Digital Wisdom for Service Excellence

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Editorial

With so many transformation projects across the campuses, it is important to draw upon evidence, professional expertise, wisdom and market intelligence for our decision making. This issue of BITS aims to keep you up to date with the rapid pace of change.

Our front cover image was snapped in McEwan Hall during its own period of transformation and seemed to me to be very appropriate to link our technology initiatives to the principles upon which the University is founded.

There are two substantial development programmes currently underway to ensure that the University achieves its goals. Our double-page spread outlines the Service Excellence and Digital Transformation programmes, which will be the focus of much of the work of central services for the next few years.

There are also two large procurement exercises underway. Procurement exercises give us an opportunity to evaluate the marketplace which has expanded in recent years and helps us to define our ambitions for increasing adoption of services.

As you may be aware, ISG has been tasked to significantly extend the coverage of the University lecture recording facility. Lecture recording will combine with an upgrade of teaching spaces to significantly improve the staff and student experience of our campuses. The Library teams will also be improving services by procuring a reading list system to support the Resource List service, which currently provides online reading lists for around 850 courses offered across the University.

This issue includes more news from our innovation projects, more celebrations of awards and prizes won by our teams and more views from our student interns alongside an update on the ISG vision for student employment.

Our 60 second interview introduces our new Public Art Officer in her role to research the art collections on campus and investigate new ways of engaging users with them.
Awards and celebrations  Helen Murphie

Wikimedia Partnership of the Year

The OER16 Open Culture Conference, co-chaired by Melissa Highton, Director of LTW, and Lorna M. Campbell, OER Liaison - Open Scotland, won the Wikimedia UK Partnership of the Year Award.

http://edin.ac/2dZrXrwk

“...is leading the way in showing how universities can engage with open knowledge and open educational resources in innovative ways.”

Lorna M. Campbell

Learning Technologist of the Year

The Association of Learning Technologists (ALT) is the international organisation supporting the use of technology in learning and teaching. At their annual awards ceremony, the University’s Open Education team won third place. The Educational Design and Engagement teams were also highly commended.

http://edin.ac/2eUQcTK

E-learning resources created by our Interactive Content team were highly commended in the BMA Patient Information Awards 2016. Self-management websites “Self Help 4 Stroke” and “My Lungs My Life” were created in partnership with Chest Heart & Stroke Scotland, NHS Scotland and the British Lung Foundation Scotland.

http://edin.ac/2eUOou2

International Digital Curation Conference 2017

Alex Delipalta

The 12th International Digital Curation Conference (IDCC) will be held from 20-23 February 2017 in Edinburgh. IDCC is an established annual event, providing an opportunity for data practitioners to get together to discuss policy and practice. The programme focuses on the challenge of embedding digital curation in organisational workflows to ensure that not only is data findable, accessible, interoperable and reusable (FAIR), but that we have flexible and resilient infrastructures openly available to support communities in this endeavour. Find out more at www.dcc.ac.uk and on Twitter at #IDCC17.

Information Security

Alistair Fenemore

Information Security Awareness Week saw a number of events across the University reminding staff and students about the importance of safeguarding their data. Keynote speakers from Police Scotland and SecureWorks joined Dr Kami Vaniea from the School of Informatics to explain some of the current information security threats and provide advice on how to safeguard against them. If you have any questions, contact the CISO’s team at InformationSecurity@ed.ac.uk.
What is the Service Excellence Programme?
A comprehensive programme to ensure that the University gets the best that it can from its professional services with a clear focus on the effective and efficient delivery of services across the University. The programme has been developed and is being steered by colleagues in Colleges, Schools and Support Services in a joint approach that is fundamental to realising the benefits of the programme.

KPMG have been appointed as the University’s delivery partner. KPMG have significant experience in transforming higher education professional services. The programme is being delivered by dedicated teams made up of seconded university staff and KPMG staff. Around 40 staff are working on the programme on a full time basis.

