

Laidlaw Undergraduate Research and Leadership Scholarships



2019 Staff Handbook

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Laidlaw Scholarship Introduction

The Laidlaw Undergraduate Research and Leadership Scholarships equip the most talented and ambitious students with the knowledge and skills to be the leaders of tomorrow. Made possible thanks to Lord Irvine Laidlaw's passionate commitment to the education and development of young people, at Leeds the programme is comprised of two elements: a research project, conducted over two six-week periods, and a programme of leadership development activities, designed to give students the knowledge and skills to flourish in the workplace and beyond. Established in 2014, the scholarship is currently being delivered at 12 prestigious universities, continually expanding the international network of Laidlaw scholars. The long term vision of the scholarship is to create an international network of scholars who will share their skills and values with their colleagues, peers and communities, and will be ready for the diverse global challenges of the future.

 COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

 Durham
University

 NUS  UNIVERSITY
SCHOLARS
PROGRAMME

 Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Tufts
UNIVERSITY

 UCL

 香港大學
THE UNIVERSITY OF HONG KONG

 UNIVERSITY OF LEEDS

 UNIVERSITY OF
OXFORD

 University of
St Andrews

 UNIVERSITY OF
TORONTO

 UNIVERSITY
of York

Responsibilities of the Scholar

Each scholar agrees to:

- ♦ Attend the development events throughout their time as a scholar
- ♦ Complete and sign the Research Project Agreement with their supervisor before the start of the first and second summer research period
- ♦ Undertake the work necessary to complete the research projects
- ♦ Respond to communication from the scheme coordinators over the summer and during term-time
- ♦ Attend research project meetings with the project supervisor/mentor and report on progress as agreed
- ♦ Provide a scholarship report at the end of each period of research work by 20 September; this report will be signed off by the project supervisor and emailed to the Laidlaw Scholarship Administrator
- ♦ Join the Laidlaw Scholars private social group – allowing individuals to network with other scholars from their own and other universities, to share their experiences, answer questions and act as mentors to new cohorts.
- ♦ Be open to participate in the production of content to be used on the Laidlaw Scholars website, and potentially be used for marketing the programme.
- ♦ Keep the Laidlaw Scholarship Administrator updated with their progress and career information following graduation
- ♦ Give back to scholars of the future by acting as a mentor, and act as an ambassador for the scholarship
- ♦ Provide email addresses to the CEO of the Laidlaw programme

Responsibilities of the Supervisor

Each supervisor agrees to:

- ◆ Be responsible for designing the scholarship project to be undertaken by the scholar as part of the overall research project
- ◆ Supervise the work necessary to complete the research projects. The minimum requirement for Laidlaw Scholarship supervision is a formal meeting between Scholar and project supervisor at the start, middle and end of each period of project work. The Scholar will provide a record of each of these meetings, to include a review of progress and action points, to be confirmed in writing by the project supervisor
- ◆ Set the Scholar clear tasks over the summer research periods with deadlines
- ◆ Ensure provision of appropriate campus-based working space and facilities for the duration of the research project and agree, in writing, any specific travel or resource arrangements with the Scholar
- ◆ Ensure the scholar has a daily contact point, normally in the School where the project is based. This might be a research postgraduate student, an academic colleague, a member of support staff, or equivalent if the project work is not campus based
- ◆ Respond to communication from the scheme coordinators and scholars over the summer and during term-time
- ◆ The scholars are to provide a scholarship report at the end of each period of research work by 20 September; this report will be signed off by the project supervisor and emailed to the Laidlaw Scholarship Administrator
- ◆ Be open to participate in the production of content to be used on the Laidlaw Scholars website, and potentially be used for marketing the programme
- ◆ Complete their Scholar's online assessment mid-way and on completion of the scholarship.

