

# **Structures for Equality, Diversity and Inclusion**

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# 1. Overview

The University of Bradford has a long history of engagement with equality and diversity issues and has made strenuous efforts to promote equality in relation to the implementation of all its policies and practices. Our strapline '*Confronting Inequality: Celebrating Diversity*' reflects this commitment to ensure that equality and diversity is at the heart of all aspects of university activities involving our diverse student and staff body.

Over the last few years the University has defined a clear agenda to promote an inclusive and supportive working and learning environment that is consistent with the university's ethos to confront inequality and celebrate diversity. This renewed approach sets out a strong commitment to bringing about positive change through mainstreaming equality and diversity in all core functions of the University.

As part of this strategy, the University has developed its Equality and Diversity Strategy 2011 - 2014. In addition, a number of staff equality forums have been formed, including the Race Equality Staff Forum, N-Able Staff Network, Respect Sexual Orientation Group and Women's Staff Forum.

The Equality and Diversity website (<http://www.brad.ac.uk/equality/>) provides a wide range of information on the schemes, policies, impact assessment and staff forum objectives and activities.

As an organisation based within such a multi-cultural and multi-racial city, the University is fully committed to put in place even more stringent structures and systems to ensure that equality is an integral part of its business and can be evidenced by the actions of all students, staff and others associated with the University.

The graphical representation of UoB structures for Equality, Diversity and Inclusion is shown in appendix 1.

## 2. Equality and Diversity Unit (EDU)

The Equality and Diversity Unit is based within the Office of the Vice Chancellor and consists of the Professor of Diversity, Equality and Diversity Manager, Equality and Diversity Officer and Equality and Diversity Secretary. The unit has a predominantly strategic and developmental role in helping to drive the equality and diversity agenda forward. Its role is to support and advise university governance, management, staff and students on equality and diversity related matters. It includes developing policies, procedures and action plans in this area, organising and delivering equality training and dealing with individual cases as well as building external relationships with local communities.

### EDU Staff

**Professor of Diversity: Professor:** Udy Archibong

**Equality and Diversity Manager:** Ms Kathy Hobbs

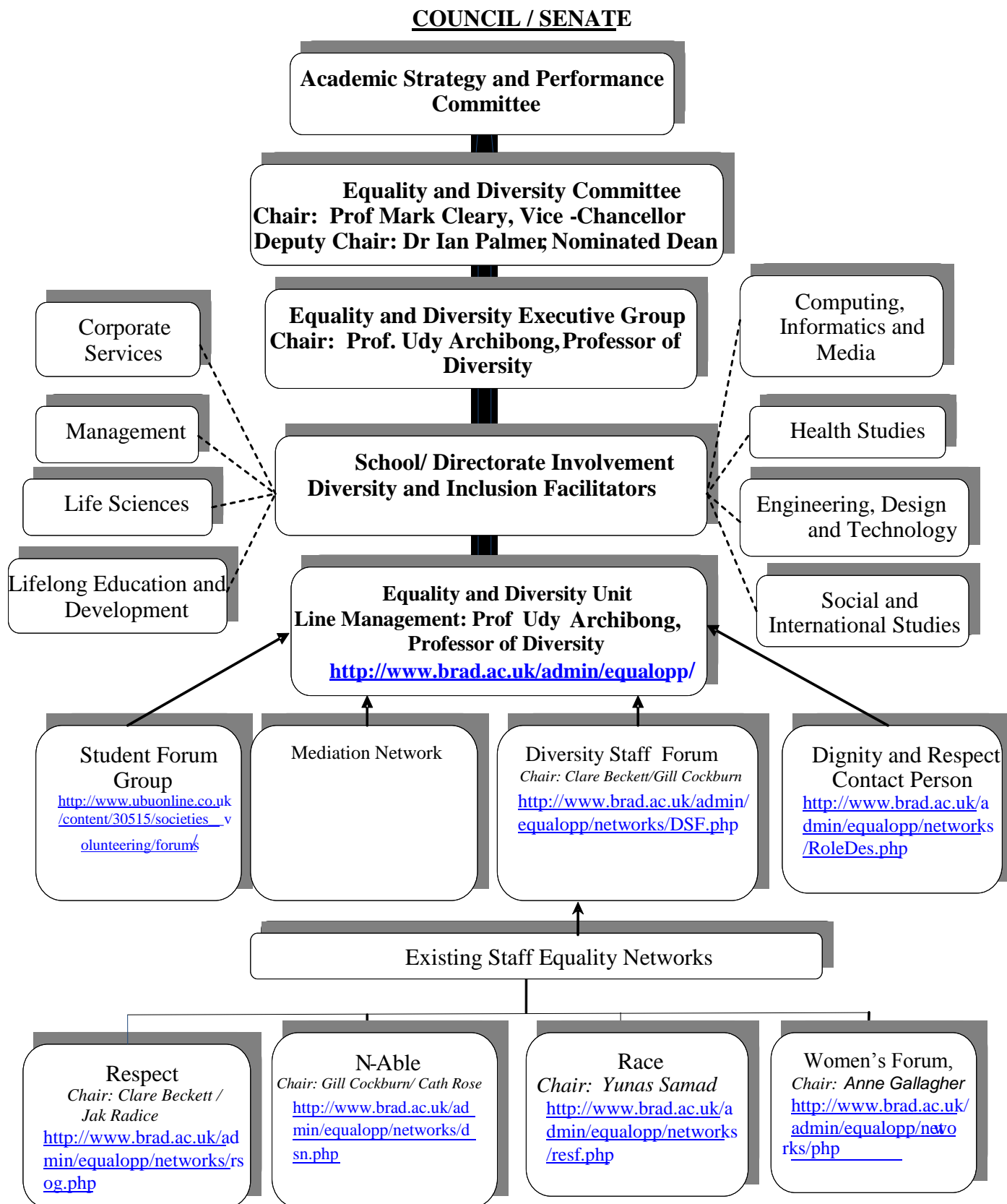
**Equality and Diversity Officer:** Mr Kez Hayat

