement for people to register a separate password for this in future and will be switching to using Active Directory as the means to authenticate. Existing users will be contacted to explain how to switch to using their existing **uun@ed.ac.uk** username and AD password.

## Shibboleth

**Graeme Wood**

Shibboleth Identity Provider systems are to be upgraded this summer. The IdPs provide the underlying authorisation service that grant access to online electronic resource including journals and services like Digimap. There should be no impact to the service and this upgrade will ensure we are running the most up-to-date software.

## **Data Mining** Historic Newspapers

**Stuart Lewis**

The UK government has recently introduced a copyright exception allowing researchers to copy any copyright material they have the right to read for the purpose of computational analysis. This means that the thousands of electronic journals and online sources that the University of Edinburgh subscribe to are now potential sources for text and data mining (TDM).

Moreover, we have purchased a large number of historic newspapers from Gale Cengage, and are working with the Language Technology Group in the School of Informatics to explore the ways in which this information can be extracted and mined.

Feel free to get in touch for more information:
**Stuart.Lewis@ed.ac.uk**

## **Software Development** Community of Practice

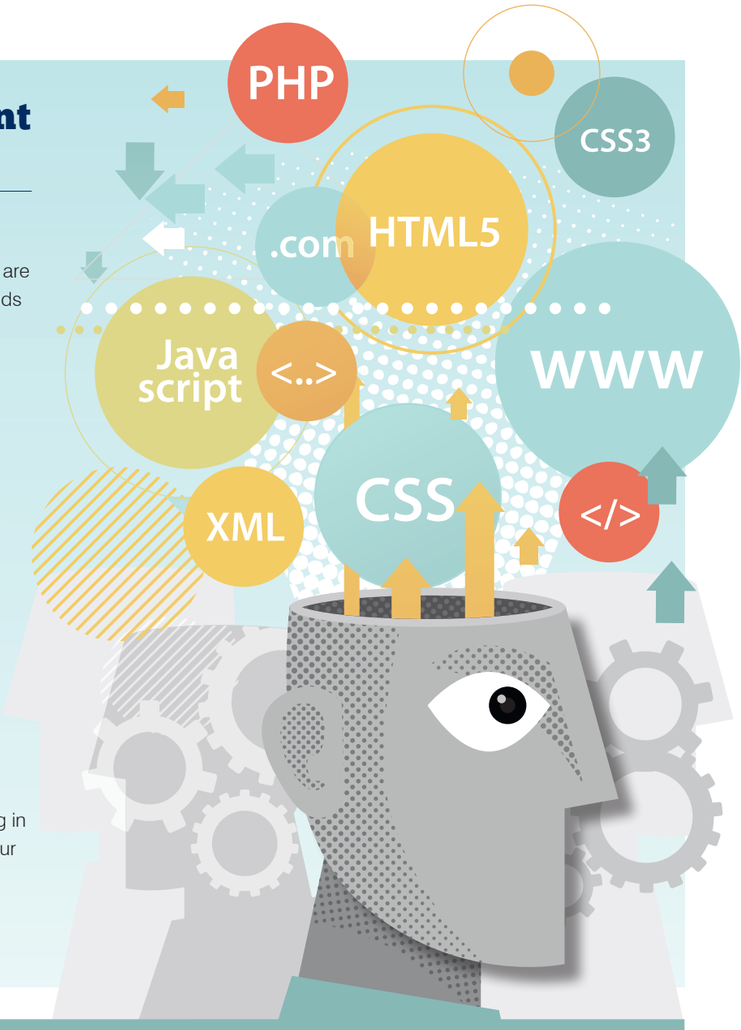
**Iain Fiddes**

Software Development is something many of us are interested in or practicing directly, and this extends right across our organisation. A Community of Practice is growing for like-minded people to be able to network and develop the software development domain here at Edinburgh.