Four sub-programmes are underway looking at: Student Administration & Support; Human Resources Transformation; Student Recruitment & Admissions; and Finance Transformation.

What is the Service Excellence Programme?

There are two substantial programmes currently underway to help ensure that the University achieves its goals to recruit and develop the world’s most promising students and most outstanding staff, as well as to be a truly global university benefiting society as a whole.

Service Excellence and Digital Transformation:

What's it all about?

Gavin McLachlan and Barry Neilson
What is the Digital Transformation Programme?

This programme concerns utilising digital technology to fundamentally change the way in which many University services are delivered. It is a wide initiative to encourage the use of digital technology and digital literacy across the University, setting standards and principles and providing cross-cutting services and platforms that underpin, enable and join all the Service Excellence programmes, as well as other key University programmes such as the Estates transformation programme and the lecture recording programme.

Cross-cutting services are critical to enabling effective business and administrative services; there is a need to ensure consistent user experiences, shareable processes and re-usable data. Examples of cross-cutting services include Digital Literacy, Customer Relationship Management (CRM), Business Intelligence, Enterprise Architecture, Information Security, User interface design services, student digital experience standards, collaboration tools and web services, web content management, web API and data integration services.

How will the University benefit?

Overall both programmes are underway to ensure that the University is in the best position that it can possibly be to face new challenges from the sector and are flexible enough to respond to changing priorities and expectations.

How can I get involved?

Staff working across the University can get involved in Service Excellence through workshop attendance. Details of planned and upcoming workshops are on the SEP website: http://edin.ac/1U0kBwW. Please feel free to email the SEP mailbox with any specific questions: service.excellence.programme@ed.ac.uk

How do the two programmes interact?

The scoping of Digital Transformation ensures that it will provide joined-up building blocks that all Service Excellence programmes will connect to. This significantly reduces the cost of the overall Service Excellence programmes as these blocks are only built once, in a consistent and quality manner. This will ensure that our University services are linked so that data can be used and leveraged as a University-wide asset and that the user interface and student digital experience is set at a consistency high level across our services.
The University recently took part in two UK-wide JISC projects, aiming to develop a shared business intelligence service for UK education. The first six-month project looked at HESA data, whilst the second looked at library data across higher education institutions. Services are now in development.

http://bit.ly/2e7cS4L

What is most striking about these initiatives, and the burgeoning Software Development Community of Practice, is the importance University developers place on a sense of shared ownership and community around our services.

The myth of software developers is of unsociable creatures, plugged into our tech and disengaged from the world outside our heads. While much software development happens in concentrated isolation, the power of community in developing quality software cannot be underestimated, as demonstrated by the vibrant communities around open source technologies we use like Drupal and uPortal. Recently IS Applications and Learning, Teaching and Web Services borrowed from open source practices, collaborating on two code sprints for EdWeb with Drupal developers from around the University. We also ran a workshop exploring how to expand the opportunities for collaborative development. What is most striking about these initiatives, and the burgeoning Software Development Community of Practice, is the importance University developers place on a sense of shared ownership and community around our services. It’s very exciting to be a member of that community as we work together to harness our collective knowledge and experience.

Office365 calendars for students

Adeola Eribake

Academic timetables are to be automatically added to students’ Office 365 calendars. This will make up-to-date timetabling information readily available on mobile devices. IS Applications are running a trial with class reps across the University to test this handy new feature before a wider roll-out.

Shared business intelligence project

Alex Forrest

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http://bit.ly/2e7cS4L
Key projects are underway to improve the IT systems and services delivered by University Secretary’s Group. These include:

- A project to improve the visibility of opportunities for Postgraduate Research applicants.
- The roll-out of Assessment and Progression tools for full assessment coverage across 19 Schools and includes some developments of the tools to support this wider community.
- The roll-out of Course Enhancement Questionnaires for full coverage of taught courses. This will provide important feedback on the learning and teaching experience of students and provide insights that can be used to better understand and enhance learning and teaching.
- An upgrade to the Timetabling Web Room Booking application to make it easier to use on smart phones and other devices.