### **3. Disability Service**

Located within the Learner Support Services, the Disability Service offers a one-stop point for information and support on disability matters. The overall approach is based on a 'social model' of disability, which focuses on tackling the structural and institutional barriers faced by disabled people as well as more direct discrimination. This means that we work closely with students and all departments in the University and external partners to identify and facilitate reasonable adjustments and remove actual and potential barriers. We also focus on providing a service that is flexible and able to respond to individual needs.

## 4. Equality and Diversity Reporting Structures and Committees

If you find the following diagram inaccessible and require further guidance then please contact the Equality and Diversity Unit.



## **4.1 Equality and Diversity Committee**

The University's Equality and Diversity Committee of Senate and Council is chaired by the Vice Chancellor and is made up of senior managers and others from across the University; council lay members; students union and lay community members. The EDC is a decision making body that agrees the strategic direction of the University in regard to equality and diversity

The Committee is responsible for the development, implementation, monitoring, and review of policy, planning, procedures and practice to support the University Equality and Diversity Strategy and related equality policies in relation to staff, students, visitors and others closely associated with the University.

## **4.2 Equality and Diversity Executive Group**

Equality and Diversity Executive Group (EDEG) is a working group of the EDC and is chaired by the Professor of Diversity. Its role is to be a consultative forum and responsible for advising and supporting the development of policy and strategy. Sitting at the heart of equality, diversity and inclusion structures, the EDEG sets management and operational priorities for equality and diversity.

## **5. Equality Networks**

Here at Bradford we have a number of networks for staff and students that offer support, the opportunity to be actively involved in and explore diversity issues and to influence decision making:

### **5.1 N-Able Network (forum for promoting disability equality)**

The Disabled Staff Network is now known as N-ABLE - Forum for disabled staff and staff that are interested in promoting disability equality.

Supported by the University's Disability Service, N-ABLE (formally known as Disabled Staff Network) meets regularly to discuss issues, initiatives and support on a range of disability matters. There is also an email forum and Blackboard discussion facility.

The group aims to:

- Raise awareness of disability issues and positively promote disability equality
- Discuss and address common issues or problems
- Provide mutual support in a safe environment
- Share knowledge, experience and good practice
- Provide a voice for disabled staff

The group is currently co-chaired by Gill Cockburn and Cath Rose. The Chair of the Forum has a place on the University's Equality and Diversity Committee, the formal route for recommending policy, initiatives and action to the University's Senate and Council.

## 5.2. Race Equality Staff Forum

The Forum meets regularly to discuss issues and activities that contribute to the University's work on race equality.

The Forum aims to:

- Promote the University's approach to race equality and good race relations
- Provide role models and advocates for progressing racial equality.
- Offer a support network for staff
- Celebrate and promote social and cultural cohesion.