The goals of the Community are simple:

- To connect people and to create networks
- To focus on the specific domain of Software Development
- To create the right conditions for dialogue
- To stimulate learning
- To generate, capture and share knowledge
- Introduce collaborative processes
- Deliver tangible results

We intend to achieve this by holding regular events which might comprise of conferences, hackdays, symposia and other opportunities for participants to engage with other people working in the same area of interest. So why not join in at our slack channel **https://uoe-sw-dev.slack.com** and by subscribing to our mailing list **sw-dev-community@mlist.is.ed.ac.uk**




## Delivering **IT Services 24/7**

**Stefan Kaempf**

Delivering true 24/7 IT Services requires end user, service and technical support have 24/7 capabilities. To achieve this, over the last few years we have implemented the following:

**Extended Helpdesk:** Opening times for first line support desks have been extended. The NORMAN service has been introduced to cover the remaining out-of-hours periods.

**Resilient Services:** Resiliency has been implemented for most priority services, meaning that infrastructure or component failures will not affect the service to end users. The move to both resilient services and capabilities is an ongoing process, with the goal to make all priority services fully resilient.

24/7

**Real time monitoring:** All priority services are monitored 24/7 in real time; in case of failures, support staff are alerted. Real time monitoring ensures staff can resolve any issues before users experience outage, and it provides crucial information about services availability patterns.

**Availability and reliability KPIs:** 24/7-based targets and KPIs for availability and reliability have been set for all priority services, ensuring services with poor availability can be reviewed and improved. Details can be found at:

**http://reports.is.ed.ac.uk/alerts/reports/**

## Lunch and **learning**

**Kevin Brogan**

IS Applications Division run a programme of Lunchtime Seminars to update colleagues and share information on the work we do and services we provide.

Aligned to our 'Services for excellence. Your partner for change' strapline, previous sessions have included updates on project and development activity, piloting major business change, demos of new services and previews of presentations made by our staff at worldwide conferences.

The sessions are open to all, so join us for a quick bite, some networking and the chance to listen to and question our presenters. The session outlines and dates for the remainder of 2016 plus presentation slides from each seminar are published on our wiki:

**http://edin.ac/21Kenph**

**Services for excellence.**

**Your partner for change.**

## Hugh Robson Building- **Student Open Access Areas**

**Lesley Greer**

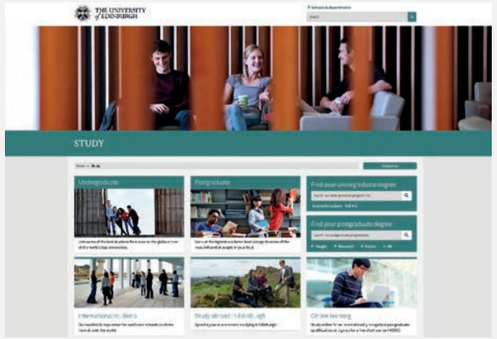
This summer the student open access labs in the Hugh Robson Building are being refurbished. Use of different colours and a forest feature wall will bring a better, more open feel. This work is a collaboration with Learning Spaces Technology (LTW), ISG Facilities and Estates as part of the ongoing commitment to provide high quality learning spaces for our students.

## **New** EdWeb features

**Bruce Darby**

In response to our community survey, we are working in partnership with Colleges and support groups to finalise the prioritisation of future functionality for EdWeb. Current work brings a number of new options to EdWeb with a call to action button enabling editors to highlight specific actions, as well as additional flexible homepage layouts.

We're continuing blending projects and funded work but also exploring an exciting new community development approach. Our first 'code sprint' was in July, which brought together developers from around the University for a day to work on various enhancements.




## **EdGEL:** a digital design framework to rule them all

**Stratos Filalithis**

The University is now closer to providing a streamlined digital experience through its online services by the provision of the Edinburgh Global Experience Language (EdGEL).

The aim is to provide a simple, user-friendly, accessible and pleasant framework to fulfil any digital design requirement, from websites to other web-based services or systems.

The EdGEL website, **http://gel.ed.ac.uk**, provides guidelines, best practice documentation, design elements, live code examples, as well as support channels information.

