

Table Setting Guides for Great Design

@danielmall for AEA Orlando—October 3, 2016



Being a great graphic
designer isn't enough.





You can't separate good policy from the need to bring [people] along and make sure that they know why you're doing what you're doing.

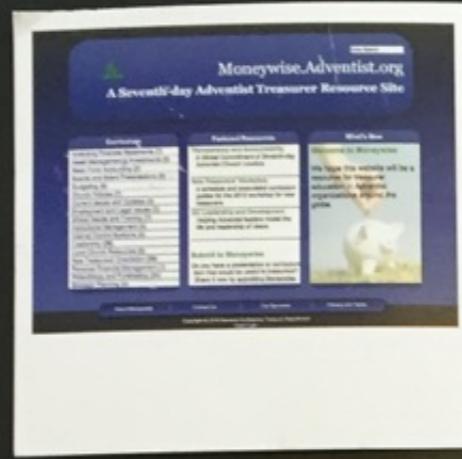
— **Barack Obama**, The GQ Interview



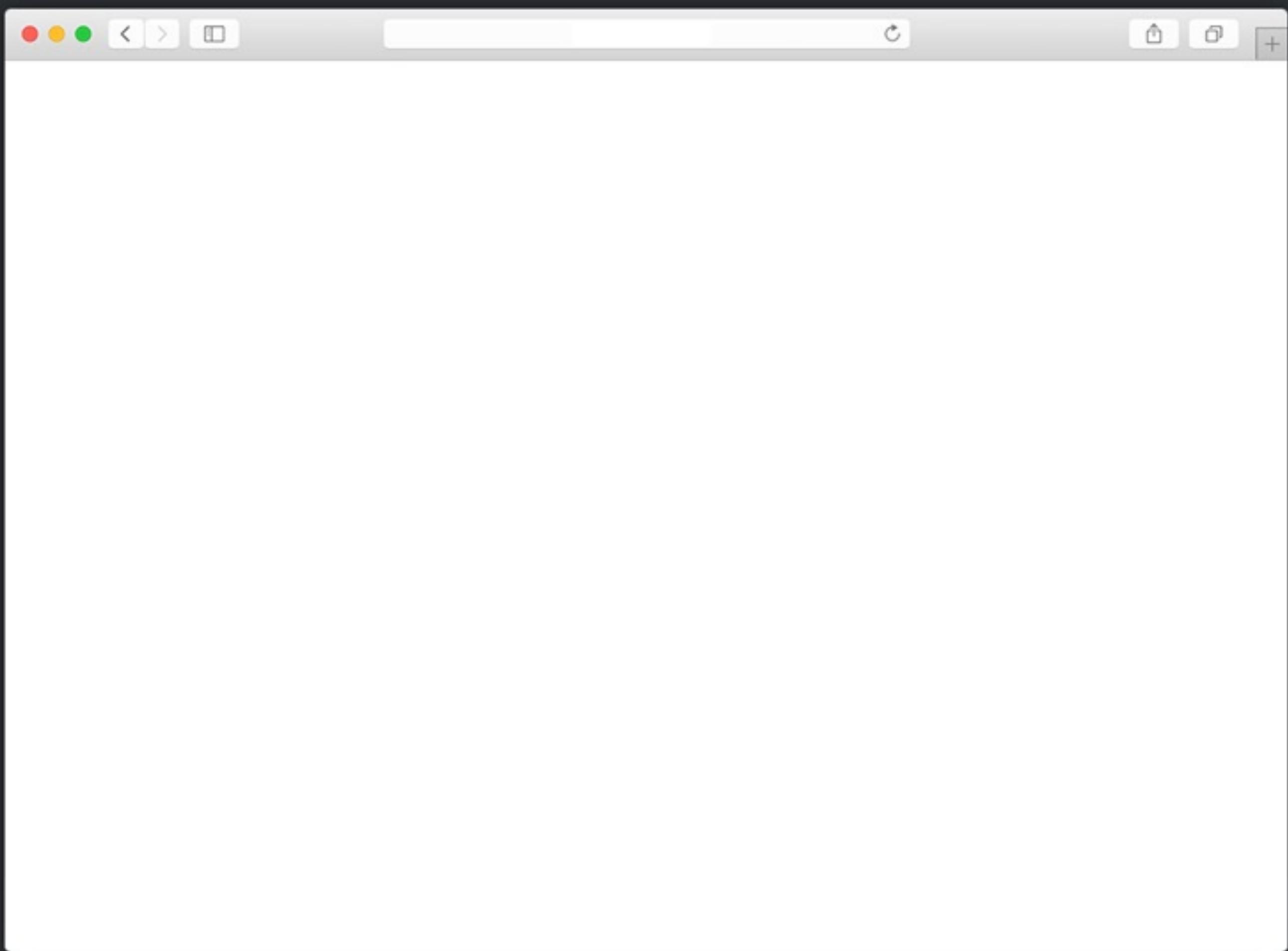
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70,000 churches • 13 world divisions
63 publishing houses • 350 languages
15 media centers • 130 countries for
disaster relief