The group is currently chaired by Dr Yunas Samad. The Chair of the Forum also has a place on the University's [Equality and Diversity Committee](#) which recommends policy, action and initiatives to the University's Senate and Council.

## 5.3. Respect Sexual Orientation Group

Respect meet formally three times a year, as well as socially on the first Monday of each month. Both staff and students are welcome. The group aims to:

- Raise the profile of issues to do with sexual orientation at work and in study
- Improve conditions in the university with regards to sexual orientation, creating an environment of respect
- Combat discrimination against anyone on the grounds of sexual orientation
- Provide a forum to discuss issues and support those who feel they have suffered discrimination on the grounds of sexual orientation.

The Chair is currently jointly held between Jak Radice and Dr Clare Beckett. The Chair of the group also has a place on the Equality and Diversity Committee, the main route for influencing equality action, initiatives and policy at the University.

## 5.4. Women's Staff Forum

The Women's Staff Forum provides a supportive meeting space for women staff from all levels and grades of the University to discuss issues relating to women staff at the University.

The aim of the forum is to:

- Provide a supportive networking environment for women staff;
- Influence the University's Equality and Diversity Strategy;
- Act as a consultative body to the University on matters relating to women;
- Build on the existing skills of women within the institution by enhancing training and career development;
- Identify and combat elements of discrimination in relation to women's equality;
- Identify role models in order to inspire the creation of future women leaders;
- Celebrate the success of women achievements.

In the longer term we anticipate that the group will widen its remit to include gender issues for men, women and transgender.

## **5.5 Diversity Staff Forum**

### **Purpose of Group**

- To provide an arena where BME/Disabled/Women/LGB or any other staff group representatives meet corporately to discuss key issues impacting upon them
- To act as an advisory/consultation forum for the University on equality and diversity issues on behalf of their respective staff groups
- To influence and support the development of the Equality and Diversity Agenda.

### **Terms of Reference**

- To make links with senior managers with a view to raise general issues of concern and make suggestions for improvement.
- To provide a discussion forum where generic equality issues can be raised.
- To provide guidance on equality aspects of the University's employment practices.
- Provide a forum for staff to raise ideas, and to be consulted on improvements to service delivery that meets the diverse needs of staff and students.
- To ensure that University employees are aware of the group, its remit/purpose and the work it does. A range of accessible communications methods such as a confidential mail box where wider staff can raise issues and ideas.
- To acquire support for the forum from the VC and senior staff and foster links with external agencies/other staff groups.
- Enable staff to share experiences, gain support, advice and guidance.
- To enable staff representatives to share good practice taking place in their respective staff forums
- Terms of reference to be reviewed annually.

## **5.6 Dignity and Respect Support Contact Persons Network**

A network of Dignity and Respect Support Contacts to share experiences and issues emerging from their role. The network provides support and training for those in the role.

## **5.7 Diversity and Inclusion Facilitators Network**

A network of Diversity and Inclusion Facilitators to share experiences and issues emerging from their role. The network provides support and training for those in the role.

## **5.8 Disability Equality Forum**

A space for discussion and for sharing ideas, knowledge and good practice in order to improve communication between disabled students, the Disability Service, Schools and other divisions.

## **5.9. Diversity and Inclusion in Learning Teaching and Assessment Network**

The Inclusion and Diversity Network seeks to sustain and build upon current developments at the University of Bradford, and in the sector more widely, that promote inclusive learning and teaching. The Network seeks to capitalise on the university's unique, diverse staff and student population in order to innovate in the development and implementation of inclusive pedagogies, and the creation of wider university strategies that support inclusive learning, teaching and

assessment. Through this work, the network seeks to bring about cultural change across the university and to improve the learning experience here at Bradford for *all* students. The Network uses an evidence-based approach to promote best practice in inclusive learning, teaching and assessment. Members of the Network are from a range of disciplines and departments; as such, the Network has access to wide range of expertise.

## 6. Cultural Understanding in Leadership & Management (CULM)

CULM is an organisational development programme which aims to enhance the diversity competence of our leaders and management.

It offers individual senior managers the opportunity to learn more about the world view of members of staff whose background is different to their own. It offers members of staff with leadership potential the opportunity to discover more about senior management through one to one meetings with an individual senior manager. Members of minority and less powerful groups often find it more difficult than others to establish the kind of relationship with senior managers that leads to a mutual understanding of each other's experience. CULM aims to redress that imbalance by creating partnerships that can lead to mutual understanding.