Key Programme Dates

2019

8 May (5:00—7:00pm)	Welcome Event
20 May	Completion of Quintax Questionnaire (online)
13-14 June	Induction, Leadership and Skills Development Residential
13 June	Completion of first self-evaluation (online)
24-28 June	Leadership and Teambuilding Development Residential
June—September	Research Period 1
20 September	Reflection, Leadership and Skills Development Day
20 September	Completion of second self-evaluation (online)
20 September	Completion of first scholarship report
26 September	Education Outreach Day
11-13 October	Laidlaw Annual Conference

2020

15-16 February	Cultural Development Residential
10-11 June	Induction, Leadership and Skills Development Residential (as second years)
June—September	Research Period 2
30 September	Completion of second scholarship report and Research Poster
30 November	Completion of final self-evaluation (online)

Leadership Programme

Welcome Event

A welcome to the Laidlaw Scholarship by the Deputy Vice Chancellor to new scholars and their supervisors. Current and alumni scholars will give presentations on their scholarship experience, research projects, achievements and future plans. This is an opportunity to network with scholars and staff.

Induction, Leadership and Skills Development Residential

An introduction of new scholars to leadership, research methods, presentations skills and examples of excellent projects. Scholars will undertake skills development sessions cover a range of topics including personality profiles, networking, project management, communication skills and presentation skills. Scholars have an opportunity to network with current scholars from previous years.

Leadership and Teambuilding Development Residential

A two-and-a-half-day residential focusing on development reflection, leadership and team-building at the University's outdoor centre at Selside (with groups participating on different dates). Scholars put leadership in practice in a range of activities led by an outdoor leadership professional.

Reflection, Leadership and Skills Development Day

A one-day session focusing on the importance of leadership and management to individual and organisational success. This session helps scholars to develop an awareness of personal strengths and abilities in order to build future leadership capabilities.

Education Outreach Day

A one-day session combines leadership capabilities with the ability to distil complex information to a non-specialist audience. Scholars spend a full day in a primary school in Leeds to raise aspirations and attainment through supporting children to think about the range of future work opportunities, excite them about how subject areas translate into the real-world and to encourage them to be ambitious about their futures.

Cultural Development Residential

A two day residential with a focus on developing social and cultural capital through experiencing world class performance and art. This element of the programme is designed to bring the scholars together over the course of a weekend to experience regional cultural attractions and events.

Leadership Programme

The Laidlaw Scholarship is a research and leadership scholarship; as such, the scholars complete a comprehensive leadership training programme alongside their two periods of research (please see page 6-7 for the full programme of events). This programme has been designed to cover all of the University's Leadership Excellence Behaviours (for more information see pages 9-11).

The research project forms an essential part of this leadership training. In their Personal Development File, scholars have been made aware of the importance of learning and putting into practice 'soft skills' whilst they are completing their research, for example the ability to communicate with impact and solve problems creatively.

As the people best placed to see how scholars' leadership skills are developing over the course of their research periods, supervisors will be asked to complete two assessments of the Scholar working on their research project; these will be sent out in the September following the two summer research periods, and will take the form of an online survey. These surveys will be used to assess the progress that scholars have made in terms of leadership skills and research abilities, and will again be based on the university's Leadership Excellence Behaviours Framework. At the end of their scholarship scholars will receive a report showing how far they have improved on each of these behaviours, and the supervisor assessments will be used when drawing up these reports.

Leadership Excellence Behaviours Framework



Purposeful Leadership

We understand the goals and values of our university, set a clear direction and help colleagues to translate strategic priorities in to the delivery of specific outcomes which are informed by evidence and insight. We build confidence and commitment in the way that we listen to the views of others, act on our plans, learn from our setbacks and celebrate our successes.



Strategic Thinking & Decision Making

We make informed decisions and take considered risks, which incorporate both short and long term factors and are aligned with our University Strategic Plan and values. We prioritise activity and make choices which are most likely to enable the delivery of shared goals. We scan the horizon for emerging opportunities and plan current activities with the future in mind.



Creativity and Innovation

We actively seek and use feedback to drive continuous improvement. We challenge ourselves and others to be the best we can and share best practice from across our university and beyond. We create an environment where new ideas and creative problem solving are encouraged and acted on.