Research



Research

TALK TO PEOPLE



HOW DESIGN THINKING
TRANSFORMS ORGANIZATIONS
AND INSPIRES INNOVATION

“ *The easiest thing about the search for insight... is that it's everywhere and it's free.*”

Tim Brown, Change By Design

TIM BROWN

philly.com

01

Why redesign the site?

01

Why redesign the site?

02

Why redesign the site *now*?

01

Why redesign the site?

02

Why redesign the site *now*?

03

How will we know if the new site
is better than the old one?

HOW TO MAKE SENSE OF ANY MESS

Abby Covert

Why does this work need to be done?
Why is change needed? • Why do those
changes matter? • Why should other
people care? • Why hasn't this
been tackled correctly? • Why will this time
be different?

Abby Covert

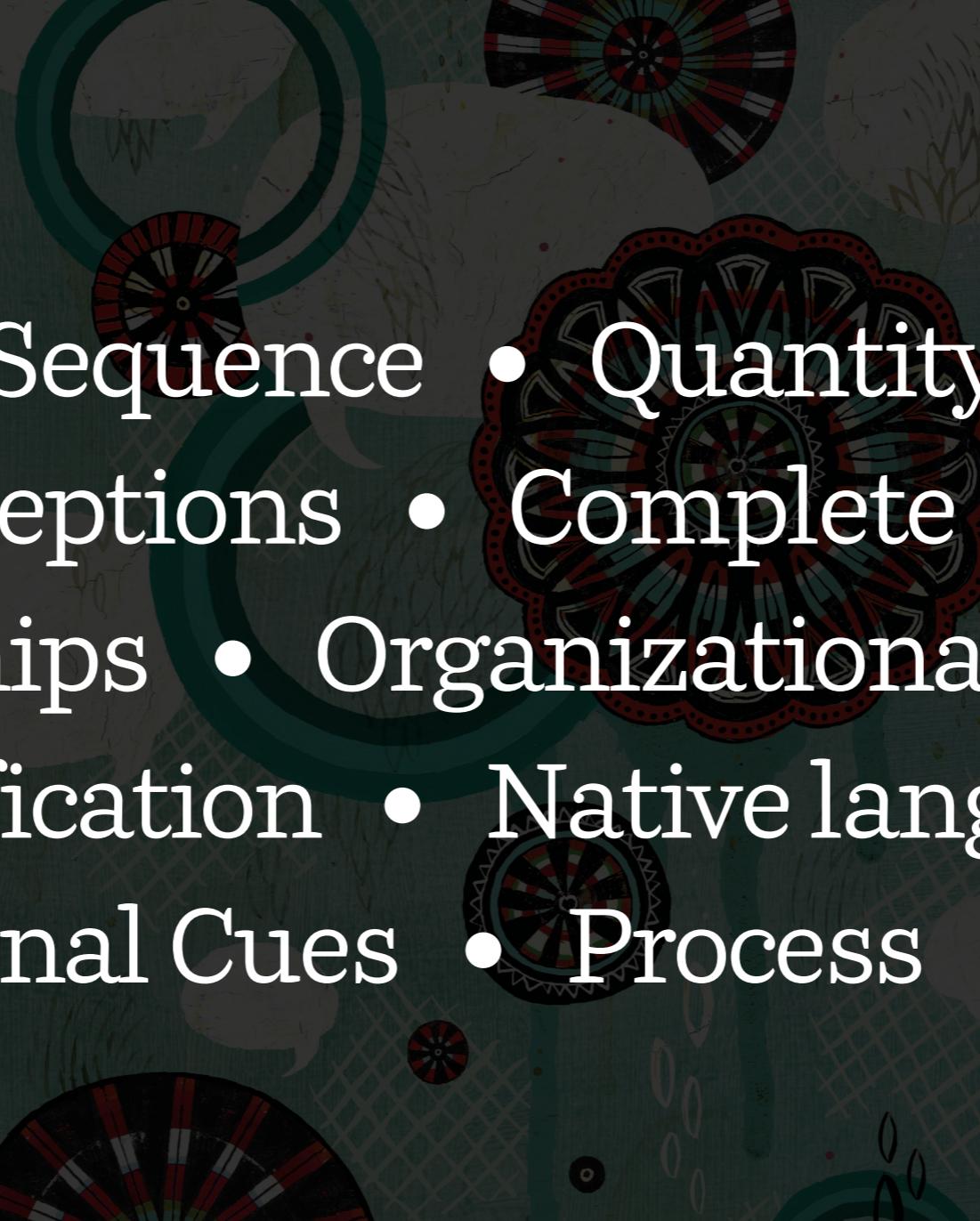


INTERVIEWING USERS

How to Uncover Compelling Insights

by STEVE PORTIGAL foreword by Grant McCracken

Rosenfeld

- 
- Sequence • Quantity
 - Exceptions • Complete List
 - Relationships • Organizational Structure
 - Clarification • Native language
 - Emotional Cues • Process • Time

INTERVIEWING USERS

How to Uncover Compelling Insights