CULM provides a structure within which individual senior managers meet with their diversity partner (the member of staff), and includes meetings of all participants at which progress is reviewed and issues of cultural understanding are explored and discussed.

## 7. Roles

The **Vice Chancellor** chairs the Equality and Diversity committee and is the executive sponsor for equality and diversity at the University.

A **nominated Dean** is deputy chair of the EDC.

**Professor of Diversity** is responsible for providing strategic oversight for equality and diversity issues, line manages the Equality and Diversity Unit, and reports to the Vice Chancellor.

The **Head of Disability Service** is responsible for a service aimed at directly supporting staff and disabled students, by facilitating and developing the notion of 'reasonable adjustments' and promoting equality of access to disabled students.

**The Equality and Diversity Manager** provides a 'one University' point of policy advice and support on equality and diversity and plays a key role in anticipating future trends and legislative developments that will impact on the University and partner organisations.

**University Faith Advisors** - The University has connections with individuals and groups from a variety of faiths and denominations within the local community.

The chaplains and advisers are part of the university team for staff and student support. As well as the faiths which each of our staff and students represents, they can provide contact details for other local groups and faiths, including worship facilities on and off campus. These faith advisors are also available for people of no faith.

**Diversity and Inclusion Facilitators** work collaboratively with the Dean/Director of School/Directorate, Professor of Diversity, the HR Director, the Equality and Diversity Manager and other School/Directorate Equality and Inclusion Facilitators on the development and implementation of the school equality and diversity plan. The overall purpose of the role is to:

- support the mainstreaming and integration of equality and diversity awareness into the day to day activities of their School/Directorate
- provide assistance and advice to Dean /Director to promote equality and diversity across the School/Directorate to both staff and students
- ensure their School/Directorate is aware of best practice developments in equality and diversity and of changes to relevant legislation
- set local diversity objectives/action plan on an annual basis in conjunction with the Dean/Director.

Specific tasks associated with the role are to:

- act as the first point of contact and source of local advice on equality and diversity issues and legislation in the wider sense
- cascade news of changes to policy and procedures, best practice and developments in equality and diversity to colleagues and students within their School/Service
- collect feedback from staff and students on equality and diversity issues for discussion at equality networks and equality and diversity committees
- support and promote consultation with staff and students on equality and diversity initiatives
- assist the Dean/Director of School /Directorate annually to produce local diversity objectives supported by a local action plan
- meet regularly (at least four times per year) with Dean/Director to review the School's/Directorate's progress against objectives
- support their School/Directorate in developing local monitoring procedures including equality impact assessment and to report via Equality and Diversity Executive Group to the Equality and Diversity Committee
- assess School/Directorate equality and diversity training needs and to work with the Equality and Diversity Unit to suggest/design local training and development solutions.

**Disability nominees** are the key point of contact between the Disability Service and Schools and other Divisions, and have responsibility for communicating the recommendations for reasonable adjustments that disabled students are entitled to by disseminating a Learner Support Profile (LSP) to appropriate module leader / personal tutor or other Staff Member