Collaborative

We build effective working relationships with a wide range of internal and external stakeholders to shape the future through creative collaborations and teamwork. We demonstrate the impact of our contribution through regional, national and international partnership and we work in partnership with our diverse range of colleagues, students and partners to understand their needs and deliver excellent outcomes.



Communicating with Impact

We build trust and gain buy in to shared goals through our professionalism, integrity and effective communication skills. We influence and engage others across and beyond our institution through active two way dialogue and by promoting a clear and targeted message which positively reflects our university.



Delivering Results

We take responsibility for delivering change efficiently and making things happen. Barriers and challenges are resolved promptly and success is celebrated. We are committed to ensuring that positive change is sustained and embedded to drive future success. We take a proactive approach to developing services, solutions and processes which are accessible, inclusive and user friendly.



Developing Others

We equip colleagues to perform to the best of their ability and realise their potential through ongoing feedback, coaching and development. We value and recognise the benefits of working with a diverse range of talented colleagues and actively seek to build inclusive teams in which all team members can thrive.



Resilience & Adaptability

We are able to adapt to changing priorities and seek to create a positive and healthy working environment in the way that we engage with and support others.



Self Awareness

We understand our individual leadership style and adapt our approach in response to the situation and the needs of others. We regularly seek feedback to increase our levels of self awareness and are committed to undertaking development to improve our personal effectiveness.

Funding Details

Funding has been set aside to cover any essential costs directly associated with project work the Scholar will undertake to develop their research and leadership skills, as set out in the research project proposals submitted as part of the scholarship application process. This is not a grant. It is available only to be used where necessary to ensure the Scholar has the resources they need to undertake their research project. It might, for example, cover additional equipment/materials needed by the Scholar, or travel and accommodation costs to attend a conference to inform the project work or to present its outcomes. Any equipment purchased remains the property of the University and is retained for the benefit of future scholars.

Research Costs – Consumables etc.

- Research funding will be transferred to a limited account within the scholar's faculty under their name—research expenses can be claimed directly from this account by the project supervisor, faculty facilitator, or central administration team.
- Schools/faculties will be expected to purchase and pay for any consumables related to the research products, e.g. reagents, books, machine usage.
- Research funding cannot be used to pay for bench fees.

Travel/Conference Expenses:

- Scholars will send all requests to the central Laidlaw administration team, e.g. requests to attend a conference as part of their research, requests to book travel as part of their summer project, or requests to use some of their funds for an international experience

- Scholars will also need to send complete details and itineraries – when and where they want to travel, conference registration page and their details, etc.
- The central administration team will then book tickets, register the student for the conference, book accommodation etc.
- Subsistence costs will be reimbursed only if scholars keep their receipts and hand them in to the Laidlaw team for processing

Funding Release Dates for Scholars

- June 21st 2019—£3000
- June 1st 2020—£3000



Scholars in Difficulty

Introduction

As with any long-term commitment there may be times during the period of the scholarship when those involved feel that things are not going as well as they should be. Routine issues should of course be picked up and addressed through the normal process of support and supervision provided by the faculty team, especially the project supervisor.

At the beginning of each research period, the research supervisor will need to inform the scholar of the day to day research support available to them, whether that be the supervisor themselves or others working on the project, such as doctoral students or co-supervisors. This ensures that routine issues can be dealt with quickly, and helps scholars feel supported throughout their research project.

It may be that there are some cases where supervisors become concerned about a scholar, or feel they are not fulfilling the requirements of the research project. In this case, supervisors should in the first instance either contact their faculty facilitator or the central Laidlaw administration team (contact details can be found on page 16). If a supervisor themselves has problems fulfilling their scholarship commitments, or finds that their circumstances change such that they can no longer be involved in the scholarship, they should also contact their faculty facilitator or the central Laidlaw administration team.

Dealing with more complex issues

Circumstances may arise where you feel that the responsibilities of your scholarship are more than expected e.g. a clash with the demands of your programme of study, or where personal circumstances change significantly e.g. a major health problem, when you may want to discuss withdrawing from your scholarship, or may need extra support.