by STEVE PORTIGAL foreword by Grant McCracken

Rosenfeld

Create a unified brand

Build a multi-device experience & grow mobile use

Increase editorial flexibility

Build a lasting design foundation

Make it beautiful and immersive

Minimize workflow

Increase reader engagement

Grow the local audience

Improve ads for advertisers

Be a trendsetter

Lay foundation for [future feature]

Improve usability

Establish and bolster respectability and trust

Increase social traffic

Make more money

Improve ads for readers

Showcase the newsrooms

Promote a variety of content

Create a unified brand

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Promote a variety of content

Product Manager

Senior Producer

Design Director

Controller

Technology Manager

Director for News Experience

Managing Editor

Vice President, Digital Sales

Digital Products/Solutions Lead

Director, Digital Application
Development

Chief Information Officer

Lead Systems Analyst

Director of Product Management

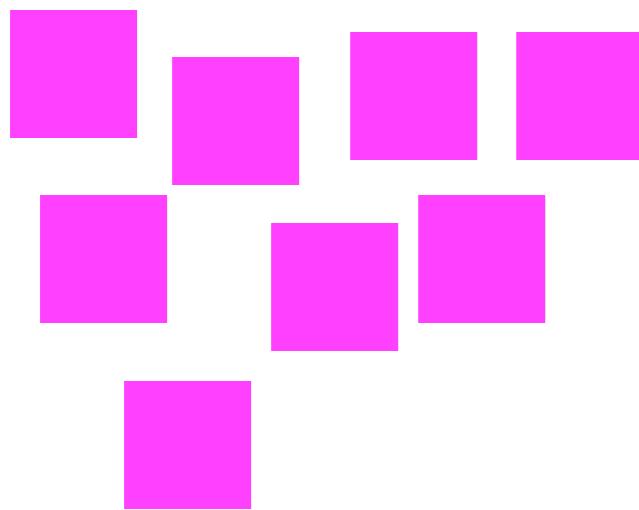
Director, Ad Operations & Yield
Management