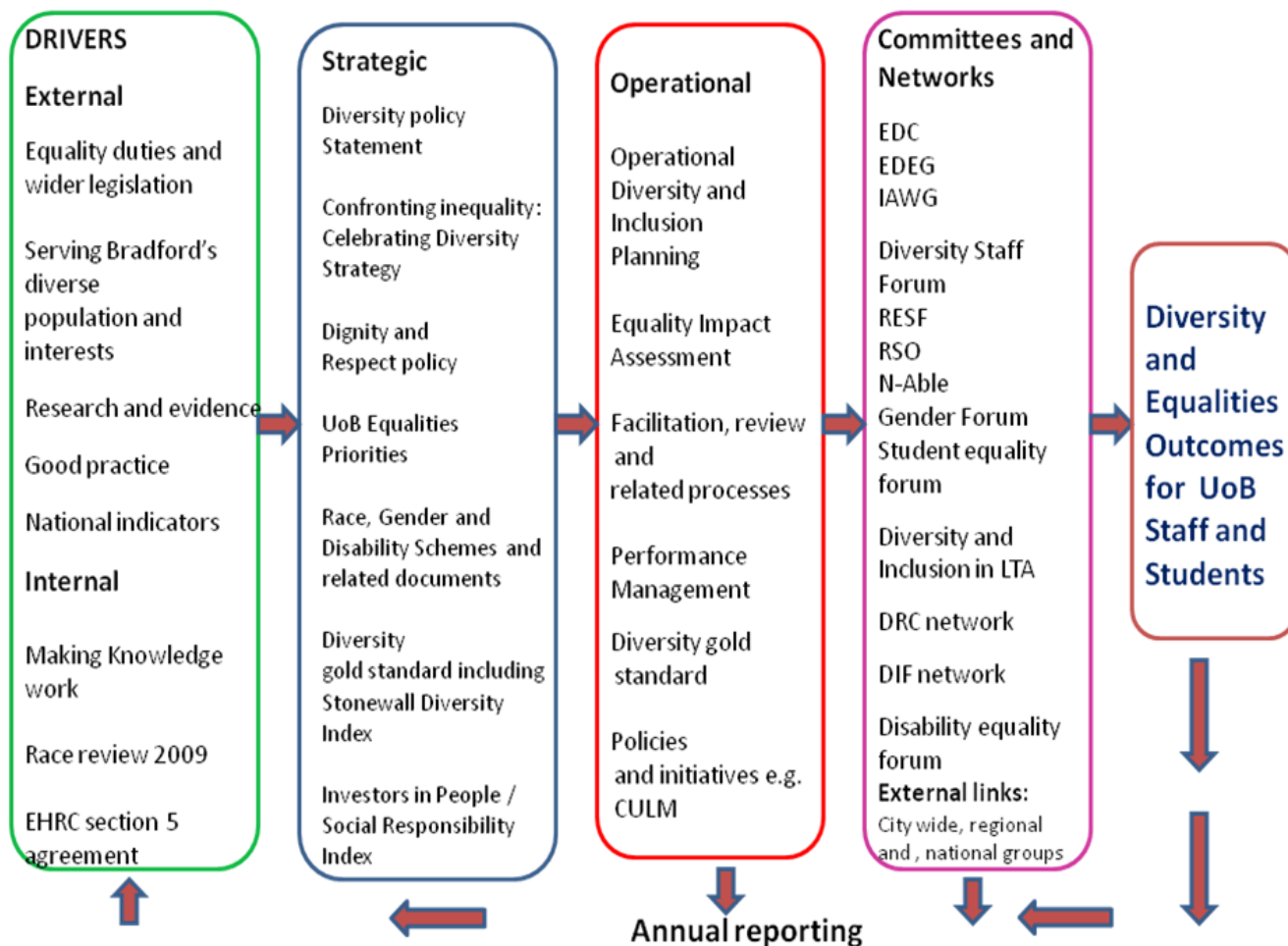
**Dignity and Respect Support Contacts** provide confidential support to individuals who may be experiencing difficulties relating to harassment and/or bullying. The aim of the role is to facilitate informal resolution in cases of harassment in line with the University's Dignity and Respect Policy.

## 8. Appendix 1- A graphical representation of structures for equality, diversity and inclusion

If you find the following diagram inaccessible and require further guidance then please contact the Equality and Diversity Unit.

Appendix 1

### A graphical representation of structures for equality, diversity and inclusion at UoB



## 9. Appendix 2 - Equality and Diversity Committee

The Committee is responsible for the development, implementation, monitoring, and review of policy, planning, procedures and practice to support the University equality strategy and overall Equality and Diversity Policy and related equality policies in relation to staff, students, visitors and others closely associated with the University.

### Terms of Reference

- To support the University in promoting its value 'confronting inequality: celebrating diversity' in relation to staff, students, visitors and others closely associated with the University.
- To promote an inclusive, supportive, healthy and equitable working and learning environment that is consistent with the corporate objectives.
- To be responsible for the development, implementation, monitoring and review of policy, planning, procedures and practice to support the equality and diversity strategy, including action planning.
- To advise on the optimum use of resources, including staff time, in embedding equality and diversity processes throughout the University by identifying and setting clear priorities, objectives, targets and actions with Planning Units/Schools.
- To be responsible for establishing, supporting, monitoring and reviewing progress of working groups. Membership of the project groups is intended to draw on the commitment and experience existing within the University and the community thereby spreading ownership throughout the organisation. In establishing such groups EDC will advise on the longevity or time framework of the existence of the group.
- To establish effective two-way communication channels between the Committee and the University community generally and specifically with campus trade unions and the Students Union.
- To ensure that appropriate equality and diversity training and development is provided and accessible to all staff, students and others associated with the University.