If you have any concerns about your scholarship your first point of contact should be either your project supervisor, or your faculty facilitator who will arrange a meeting to discuss the problem and identify a clear and agreed way forward.

If a way forward can't be agreed between the scholar, project supervisor and faculty facilitator, the facilitator may seek advice from the Pro-Dean for Student Education in their role as faculty academic lead for the scholarships.

Where the faculty team is unable to identify a mutually acceptable solution with you, a request for advice would be made to the Laidlaw Steering Group (contact Rebecca Shaw, r.l.shaw@leeds.ac.uk).

Complex Issues Flow Chart

Scholars should discuss any issues in the first instance with their supervisor or, if this is not appropriate, with the faculty facilitator. Equally, supervisors should raise any issues with the Scholar or the faculty facilitator.



If Scholar and supervisor cannot resolve an issue, then the faculty facilitator should be brought in to help find a solution.



If a solution can still not be found, or if any party is not satisfied with the plan of action agreed, help may be sought from the Pro-Dean for Student Education, or after that the Laidlaw steering group.



If at any time you are unsure of who to contact, or would like help and advice, the central Laidlaw administration team can also be contacted. Please see back cover for all contact details.

Fair Processing Notice

The purpose of this Notice is to tell you what information Laidlaw Scholars collects from you, how and when it may be collected and what happens to it. For the purpose of this Notice, “we” and “us” refer to Laidlaw Scholars.

Laidlaw Scholars is the data controller of your personal information for the purposes of this notice and can be contacted using the contact details at the end of this Notice. We want to be very transparent about our use of your information so that you understand how and why we collect and use it and so that you know that you can always trust us with it.

This Notice applies only to personal information processed by or on behalf of Laidlaw Scholars. Where our website or scholar portal contains links to other sites, those sites are separately responsible for any data you provide them. We recommend you check their own privacy policies if you are providing them with your personal data.

We may collect personal information from you when you visit our website or the scholar portal, use our services, contact us by telephone or email or receive a communication from us relating to our funding, support or other services.

What information might Laidlaw Scholars collect about me and how?

We may collect the following information;

- personal and contact details (for example your name, email address, university and gender);
- information you voluntarily provide through your profile on our online scholar portal, including:
 - your chosen display name
 - your photograph
 - your biography
 - your job title
 - your department
 - your career history
 - any social media profiles you link to your profile including twitter,

linkedin, facebook, google+ or your own website.

- personal and contact details you give us when subscribing to receive emails, newsletters or marketing information from us;
- personal and course details provided to us from your University or your Employer;
- personal details you voluntarily provide to us throughout the application process or following approval of your scholarship;
- details of your research project, status, content and a;
- information we collect via cookies or similar technology stored on your device about how you use Laidlaw Scholars digital products or services (find out more about cookies and how Laidlaw Scholars uses them in our Cookies Policy <https://www.laidlawscholars.com/privacy>);
- your IP address when you access our website or scholar portal and information from Laidlaw Scholars web servers about online activity;
- information from social media activity (such as likes, shares and tweets) when you interact with us on social media (whether through the scholar portal or directly via such social media);
- information you provide if you report a problem with our website, scholar portal or service; and
- additional voluntary information which we may ask from you to better understand you and your interests.

We will collect and process your personal information primarily from you in accordance with this Notice, which also aligns with data protection/security requirements.

We also obtain information from other sources of data, including information about you from 3rd party organisations such as your employer or your University should you chose to apply for a scholarship and where you are successful in that application as part of our ongoing funding. We will only accept and use information about you from reputable organisations who have either obtained your permission to share your information with us or who have collated information about you from publicly available sources.

How will Laidlaw Scholars use my information?

We may use your information in the following ways:

Personal Information	Basis of Processing	Purposes of processing
- Name - Contact details - Details of contact with us - Research project details	This processing is within our legitimate business interests	- To help run our Scholarships. - To help train our staff.
- Name - Contact details - Details of contact with us	It is necessary for us to comply with a legal obligation or to protect the vital interests of you or another individual.	To respect your rights under data protection or other legislation.
- Name - Photograph(s) - Research project details	You have given us your consent.	To publish information about Laidlaw Scholars on our internal and external websites to better explain what we do.