## **A First for** Book History and Material Culture

**Joseph Marshall**

The University's MSc in Book History and Material Culture has been accredited by CILIP (Chartered Institute of Library and Information Professionals). This is the first course of its kind to be accredited by CILIP for its vocational content and the only accredited course based in Edinburgh.

The course is based in the Centre for the History of the Book, but the second semester is taught by Centre for Research Collections (CRC) staff in the Main Library.

In the 'Working with Collections' module, students are given an introduction to areas of professional practice including conservation, collection development, metadata and digitisation. Many of the students also volunteer with the CRC and go on to careers in the information management or cultural heritage professions.

## **Certified Information Systems Security** Professional

**Garry Scobie**

Garry Scobie was recently awarded the Certified Information Systems Security Professional (CISSP) qualification. It is an independent information security certification governed by the International Information System Security Certification Consortium, also known as (ISC)².

This is a vendor-neutral 250 question six-hour exam requiring an 80% pass mark. It covers a range of security topics divided into eight domains and is a globally recognized certification in the field of IT security.

## Sharing records helps **Research Data Discovery**

**Stuart Macdonald**

The Jisc-funded UKRDDS Project is piloting a national Research Data Discovery Service facilitating access to research data held across UK academic institutions. The University of Edinburgh's role is to support the development of the service by harvesting accurate metadata records for datasets generated locally as part of the research process.

To support this work, ISG has employed six PhD students to engage with university researchers in the process of validating and making metadata records and full datasets available for harvest into the pilot service for future discovery and potential reuse. This involves working closely with researchers to streamline working practices, and assisting in the description and upload of data into the PURE Data Catalogue and Edinburgh DataShare.

## **Research Data Service** (RDS) brochure

**Kerry Miller**

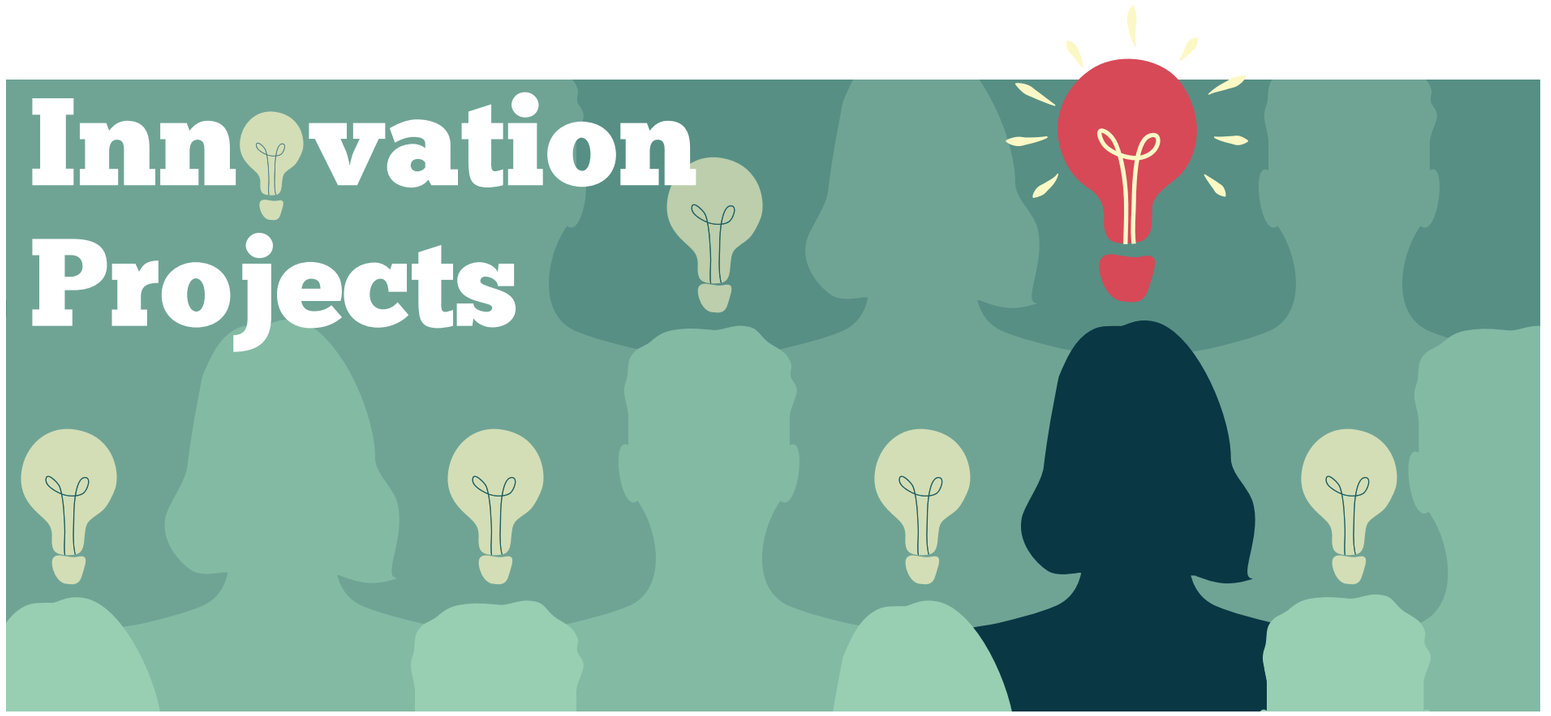
The latest edition of the Research Data Service (RDS) Brochure has been published. Organised according to a simplified data lifecycle, it provides a brief overview of the tools, training and support provided by the RDS. This new edition now includes information on the Data library & Consultancy and on the Subversion version control tool, in addition to updating previous content.