If you have any questions, please contact Rhian Davies (USG Portfolio Manager): Rhian.Davies@ed.ac.uk

Library & University Collections and IS Applications have started a procurement project to select a reading list system to support the Resource Lists service, which currently provides online reading lists for around 900 courses offered across the University.

As our contract with our existing supplier, Talis Aspire, is coming to an end, the procurement not only gives us an opportunity to review the marketplace, but also our current practices and to define our ambitions for developing a growing service.

At the end of the process, the system the Library (re)selects will best meet the needs of academic teaching staff and students to improve the student experience and ensure provision of core course materials.

Ensuring the Future of the Digital Scholarly Record

Lisa Otty

EDINA has published “Working Together to Ensure the Future of the Digital Scholarly Record”. Representing the consensus of a diverse group of international archiving agencies, national libraries and research library consortia, the statement outlines the actions now required to tackle the evolving challenges of preserving and ensuring the long term accessibility of digital scholarship. It has recently been endorsed by organisations including Cariniana (Brazil), PARADISEC (Australia), COPPUL (Canada) and King’s College London (UK). The statement is an output of the Jisc-supported Keepers Extra project, led by EDINA in partnership with the ISSN International Centre. Read the statement at: http://edin.ac/2cSAszr

Transforming Learning Spaces

Euan Murray

As part of a rapidly expanding programme to improve the student experience, ISG Learning Spaces Technology have taken on the management of technology in all general teaching space across across the Central Area, King’s Buildings and Holyrood. They now support almost 320 teaching spaces, including 27 extra spaces created to deal with growth in student intake. Student intern Annie Caldwell completed a survey of teaching and study space this summer, identifying some classic designs in the process. As part of the ISG Consolidation Project, the Central Area Service Team have relocated to the Lower Ground Floor of the Main Library. A new Audio Visual Loan Equipment service has also been launched from the Main Library helpdesk in cooperation with USD Help Services.

“ The Hudson Beare Building lecture theatre was almost perfectly maintained in its original 1960s aesthetic while being updated with the latest technology. I felt like I had just walked onto the set of Mad Men.”  Annie Caldwell

Research Data Service website

Robin Rice

The Research Data Service has launched a new website. The Service is a suite of tools and support that helps staff and students across the university be effective with their research data before, during and after their research project is completed. Research Data Management (RDM) refers to best practice in planning, collecting, storing, using, sharing and preserving the data generated in any research project. The revamped website can be found at: www.ed.ac.uk/is/research-data-service
ISG teams are being recognised or working towards recognition for their Service Excellence achievements.

**Help Services**

Karen Bonthron

Help Services are currently preparing for the second of three assessments for continuation of Customer Service Excellence accreditation, scheduled for February 2017.

We’ve been using Customer Journey Maps to assist us in understanding how customers see our processes and consequently how we can improve the user experience. A Customer Survey we carried out in October, simultaneously with Queen Margaret University, allowed us to directly benchmark our results, assess the quality of the service we provide and indicate possible service improvements. We’re also taking forward improvement suggestions from the Continuous Improvement Group, including improved information for visitors to the library, as well as an improved fine appeal process for customers.

**User Support Team**

Lisa McDonald

The User Support Team (IS Helpline Service) have been awarded certification by the Service Desk Institute, achieving a 3-star Customer-Led award for Service Excellence. The SDI applauded the strong processes, collaborations and Shift Left strategy in ISG.

You can read about our certification journey on the SDI Website: [http://edin.ac/2d9ixEv](http://edin.ac/2d9ixEv)

**Online submissions and feedback**

Robert Chmielewski

Efforts to support and improve electronic assessment submission and feedback are underway.