Objective 1

Objective 2

Objective 3

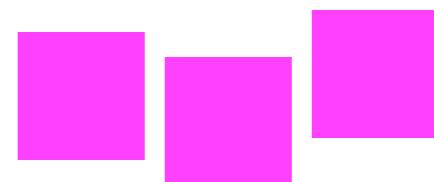
Objective 1



Objective 2



Objective 3



MAKE MORE MONEY

BUILD LASTING
DESIGN FOUNDATION

BE A TRENDSETTER

IMPROVE ADS FOR
READERS

PROMOTE VARIETY

MARKET
& IMM

ESTABLISH
SOLVED

INCREASE
ENGAGEMENT

IMPROVE
ADVERTISERS

GROW LOCAL AUDIENCE

BUILD
EXP



IMPROVE ADS FOR
READERS

PROMOTE VARIETY

MAKE IT BEAUTIFUL
& IMMERSIVE

INCREASE SOCIAL
TRAFFIC

IMPROVE USABILITY

GROW MOBILE USE

BUILD A MULTI-DEVICE
EXPERIENCE



LASTING
DESIGN FOUNDATION

BE A TRENDSETTER

IMPROVE ADS FOR
READERS

PROMOTE VARIETY

MAKE
& DO

IMPROVE ADS FOR
ADVERTISERS

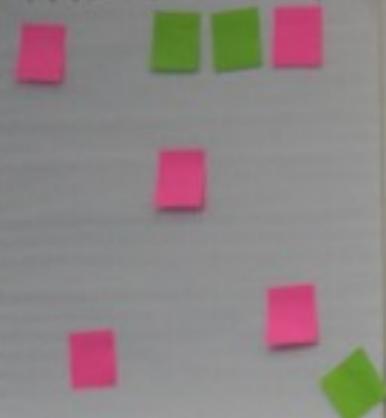
SHOW MOBILE USE



IMPROVE USABILITY



MAKE MORE MONEY



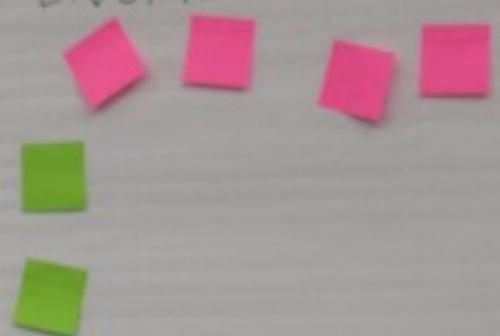
BUILD A MULTI-DEVICE
EXPERIENCE



INCREASE EDITORIAL
FLEXIBILITY



INCREASE
ENGAGEMENT



BUILD LASTING
DESIGN

BE A TRENDSETTER

MAKE IT USEFUL
& INFORMATIVE

IMPROVE AD
ADVERTISING

GROW LOCAL AUDIENCE



Create a unified brand

Build a multi-device experience & grow mobile use

Increase editorial flexibility

Build a lasting design foundation

Make it beautiful and immersive

Minimize workflow

Increase reader engagement

Grow the local audience

Improve ads for advertisers

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Showcase the newsrooms

Promote a variety of content

- 14** Create a unified brand
- 03** Build a multi-device experience & grow mobile use
- 04** Increase editorial flexibility
- 06** Build a lasting design foundation
- 08** Make it beautiful and immersive
- 11** Minimize workflow
- 05** Increase reader engagement
- 10** Grow the local audience
- 09** Improve ads for advertisers
- 07** Be a trendsetter
- 18** Lay foundation for [future feature]
- 01** Improve usability
- 17** Establish and bolster respectability and trust
- 13** Increase social traffic
- 02** Make more money
- 15** Improve ads for readers
- 16** Showcase the newsrooms
- 12** Promote a variety of content