Download an electronic version:
**www.ed.ac.uk/is/research-data-service-guide**
or request copies from:
**kerry.miller@ed.ac.uk**

## **Minecraft** for Learning

**Stuart Nicol**

A new project exploring using Minecraft, the creative block-based computer game, in learning and teaching by Educational Design and Engagement will support the MSc Digital Education team to pilot the mobile version as part of their online distance course, An Introduction to Digital Environments for Learning. Look out for the launch of our new Minecraft website: **www.minecraft.ed.ac.uk**




## **Usability Testing Service** pilot

**Neil Allison**

ISG has piloted a new Usability Testing Service, aiming to promote the value of usability testing within the website and software development processes.

With additional staff and new equipment in place, the service delivered free training and promotional events to staff across the institution with over 80 attending the three promotional events. These were very well received and generated strong interest in the availability of a paid service.

Five funding projects have been undertaken to date, with a further four in various stages of discussion and planning. More details and staff feedback: **http://bit.ly/edweb-usability-2016**

## **Anatomical Museum** Application

**Maurice Franceschi**

A new mobile app featuring a 3D virtual reality tour of the Anatomical Museum is now available. The tour features a couple of dozen selected objects varying from pickled brains in the cellar to Burke's skeleton (of Burke and Hare infamy) in superb, detailed 3D. MVM funded the project, with ISG project-managing and LUMA 3D developing the app.

## Library **Mapping**

**Claire Knowles**

Students often have trouble locating books and other resources in the Main Library. To solve this issue, three student interns in the Digital Development Team built a responsive website enabling users to locate an item by linking the DiscoverEd search results to a pinpoint of the item's shelving range on a map of the Library. Due to changes to increase the number of study spaces within the Main Library, it is crucial that the application can be easily updated to reflect alterations to floorplans. The application enables Librarians to move, delete and add elements to the maps and update shelving ranges.

## **Diversifying the Medical Curriculum** with Open Educational Resources

**Jo Spiller**

Educational Design and Engagement employed six medical students to develop open educational resources aimed at raising awareness of LGBT Health. Their objective was compensating for the neglect of this area of teaching in medical curricula, a shortcoming pointed out by our medical students.

The students researched the literature on LGBT Health and worked with the LGBT Health and Wellbeing centre. Furthermore, they organised 'Healthcare 101', an event for their fellow medical students that included a presentation on their findings and a panel discussion.