We protect your interests by making it easy for you to control the way in which we use your information. For more information, see the “Control of and access to your information” [section below](#).

Transmission of information online is not 100% secure and we cannot guarantee the security of data sent to us in this way. Transmission of data over the internet is at your own risk.

We may also obtain information about your computer, including where available your IP address, operating system and browser type in accordance with our Cookies Policy <https://www.laidlawscholars.com/privacy>

Will Laidlaw Scholars share my information with other people?

We may share your personal information with other Universities where you ask us to for the purposes set out above.

We may also share your information:

- with your University;
- where we need to share your information with third parties to provide services you have asked for, for example to create your account on our portal; or
- if we have been asked to provide information about you for legal or regulatory purposes.

We may also disclose your personal information to third parties if we are under a duty to disclose or share your personal information, in order to comply with any legal regulations or good governance obligations, or in order to enforce or to protect our rights, property, or safety, or that of our customers or other persons with whom we have a business relationship, or to purchasers or prospective purchasers in relation to a disposal of our business or assets.

Finally, we may use third party service providers to support our provision of the service. This includes for the provision of our business functions, including (without limitation) IT support, hosting our data on cloud platforms, legal, accounting, audit, consulting and other professional service providers, and providers of other services related to our business. Portions of our services may be provided by organisations with which Laidlaw Scholars has a contractual relationship, including subcontractors, and, accordingly, your personal information may be disclosed to them. We only provide these organisations with the information that they need to be able to perform their services.

We will have in place an agreement with our service providers which will restrict how they are able to process your personal information. If any service provider is based outside of the European Economic Area, we will ensure that the provider is either a current subscriber to the EU/US Privacy Shield, or we have an appropriate contract for the international transfer of personal information with them. If you would like more detail about such safeguards, please contact patloft@laidlawleaders.co.uk

Sensitive Information

We do not systematically collect information which may be particularly sensitive, for example health information. However, we may collect this information if it is provided to us by you or on your behalf voluntarily. By giving us this information, you agree that we may use such information as set out in this policy.

We may record such information if we believe that you, or anybody using or visiting a site, need extra care, for example, because of your or their age, health, disability or financial circumstances.

Data anonymisation and aggregation

We may anonymise or aggregate your personal information in such a way as to ensure that you are not identified or identifiable from it, in order to use the anonymised or aggregated data, for example, for statistical analysis and administration including analysis of trends, to carry out actuarial work, to tailor funding and other services and to conduct risk assessment and analysis of costs and charges in relation to our services. We may share anonymised or aggregated data with third parties.

Control of and access to your information

It is important to Laidlaw Scholars that you are in control of your own information. As a result, we offer the following controls:

You may request access to or copies of the personal information that we hold about you. If you would like to exercise this right, please contact us at patlofthouse@laidlawleaders.co.uk or the address below. If your request is made before 25 May 2018, we may charge you a fee of £10 for such access and in some circumstances more for the provision of copies;

If you believe that any information we have about you is incorrect or incomplete, please contact us at patlofthouse@laidlawleaders.co.uk as soon as possible. We will take steps to seek to correct or update any information if we are satisfied that the information we hold is inaccurate. You may request that we restrict our processing.

You may request that your personal information be deleted, where it is no longer necessary for the purposes for which it is being processed and provided there is no other lawful basis for which we may continue to process such information;

If we are processing your personal information to meet our legitimate interests (as set out above), you may object to the processing of your personal information by us. If we are unable to demonstrate our legitimate grounds for that processing, we will no longer process your personal information for those purposes;

You can object to our processing as set out above;

You may withdraw any consent given to processing; or

You may also request that we restrict the processing of your data to that to which you have consented or for the establishment, exercise or defence of legal claims or the protection of the rights of another person, whilst we verify your data as set out in point 2 above; pending verification of our legitimate grounds as set out in point 4 above; or if the processing is unlawful or no longer necessary, but you wish us to retain your data for the purposes of establishing, exercising or defending legal claims.