### Membership

**Chair: Vice Chancellor:** Prof. Mark Cleary

**Deputy Chair:** Dr Ian Palmer

**Forum Chairpersons:**

**Race Equality Staff Forum:** Prof. Yunas Samad;

**Respect Sexual Orientation Group:** Dr Clare Beckett / Jak Radice

**N-Able:** Ms Cath Rose/ Gill Cockburn

**Dean of Academic Area:** Dr Sarah Dixon

**Council Lay Members:** Ms V Steele

**Community Lay Members:** Mr Mohammed Salam; Ms Georgina Webster

**Professor of Diversity and Chair of Equality and Diversity Executive Group:** Prof. Udy Archibong

**Students Union Representatives:** Five Student Representatives.

**In attendance** (others by invitation as appropriate):

**Director of Human Resources:** Mr John Hawksworth

**Equality and Diversity Manager:** Ms Kathy Hobbs

**Equality and Diversity Officer:** Mr Kez Hayat

**Head of Disability Service:** Ms Helena Jones

## 10. Appendix 3 - Equality and Diversity Executive Group

Main responsibilities of the group include:

- Setting priorities for the Equality and Diversity Unit
- Acting as a sounding board for School/Directorate equality and diversity initiatives
- To ensure key priorities are included in the Equality and Diversity Committee (EDC) agenda
- To inform training on equality and diversity
- Discuss any matter referred to it by EDC, and to convey its views thereon to the EDC as appropriate
- To review and monitor University/Planning Units equality statistics and advise EDC on actions to be taken.
- Steering the Equality and Diversity Strategy (Advisory Board)

### **Membership:**

**Chair:** Prof Uduak Archibong

**Deputy Chair of EDC:** Dr Ian Palmer

**Equality and Diversity Unit representative:** Kathy Hobbs / Kez Hayat

**Schools/Directorate representation:** 3 (1 from CS and 2 from Academic schools)

**Student representation:** Imad Faghmous and Munaza Kulsoom

**Staff Network representation:** Helena Jones/Clare Beckett

**Legal Adviser:** Susan Matthews

**Strategic Planning Manager:** Sally Dyson

**Dignity and Respect Support Contact Persons:** Bev Yates and Rebecca Bradley

**Learning and Teaching representative:** Becka Colley

**Research & Knowledge Transfer representative:** Prof Nana Poku

**Disability Service representative:** Helena Jones

### **Meeting Dates**

The group will meet four times per academic year.

### **Reviewing the Terms of Reference**

The Terms of Reference will be reviewed at the first meeting of each academic year.

## 11. Appendix 5 - Diversity and Inclusion Facilitators

The Diversity and Inclusion Facilitators Network meets four times and year. The role of the Facilitators is to work collaboratively with the Dean/Director of School/Directorate, Professor of Diversity, the HR Director, the Equality and Diversity Manager and other School/Directorate Equality and Inclusion Facilitators on the development and implementation of the school equality and diversity objectives. The overall purpose of the role is to:

- support the mainstreaming and integration of equality and diversity awareness into the day to day activities of their School/Directorate;
- provide assistance and advice to Dean /Director to promote equality and diversity across the School/Directorate to both staff and students;
- ensure their School/Directorate is aware of best practice developments in equality and diversity and of changes to relevant legislation;
- set local diversity objectives/action plan on an annual basis in conjunction with the Dean/Director.

The network, Chaired by Professor Uduak Archibong, who is a member of the Equality and Diversity Committee, is an important forum for discussion and agreement of University-wide policies and initiatives concerning equality.