The project has led to the inclusion of LGBT Health in the medical undergraduate curriculum from 2016/17 onwards. **http://edin.ac/1s79onS**

## **International Image Interoperability** Framework

**Claire Knowles**

The University of Edinburgh has joined the International Image Interoperability Framework Consortium as a Founding Member. IIIF is being widely adopted by University and National Libraries as a framework for the hosting and sharing of digitised images. Within Library & University Collections we are currently adopting IIIF for the delivery of our digitised rare and unique items. The adoption of IIIF will enable users to compare our images and items with those at other institutions to enable research and enhance learning. IIIF enables items and collections that over time have spread between different institutions to be easily re-united online.

If you would like more information, please contact the Library Digital Development Team: **http://iiif.io/**

## **Celebrating ten years** of support for unique collections at New College Library

**Christine Love-Rodgers**

We're celebrating the immense progress and successes of the past ten years, made possible thanks to a donation of $1,000,000 from Dr Robert Funk (an alumnus of New College) to support and develop Special Collections at New College Library.

The resulting projects enabled a digital transformation of access to New College Library Special Collections. Over 60,000 items are now catalogued online, with hundreds of unique items discovered. Conservation and preservation work was carried out, as well as security improvements and the creation of a dedicated reading room. We were delighted to hold an exhibition 'Given in Good Faith' earlier this year to showcase some of the items identified and catalogued as a result of these projects.

The projects have been a multi-team effort across Information Services Group lasting many years, the benefits of which we're sure will be seen for many years to come.

## **Knowledge Exchange Week**

**Lesley Bryson**

Library and University Collections hosted its first Knowledge Exchange Week this summer. A group of 15 library professionals from across Europe came to spend a week with us to learn about what we do, who we are, our collections and projects.

Around 30 of our own staff members contributed with workshops, presentations and hosting off-site visits, including a behind the scenes tour of the National Library of Scotland and a hard hat tour of St Cecilia's Hall.

To find out more, please visit:
**http://libraryblogs.is.ed.ac.uk/librarykew/**

## New app gets curious about **Edinburgh's scientific heritage**

**Nicola Osborne**

Curious Edinburgh **(http://curiousedinburgh.org/)**, a proof-of-concept app enabling you to explore the history of science in Edinburgh, was released in June as part of Science Studies Unit's 50th Anniversary celebrations.

EDINA, as technical partner, worked closely with the School of Social and Political Science to bring their research and content to life through a responsive website and iOS tour app.
The work was funded by the AHRC and the UoE Innovation Initiative Grant, and is powered by Edinburgh CityScope.

The Curious Edinburgh team welcome feedback on the app and website via comments on the site, or on Twitter (with the hashtag **#curiousedinburgh**).

## **Student interns** in ISG

**Eugenia Twomey**

This year ISG has hosted a number of student intern projects helping to transform our organisation. Interns have focused on a range of projects, including evaluating changes in user behaviour following the migration of University websites to EdWeb, reviewing the Audio Visual (AV) technology kits across 300 teaching rooms and investigating the results of ISG's 2015 gender equality survey.

To view our current advertised internships, please visit MyCareerHub. You can also catch this summer's LTW interns present their projects at a showcase event on 18 August.

Full details and booking information:
**http://bit.ly/LTWInternShowcase2016**

**"Exploring the University, meeting new people and heading up my own project have been some of the best parts of interning at LST."**

**Annie Caldwell**
**Learning Spaces Development Intern, Learning Spaces Technology**

**"I've learned so much from ISG staff. Their feedback and input on creating positive change for their workplace is invaluable."**

**Dominique Green,**
**Equality, Gender and Change Intern, Learning, Teaching & Web**

**"My internship experience at LTW has been invaluable to my future career. It has offered me so many opportunities to grow professionally."**

**Irene Garcia Morillo,**
**CMS Support Intern, University Website Programme**

## **Eddie 3** research computing service

**Kenton D'Mellow**

Information Services Group have launched the third generation of the Eddie compute cluster. We have been working hard this year to deliver a more performant, integrated and accessible compute service for the entire research community.