Please contact us if you have any concern about how your personal information is processed at patlofthouse@laidlawleaders.co.uk and we will try to resolve your concerns. However, if you consider that we are in breach of our obligations under data protection laws, you may lodge a complaint with the Information Commissioner's Office (<https://ico.org.uk/global/contact-us/>).

Login details

Subject to your consent if required by law, we will collect and process your personal information as necessary to set up and administer your sign up to, and use of, the login facility available on our website and/or our scholar portal. We will use "cookies" to "remember" the machine or other device you use to access our website (in accordance with our cookies policy <https://www.laidlawscholars.com/privacy>)

When you use your account on our site or scholar portal, you are required to adhere to the following security procedures in relation to your username and password, which are referred to as "login information":

- Keep your login information secret and secure at all times and do not disclose it to any other person or allow any other person to use it;
- Do not write down or record in any form your login information or store it on any software, including a password save feature;
- Destroy any notice from us concerning your login information as soon as you have read and understood it;
- Should you become aware or have reason to suspect that your login information has been lost or disclosed to, or seen or accessed by, someone other than yourself, immediately notify us at the following email address;patlofthouse@laidlawleaders.co.uk
- Do not leave your computer or other device unattended while you are using the login facility available on our website or let anyone else use your computer or other device unless and until you have logged out; and

- Use particular caution if you access the login facility available on our website from a public or shared computer or device, to ensure that other people are not able to see your login details.

How long will Laidlaw Scholars keep information about me?

We will retain your personal information for up to 6 years after your last interaction with us, or such shorter period as we consider appropriate to carry out the purpose(s) set out above. Please note that marketing materials may remain on the website for as long as those promotional material are used and may exceed this period.

In certain circumstances, we may be required to retain your personal information for longer, where such retention is required by law or record keeping requirements, including managing our relationship with you, defending any claims, or for tax purposes.

Changes to this policy

Data security is important to us, and as such we will keep this policy under review. We may, therefore, change this policy from time to time by updating this page in order to reflect changes in the law and/or our privacy practices. We will update the date at the top of the policy accordingly. We encourage you to check this policy for changes when you revisit our website or use our app.

Contact us about privacy

You can contact Laidlaw Scholars by emailing patlofthouse@laidlawleaders.co.uk.

If you have a specific question about our privacy policy or how we use your personal information, you should contact us at the above address or email address; please mark your communication as “Data Protection Enquiry”.

We have a dedicated data protection officer to ensure that we process your personal information appropriately. You can contact them at patlofthouse@laidlawleaders.co.uk

Laidlaw Scholars
Publication Consent (to be provided underneath or alongside fair notice wording)

I [INSERT NAME], have read the Laidlaw Scholars Fair Processing Notice and hereby provide my consent to Laidlaw Scholars for the following processing of my personal information:

To have any photographs taken of me during my time as a Laidlaw Scholar to be published on the Laidlaw Scholars internal and public website at the Laidlaw Scholar's discretion.

Please initial here to confirm your acceptance.....

To have the name of and details relating to my research project published on the Laidlaw Scholars internal and public websites, as well as listed in the scholar portal at the Laidlaw Scholar's discretion.

Please initial here to confirm your acceptance.....

I am aware that I may revoke my consent to the processing of my personal data in this way at any time.

I am also aware that Laidlaw Scholars may not require my consent to process my personal data and may continue to do so if it has another lawful ground for processing under the relevant data protection legislation.

Signed.....

Dated.....

Contacts

Rebecca Shaw	Programme lead and coordinator	r.l.shaw@adm.leeds.ac.uk
Kate Dunstone	Scholarship administrator	laidlawscholarship@leeds.ac.uk
Tess Hornsby Smith	Faculty facilitator for the Faculty of Arts, Humanities and Cultures	t.r.hornsby-smith@leeds.ac.uk
David Riley	Faculty facilitator for the Faculty of Environment	d.d.riley@leeds.ac.uk
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