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- 16 Showcase the newsrooms
- 12 Promote a variety of content

Service Level Agreement (SLA)

for: *Customer name*

by: *Company name*

Effective Date: September 9, 2016

Document Owner: *Company name*

Version

Version	Date	Description	Author
1.0	04-09-2016	Service Level Agreement	Bob Smith
1.1	09-09-2016	Service Level Agreements	Dave Jones

SLAs

slatemplate.com

Approval

(By signing below, all Approvers agree to all terms and conditions outlined in this Agreement.)

Approvers	Role	Signed	Approval Date
<i>Company name</i>	Service Provider		11-09-2016
Customer	Customer		11-09-2016

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2. Goals & Objectives. 3

3. Stakeholders. 3

4. Periodic Review.. 4

5. Service Agreement 4

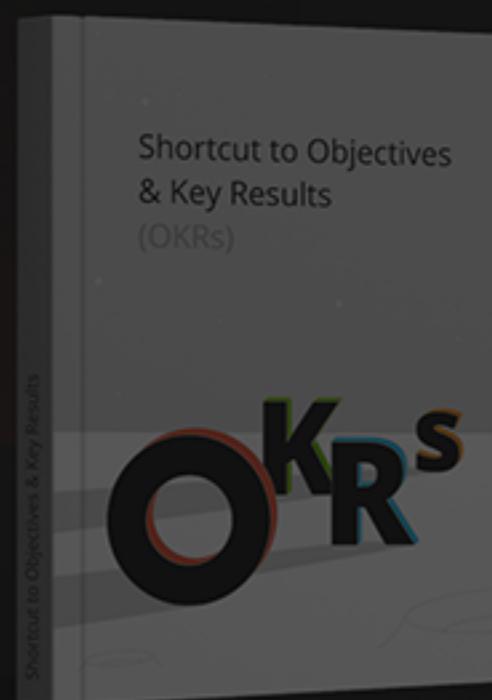
KPI and OPI Measurement Pack - Review of KPI measurement scores

Section	KPI / OPI No	KPI / OPI	Sub KPI	Measure / Method	Freq.	Target / Penalty	Adjustment Freq.	Apr-13	
	KPI 1	Strategic Asset Management - Estate financial efficiencies and other benefits realised in accordance with the asset strategy and requirements of the related implementation programmes (including asset rationalisation, locality reviews, new ways of working)	Delivery of Agreed ARP within the agreed timescales	Review of baseline ARP against actual delivery annually (% of programme complete within council year)	Annual	100%	Annual	G	
	KPI 2	Strategic Asset Management - Estate size reduced in accordance with requirements of the asset rationalisation programme and of other strategic programmes	Delivery of Agreed Disposals Programme within the agreed timescales	Review of baseline Disposals Programme against actual delivery annually (% of programme complete within council year)	Annual	100%	Annual	G	
	KPI 3	Contract Management Quality	Scored and justified against 15 criteria and justified monthly between Carillion and OCC				Quarterly	73%	8
	KPI 4	Performance Levels achieved as set out in the Scope of Services and Requirements, including the completion of all activities delivered in Annual Task Orders	All activities completed to the performance standards as set out in the Scope of Services for Service Stream 2	Service Stream Leads review the service in month against the criteria in the KPI 4 model	Monthly	95%	Quarterly	100.0%	8
			All activities completed to the performance standards as set out in the Scope of Services for Service Stream 3	Service Stream Leads review the service in month against the criteria in the KPI 4 model	Monthly	95%	Quarterly	97.0%	9
			All activities completed to the performance standards as set out in the Scope of Services for Service Stream 4	Service Stream Leads review the service in month against the criteria in the KPI 4 model	Monthly	95%	Quarterly		

KPIs & OPIS

Key Performance Indicators &
Operational Performance Indicators

mycouncil.oxfordshire.gov.uk/documents/s22398...