CAHSS is committed to support 100% electronic assessment submission and return of feedback in academic year 2016-17, where pedagogically appropriate. Since most of the College’s Schools are relying on the Turnitin and Blackboard Learn tools, Robert Chmielewski and Mari-Cruz Garcia from LTW Educational Design and Engagement are offering weekly training sessions aimed at academic staff who will be marking their students’ assignments online.

Turnitin, the University’s most widely used online submission and marking tool, has been relaunched as the ‘Turnitin Feedback Studio’. The new Feedback tool offers a more user-friendly design and a new iPad app for offline marking. Since the beginning of August the system has been accessed around 10,000 times.

**Extending alumni access to e-resources**

Elize Rowan and Karen Aitken

The Library is actively working to improve the range of e-resources available for alumni, where publisher licence agreements permit. At present, more than 20 resources are available for non-commercial personal research, or continuing personal development. A beta list of available resources can be found at: [http://bit.ly/2e5F2QZ](http://bit.ly/2e5F2QZ)

Alumni are welcome to try these out by logging in via their EASE account, and we would welcome feedback or suggestions for further resources to be added.
Teacherbot is being developed in collaboration with the School of Education to enable any group to create their own chatbot and integrate it with a social media account. Teacherbot - chatbots are managed in the cloud using standard mark-up, making them easy-to-maintain, portable and reusable.

Following a successful workshop in May, we are looking for more interested schools and departments across the University who would like to take part in this exciting project, which is supported by the ISG Innovation Fund.

The project will also recruit a student intern, via MyCareerHub, to support the service.

For more information about our Teacherbot innovation project please see www.teacherbot.ed.ac.uk or contact teacherbot@ed.ac.uk

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An undiscovered papyrus fragment was recently unearthed in the Laing collection by a student intern working on the Innovation-funded Polyglot project.

A 19th century scribble suggests it is from a book of the dead, but further research needs to be done on this. The item had become very brittle over time so it was rehoused in a double-sided window mount to provide lightweight, rigid protection, to allow consultation without direct handling. The fragment has been digitised for viewing by experts worldwide.

http://edin.ac/2I0VMrv

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Reproductive Biology Honours students undertook a group project to research and create articles on reproductive medicine terms not yet represented on Wikipedia. With Wikipedia’s new content translation tool, we are also working with 30 Translation Studies MSc students to complete the translation of articles into a different language Wikipedia.

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Initiated in August 2016, EDINA and the LOCKSS Program at Stanford University are undertaking a project to provide support and coordination to HE consortia across Europe that are establishing continuing access initiatives. An invitation-only workshop was held in July to explore the prospects of shared activity. As an output of the workshop, participants produced a shared statement agreeing to: “collaborate and share information on continuing access activities within our own countries and investigate the implementation of sustainable cost-saving infrastructure, with initial focus on subscribed and bought digital content.”
Ewan McAndrew

The University held an Ada Lovelace Day event in October to celebrate the contribution of women in STEM (science, technology, engineering and maths). The event included guest speakers, fun technology activities and a Wikipedia editathon. The editathon, aiming to improve the quality and coverage of women in STEM in Wikipedia where only 15% of biographies are about women, resulted in ten brand new articles and improved nine others. The event was enthusiastically received by its attendees and attracted the attention of STV News.

Lego Lovelace

10,000 votes achieved

Stewart Cromar’s engaging design for a Lovelace and Babbage Lego set featuring the Analytical Engine has achieved its first milestone by receiving 10,000 public votes. The Lego review board will make a decision on the design in the new year. If successful, the set will be on its way to becoming a reality and available for to buy. Follow @LegoLovelace on Twitter for updates and news.

https://ideas.lego.com/projects/102740

Jane Furness

Brainstorming meetings can be more inclusive and innovative where Ketso Kits or Lego Serious Play materials are used for facilitation. Using Innovation Funding, a Ketso Kit and a large box of Lego Serious Play have been purchased for use in Information Services Group staff meetings. These kits are stored in Argyle House in portable containers so that they can be taken to any meeting room. It is hoped that these types of materials could make our meetings more fun, more productive and be beneficial to staff wellbeing and morale. So why not do your next meeting differently and try “playing seriously.”
Pay your library fines and fees online

Paul Gorman

A new service has been launched by the Library enabling all users to pay their library fines and fees online using DiscoverEd.