### Diversity and Inclusion Facilitators Membership List

**Chair: Prof. Udy Archibong**

**In Attendance: Ms Kathy Hobbs**

Name	School	Extension	Email Address
Dr Claire Beckett	SSIS	3521	<a href="mailto:C.Beckett@bradford.ac.uk">C.Beckett@bradford.ac.uk</a>
Claire Bridge	SOM	4432	<a href="mailto:c.l.bridge@bradford.ac.uk">c.l.bridge@bradford.ac.uk</a>
Anwar Ayub	SLED	6066	<a href="mailto:a.ayub@bradford.ac.uk">a.ayub@bradford.ac.uk</a>
Ruth Girdham	SOHS	6349	<a href="mailto:r.girdham@bradford.a.cuk">r.girdham@bradford.a.cuk</a>
Dr Diana Wood	SLS	4667	<a href="mailto:d.wood@bradford.ac.uk">d.wood@bradford.ac.uk</a>
Dr Darwin Liang	EDT	4039	<a href="mailto:d.t.w.liang@bradford.a.cuk">d.t.w.liang@bradford.a.cuk</a>
Andrea Cullen	SCIM -	5689	<a href="mailto:a.j.cullen@bradford.ac.uk">a.j.cullen@bradford.ac.uk</a>
Amanda Tate	CS - HR	3097	<a href="mailto:a.g.tate@bradford.ac.uk">a.g.tate@bradford.ac.uk</a>
Simon Duarri	CS - Estates & Facilities	4850	<a href="mailto:s.duarri@bradford.ac.uk">s.duarri@bradford.ac.uk</a>

Keith Waddingham	CS - Finance	3132	<a href="mailto:k.waddingham@bradford.ac.uk">k.waddingham@bradford.ac.uk</a>
Mehnaz Ali	CS - RKTS	5112	<a href="mailto:m.ali14@bradford.ac.uk">m.ali14@bradford.ac.uk</a>
Elaine Winn	CS - LSS	5975	<a href="mailto:e.winn@bradford.ac.uk">e.winn@bradford.ac.uk</a>
Kez Hayat	CS - OVC	3076	<a href="mailto:k.hayat1@bradford.ac.uk">k.hayat1@bradford.ac.uk</a>
Mark Robinson	CS – Academic Admin	3191	<a href="mailto:m.h.robinson@bradford.ac.uk">m.h.robinson@bradford.ac.uk</a>
Sean Walton	CS - ADU	5127	<a href="mailto:s.walton@bradford.ac.uk">s.walton@bradford.ac.uk</a>

## 12. Appendix - 6 Dignity and Respect Support Contact Persons

### D&RSCPs List 2009/2010

Name	School/Directorate	Telephone	Email
Andrea Cullen	Computing, Informatics and Media	01274 235689	<a href="mailto:a.j.cullen@bradford.ac.uk">a.j.cullen@bradford.ac.uk</a>
Bev Yates	Computing, Informatics and Media	01274 233921	<a href="mailto:b.yates@bradford.ac.uk">b.yates@bradford.ac.uk</a>
Jak Radice	Health Studies	01274 236348	<a href="mailto:j.radice@bradford.ac.uk">j.radice@bradford.ac.uk</a>
David Streatfield	Health Studies	01274 236415	<a href="mailto:d.g.streatfield@bradford.ac.uk">d.g.streatfield@bradford.ac.uk</a>
Berni Addyman	Health Studies	01274 236339	<a href="mailto:b.a.addyman@bradford.ac.uk">b.a.addyman@bradford.ac.uk</a>
Toheed Raza	Life Sciences	01274 235937	<a href="mailto:t.raza@bradford.ac.uk">t.raza@bradford.ac.uk</a>
Satwant Singh	Life Sciences	01274 234637	<a href="mailto:s.singh10@bradford.ac.uk">s.singh10@bradford.ac.uk</a>
Marina Bloj	Life Sciences	01274 236258	<a href="mailto:m.bloj@bradford.ac.uk">m.bloj@bradford.ac.uk</a>
Catherine Viner	Life Sciences	01274 235593	<a href="mailto:c.l.viner@bradford.ac.uk">c.l.viner@bradford.ac.uk</a>
Anne Graham	Life Sciences	01274 233570	<a href="mailto:a.graham@bradford.ac.uk">a.graham@bradford.ac.uk</a>
Gavin Bissell	Social and International Studies	01274 234787	<a href="mailto:g.bissell@bradford.ac.uk">g.bissell@bradford.ac.uk</a>
Rebecca Bradley	Social and International Studies	01274 235282	<a href="mailto:r.l.bradley@bradford.ac.uk">r.l.bradley@bradford.ac.uk</a>
Ash Mistry	Engineering, Design & Technology	01274 234130	<a href="mailto:a.mistry@bradford.ac.uk">a.mistry@bradford.ac.uk</a>
Darwin Liang	Engineering, Design & Technology	01274 234039	<a href="mailto:d.t.w.liang@bradford.ac.uk">d.t.w.liang@bradford.ac.uk</a>
Christine Clarke	Corporate Services (Estates & Facilities)	01274 231488	<a href="mailto:c.j.clarke2@bradford.ac.uk">c.j.clarke2@bradford.ac.uk</a>
Becci Barker	Student Union	01274 232361	<a href="mailto:r.barker@bradford.ac.uk">r.barker@bradford.ac.uk</a>