Eddie 3 represents a £2.3M investment in the University's scientific computation and data-science capabilities, jointly procured between IS Research Services and the Institute of Genetics and Molecular Medicine. The service is designed to offer high-throughput computation for research groups with production workloads, while also offering a base level of free-at-point-of-use compute for research staff and students working without explicit grant funding.

A further £1.4M investment this year – from both ISG and the Roslin Institute – is expanding the system to satisfy large scale genomics and data science workloads, offering enhanced GPGPU and high-memory capabilities.

The cluster is also underpinning a new research cloud computing service, based upon OpenStack, due to launch in August 2016.

## **Healthy** Working Lives

**Stephanie Hay**

Hello from your Healthy Working Lives group, we hope you are all enjoying summer and taking photos for the photo competition!

So far this year another evening walk up Arthur's Seat was arranged by James Jarvis. The weather stayed dry and kudos to all those who joined him and climbed to the top of the Seat! Jamie Thin organised another fun-filled Ping Pong night. The invite was extended to staff from Schools and support groups making it a great way to enjoy some friendly competition and music with colleagues from around the University.

Currently we have a knitting group based in the central area. Come along and give it a try, or just work on your latest project with others.

We also have a GoodReads group. At the moment we are looking to get people chatting and discussing favourite books and recommendations - sign up and let us know what you are reading.

Links to all of these activities and more can be found on our wiki page: **http://edin.ac/1QBVsvm**

## **Repository Fringe** 2016

**Lorna Brown**

Repository Fringe this year moved to the John McIntyre Conference Centre and focused on not one but three themes: Open Educational Resources, The Nuts & Bolts of Open and Making a Difference with Data. The programme, chaired this year by EDINA's Pauline Ward, featured two lively days of keynote sessions, 24x7 presentations, panels and an interactive Wikidata & Wikisource showcase. Find out more at: **http://www.repositoryfringe.org/**

## **Secret Lives** of ISG staff

Being 31 years old and never having played any sport perhaps wasn't ideal preparation for my decision in August 2015 to join Watsonian's Ladies Rugby team.

We train twice a week and on Sundays play matches in the BT National Division 1. The season just finished was a successful one for our team becoming Women's BT Plate champions and for me being voted Players' Player of the Season!

(Libby McCue)

If you have a secret life you would like to share, email your teaser (maximum 80 words) to **BITS@ed.ac.uk**

## **Graphic Design Service**

**Sonia Virdi**

The Graphic Design Service has been providing design services to the University and wider community for around 20 years. Sitting within the Learning, Teaching and Web Division we have six designers and one designer on secondment from EDINA. We also have been able to offer work placements to those hoping to go into the creative industry. We hope to continue offering work placements within the team on a regular basis.

The team are involved with a range of work – whether that is work for print or online. We have an excellent knowledge of print and web requirements as well as an in-depth knowledge of the University brand and how this works with other brands amongst the University. Currently the team are located over two campuses – the central area at Hugh Robson Building and The Chancellor's Building at Little France.

To discuss a design project with the team or a work placement please contact us at:

**graphic.design@ed.ac.uk**

**www.ed.ac.uk/is/graphic-design**

## **60 seconds with:** Ros Wilson

ISG Change Programme Manager

**I would love to create change projects that will continue to make a difference after the end of my role as Change Programme Manager.**

### Tell us about your role.

I am here to guide the ISG Change Programme with its nine change themes. The University is changing: the way services are delivered is transforming, and ISG wants to play its part in shaping this new future. For this reason, ISG has embarked on an exciting programme of change that will allow us to be fit for the challenges to come.

As ISG Change Programme Manager, I work closely with each of the Theme Leads and with the working groups and project teams within the themes.

We have nine change themes: Service Based Culture; Innovation; Project Management; Standards and Technical Leadership; Working Together; Equality and Diversity; Flexible Resourcing; Staff Learning and Development; and Communication and Branding. Each theme encompasses various projects – Service Based Culture alone involves nineteen different ones. Common to them all is that they address the collaborative nature of our work. I see my role as a way of helping people to get involved in change, and I want to begin by creating more opportunities for staff to get involved.