Your online library account lists the items you have borrowed with their due dates and also indicates any fines or fees owing. To pay your fines online simply log in to your DiscoverEd account. Payments of any amount can be made using a credit or debit card.

www.ed.ac.uk/is/pay-library-fines

New library study space

Serena Fredrick

Over the summer we added 358 new study spaces to the Main Library, with the most significant change being the conversion of staff offices on the Lower Ground Floor to student study spaces. The space hosts a mix of group study rooms, computers and desks equipped with both USB and plug charging. It has already been a hit with students, as have the extra upgraded desks added on the other floors.

The recordings have really helped. The ability to go over an idea slowly and listen to it being explained has been very useful. It has really revolutionized revision for not just me but many others.”

Titus Morley, student

The University is targeting an improved student digital experience by investing several million pounds in developing a collection of recorded lectures for students to access online. The ability to watch lectures again as a revision aid is immensely popular with our students, and capturing video and audio recordings of lectures will supplement the rich set of online resources that already exist to support learning.

There are many proven benefits of making recordings of lectures available, including supporting students for whom English is not a first language and ensuring that our face-to-face lectures are available in an alternative format for students who require it. Not having to take notes at speed allows students to focus more on what is being said and use valuable contact time to ask questions, knowing that notes can be reviewed and improved later.

Lecturing is one of the few high stakes activities that we have left on campus; there is no fall-back if lectures are missed through illness or accident, and providing recordings of lectures can also be a key element in supporting student wellbeing.

The procurement project for a new lecture recording system is underway and will begin operation for the start of the 2017/18 academic year, rolling out into 400 teaching rooms over the next three years. News of the new lecture recording system has been welcomed by EUSA, and two student reps will join the formal procurement team to help evaluate potential suppliers.

Read about existing lecture recording pilots within the University: http://edin.ac/20ThRpY

Further information about the project: http://edin.ac/2dCc2dJ

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Titus Morley, student
One of the main goals of the University is to enhance the employability of its students, and ISG can directly help by offering paid work experience. This is one of the reasons why I have set a target within ISG to have our Support Group employ at least 500 students over the course of each academic year. Last fiscal year we employed over 330 students as apps developers, testers, shelving assistants, market researchers, content creators, skills trainers, subject experts and web designers through Innovation projects and other activities.

Working with ISG broadens and enriches students’ University experience, providing them with professional skills and experience for their CV. In return, students provide us with a rich source of productivity, innovation and inspiration; an instant and direct source of feedback on student services; much needed resources in times of peak need; and the chance for staff to broaden their management and mentoring skills. Our plan for student employment also extends to longer term engagements, such as the paid PhD programmes, as well as non-HE students, through the new modern apprenticeship programme.

Students are a rich source of potential new ISG staff members as we build a healthy pipeline of skilled staff for the future.
As part of our continued leadership of online learning on global platforms, the Edinburgh University Business School have worked with ISG to develop ‘Introduction to Marketing: Tools to Set Enterprises Apart’, the first Edinburgh course to run on the edX platform. The six-week self-paced course features interviews with Edinburgh-based businesses to discuss marketing professional practices.

MOOC activity continues on the other global platforms, too. Our new FutureLearn course ‘Social Wellbeing’ was launched in September. This course explores social wellbeing as a concept that can radically transform the approaches and outcomes of social planning. On Coursera, we launched the ‘Making of the US President’ a course exploring previous elections in the US in anticipation of the November election.