### 13. Appendix 7 – Disability Nominees

#### Disability Contacts/Nominees for receipt of Learner Support Profiles (LSPs) 2010/11 - Updated 13/9/2011

School	Department/Division	Name of Nominee	Contact Details
<b>School Of Social and International Studies</b> (Language and European Studies)			
	Social Sciences and Humanities	<b>Ruth Grundy</b>	<a href="mailto:r.h.grundy1@bradford.ac.uk">r.h.grundy1@bradford.ac.uk</a>
	Centre for Psychology Studies		
<b>School of Lifelong Education and Development</b>	SLED	<b>Sue Ledger</b> <b>Maggie Smith</b>	<a href="mailto:s.ledger@bradford.ac.uk">s.ledger@bradford.ac.uk</a> (3198) <a href="mailto:m.m.smith2@bradford.ac.uk">m.m.smith2@bradford.ac.uk</a>
<b>School of Engineering Design and Technology</b>	EDT	<b>Sue Hinchliffe</b>	<a href="mailto:s.a.hinchliffe@bradford.ac.uk">s.a.hinchliffe@bradford.ac.uk</a> (4013)
<b>School of Health Studies</b>  cc. Shirley Congdon (Dean) <a href="mailto:s.congdon@bradford.ac.uk">s.congdon@bradford.ac.uk</a>	Midwifery and Reproductive Health Radiography, and Rehabilitation Studies, Physiotherapy and Occupational Therapy,	Pam McLaren *Away until Nov 2011-Send to Alison Trevallion  <b>Claire Surr</b> Dementia Studies	<a href="mailto:p.mclaren@bradford.ac.uk">p.mclaren@bradford.ac.uk</a>  <a href="mailto:a.trevallion@bradford.ac.uk">a.trevallion@bradford.ac.uk</a> <a href="mailto:s.congdon@bradford.ac.uk">s.congdon@bradford.ac.uk</a> <a href="mailto:C.A.Surr1@bradford.ac.uk">C.A.Surr1@bradford.ac.uk</a> copy for dementia studies only

	Nursing	Lyn Wood	<a href="mailto:l.bakes@bradford.ac.uk">l.bakes@bradford.ac.uk</a>
<b>School</b>	<b>Department/Division</b>	<b>Name of Nominee</b>	<b>Contact Details</b>
<b>School of Life Sciences</b>	Biomedical Sciences, Clinical Sciences, Optometry, School of Pharmacy, Chemical and Forensic Sciences	<b>Carol Sealy</b>	<a href="mailto:c.noble@bradford.ac.uk">c.noble@bradford.ac.uk(6255)</a>
	Division of AGES	<b>Jill Thompson</b> <b>Karen Crosier</b>  <b>Cc Carol Sealy</b>	<a href="mailto:j.b.thompson@bradford.ac.uk">j.b.thompson@bradford.ac.uk</a> <a href="mailto:k.a.crosier@bradford.ac.uk">k.a.crosier@bradford.ac.uk</a> <a href="mailto:c.noble@bradford.ac.uk">c.noble@bradford.ac.uk(6255)</a>
<b>School of Computing, Informatics and Media (SCIM)</b> cc to Dr Palmer (Dean) <a href="mailto:i.j.palmer@bradford.ac.uk">i.j.palmer@bradford.ac.uk</a>	Computing, Media, Mathematics Creative Technology	<b>Dave Newman</b>	<a href="mailto:d.newman@bradford.ac.uk">d.newman@bradford.ac.uk</a>
		<b>Tracy Wright</b>	<a href="mailto:t.wright3@bradford.ac.uk">t.wright3@bradford.ac.uk(4011)</a>
<b>School Of Management</b>	Postgraduate Undergraduate	<b>Jo Hardcastle*Changing 2011</b>	<a href="mailto:j.e.hardcastle@bradford.ac.uk">j.e.hardcastle@bradford.ac.uk</a>
		<b>Sylvia Bentley</b>	<a href="mailto:s.e.bentley@bradford.ac.uk">s.e.bentley@bradford.ac.uk(4375)</a>
<b>Library</b>		<b>Maria Simoes</b>	<a href="mailto:m.j.simoes@bradford.ac.uk">m.j.simoes@bradford.ac.uk</a>