### What are the challenges you expect from it?

The greatest challenge so far has been learning about the University: I am new to this environment, so every day comes with new discoveries!

Apart from that, I would love to create change projects that will continue to make a difference after the end of my role as Change Programme Manager.

### Could you tell us about your professional background to date?

I worked in both public and private sector. I studied Psychology at the University of Edinburgh as an undergraduate, then moved to London, where I spent ten years working in different Learning & Development roles in the publishing industry. I came back to Scotland to take on an Organisation Development role within local government; the major changes taking place within the sector at that time made it an especially fascinating experience.

My next career move was joining a small specialist consulting firm. With them, I had the opportunity to work in many countries in sub Saharan Africa, South America and Asia.

In 2007 I relocated to Singapore, and spent six years there working as a consultant in the Pacific Asia region in places such as Beijing, Delhi, Manila and Fiji. This experience shaped the strong interest in cross-cultural working that I have cultivated up to this day.

I have been back in Scotland since 2013 to work on more local projects. When I read the advertisement for the ISG Change Programme Manager position, I thought that my experience made me a good fit for the role – and here I am!

### What do you like to do outside of work?

I love to travel and explore the world. My adventures have included walking the Inca trail to Machu Picchu, off road driving in the Australian outback and trekking in Myanmar.

Classical music, fitness and good food and wine are other passions of mine.

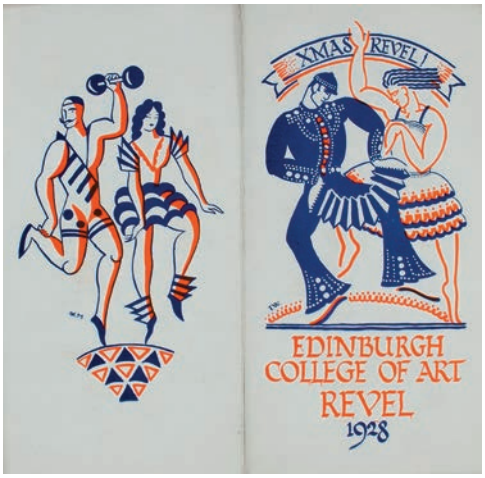
# Library Exhibition: **Godfrey Thomson: The man who tested Scotland's IQ**

**Emma Smith**

**29 July – 29 October 2016**

**Main Library Exhibition Gallery (Ground floor)**

This summer the Centre for Research Collections Festival exhibition highlights the life and work of Sir Godfrey Thomson (1881-1955), Professor of Education at the University of Edinburgh from 1925 to 1951. Thomson was an important theorist of intelligence and a large-scale producer of IQ tests. He oversaw Scotland's pioneering Mental Surveys, collecting data on the intelligence of every 11-year-old child in Scotland in 1932 and again in 1947. This exhibition tells the story of Thomson's rise from a working-class family to a PhD in physics and then on to an internationally-renowned psychologist, statistician and educator.




Archive revel invites 1928 ©Edinburgh College of Art

# ISG at the Festivals: **Rediscovering Films and Exploring Dangerous Ideas**

**Rachel Hosker**

Kicking off festival season this year, the Centre for Research Collections provided a special event for the 70th Edinburgh International Film Festival. 'Shooting the Revel: Rediscovering Edinburgh College of Art's Revel Films of the 1930s and 1940s' showcased films with curatorial introduction and commentary to open up the richness of the collections.

During the Festival Fringe, two ISG staff members will perform at the Cabaret of Dangerous Ideas. On 18 August, Archives Manager Rachel Hosker will explore the trace we leave behind through archives in 'Is this your life?'. On 21 August, Digital Education Manager Nicola Osborne will ask 'If I Googled You, What Would I Find?', examining the digital footprint we leave behind. For more information and to book tickets, visit:

**codi.beltanenetwork.org**

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