The ISG photography competition produced some stunning entries, thank you to all those who took part and to Gavin McLachlan for judging. To see all the entries visit the ISG Healthy Working Lives Wiki pages: http://edin.ac/1S8xZ0w

Also, if you are always on the hunt for book recommendations or love to share your favourite reads, check out the online GoodBooks ISG group at: http://edin.ac/2e56Eps

We are also looking for your sweet and savoury recipes to produce an ISG cook book. If you have a recipe, it would be great if you could email the address below with a photo.

If you have an activity you would like this group to run please get in touch with Viki Galt on 0131 650 6645 or email viki.galt@ed.ac.uk.
Tell us about your role.

My position involves various responsibilities. My first task is to take care of Eduardo Paolozzi’s mosaics, acquired by the University from Tottenham Court Road Underground station in 2015. I am exploring the best ways to display this extraordinary piece of art and to do so involving students and the general public. For this reason, we will be using the mosaics in teaching, and I am organising a symposium with experts in Paolozzi’s art and mosaic conservation.

I will also oversee the commission as part of the McEwan Hall renovations, research the art collections on campus and investigate new ways of engaging users with them.

Finally, I am responsible for writing public art strategy and policy for the University.

What are the challenges you expect from it?

My primary challenge at the moment concerns Paolozzi’s mosaics. The University has 45% of the original, and I need to figure out how to display part of an artwork in a way that is appropriate for users, for the University and for the art piece, while simultaneously engaging the audience.

The second problem I am facing is the lack of exhaustive information about our public arts collections, for example, why art pieces were commissioned.

Furthermore, it will be challenging to write public art strategies that are both supportive of artists and suitable and flexible for the University. Public art strategies need to be public documents, but also feasible ones.

What do you find most exciting about your job?

Paolozzi’s project is challenging, but also stimulating. It is extraordinary to have such an important, unique, strange piece of art to work on, and I am looking forward to making the most of the opportunities it offers.

I also think that investigating people’s engagement to public art is very exciting. Once my current projects are over, I am very much looking forward to commissioning new art pieces for the University.

Could you tell us about your professional background to date?

I studied Art History and French as an undergraduate at the University College Cork. After graduating, I worked as Curatorial Intern and Education Intern.

I then temporarily relocated to Edinburgh for my Masters degree in Art History; I was intrigued by the internship opportunities it offered and I was lucky enough to do one with ARTIST ROOMS, based at the University of Edinburgh.

After my masters, I worked as a Gallery Assistant in Limerick and then as a Public Art Assistant for Dublin City Council, where I commissioned public art and oversaw the maintenance of existing artworks.

I then applied for this position and here I am!

My background is mainly in art history; in my career, I have worked with public art and art collections, and I am happy my role allows me to work with both.

What do you like to do outside work?

At the present, I am enjoying exploring Edinburgh, going to galleries and walking around the city; being a flâneur is extremely beneficial to my job as well.

I also love reading, going to gigs, and discovering new cafés.

I am very much looking forward to commissioning new art pieces for the University.
Directory of Collections
published

Joseph Marshall

We have just published the Directory of Collections, showcasing 60 kilometres of heritage material at the University of Edinburgh. Published by Third Millennium, the book is available for sale in the Main Library and other local outlets. It contains an A-Z listing of all the main collections, whether they are rare books, manuscripts, archives, art or museum objects.

Main Library Exhibition Gallery
Redevelopment

Emma Smith

This winter, the Main Library Exhibition Gallery will undergo a refurbishment to improve the existing facilities, as well as create a public-facing main entrance. The new entrance will lead directly into the gallery space via the former Student Information Point. It is hoped that the redevelopment will help raise the profile of the gallery across the city and significantly increase the visitor numbers. The gallery is set to relaunch next spring; the first show will be a student-curated exhibition developed by Ancient History undergraduate Lilo Dossenbach as part of the Careers Service 2016 Employ.ed on Campus internship scheme.