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OKRs

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Objectives & Key Results

betterworks.com/okr/

Making sure your employees are aligned, working on the right stuff and executing effectively are huge priorities for any leader. Luckily, goal setting can help – in fact, companies that set clear goals are four times more likely to score in the top 25 percent of business outcomes. While BetterWorks helps you manage any type of goal setting – from [S.M.A.R.T. goals](#) to your organization's unique process – Objectives and Key Results (OKRs) are our bread and butter.

Code

Issues 0

Pull requests 1

Wiki

Pulse

Graphs

Some ideas for websites you can build!

28 commits

1 branch

0 releases

3 contributors

MIT

Branch: master ▾

New pull request

Create new file

Upload files

Find file

Clone or download ▾

	melanierichards committed on GitHub Merge pull request #12 from thadseaver/404-page	...	Latest commit eda3ea1 5 days ago
	docs Merge pull request #8 from thadseaver/various-calculators		11 days ago
	CODE_OF_CONDUCT.md Add code of conduct		3 months ago
	CONTRIBUTING.md Add guidance about present imperative tense		11 days ago
	LICENSE Initial commit		3 months ago
	README.md Add Create custom 404 page		6 days ago
	README.md		

Just! Build! Websites!

The hosts of [Shop Talk show](#) podcast (Chris Coyier and Dave Rupert) get asked a lot of questions about how to learn web development. Their mantra is "just build websites"; [there's even a soundbite for it](#). Getting your hands dirty with some web projects and filling in the gaps in your knowledge along the way is a beautiful way of doing things.

But what if you don't know what kind of website to "just build"? The following is a brainstormed list of different projects you can give yourself to practice your web design and development chops. Feel free to submit a PR (see

The Design Presentation

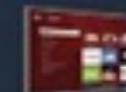




NEW & INTERESTING FINDS ON AMAZON

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Dan's Amazon.com

Today's Deals

Hello, Dan

Your Account ▾

Prime ▾

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A BOOK APART

Brief books for people who make websites

NO.

7

Mike Monteiro

DESIGN IS A JOB

FOREWORD BY Erik Spiekermann

“ *Don't waste a client's time walking them through what they can already see. Your job is to explain how what they're looking at is the best way to achieve their goals.*

— **Mike Monteiro**, Design is a Job

FOREWORD BY Erik Spiekermann

A great design presentation
is actually an information
architecture presentation.

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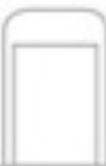


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Education Rate: my [academic](#) | [NYT experience](#).

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[O'Reilly] Ideas

File Edit View Insert Format Data Tools Add-ons Help

Channel Home

	A	B	C	D	E	F	
1	Channel Home						Automate Curated?
2							
3	ORGANISM	LABEL	DESCRIPTION	CORE CONTENT	FEATURES / FUNCTION	Exists?	
4	Header / Navigation			Follow Icons, Sub-Navigation	Contextual Search		
5	Featured Block		1-3 featured stories / videos from the past week	Headline, Image, Byline		Y	C
6	Four Short Links	Four Short Links	The latest four short links in a featured spot	List of links, Byline	Link to: More Four Short Links >	Y	C
7	Latest	The Latest	Feed of latest 3-6 stories / videos	Headline, Image, Summary, Byline, Publish Date	Link: More in Latest >	Y	A
8	Best Of Archive	TBD	Short description framing the selections. Several highlighted articles / videos from the archive	Headline, Byline, Publish Date	Link: More from the Archive >	N	C
9	Contributors Block	Contributors	3-6 of the most recent / influential / prolific contributors	Headshot, Name, Social Media Links, Latest 1-3 headlines	Link: See All >(goes to 'contributors' screen)	N	A
10	Topics Block	Topics	5-10 recent topics	Topic Tags	Topic Search, Link to More Topics		
			"O'Reilly Media is committed to ensuring that everything				

+ Channel/Home Topic page Conte

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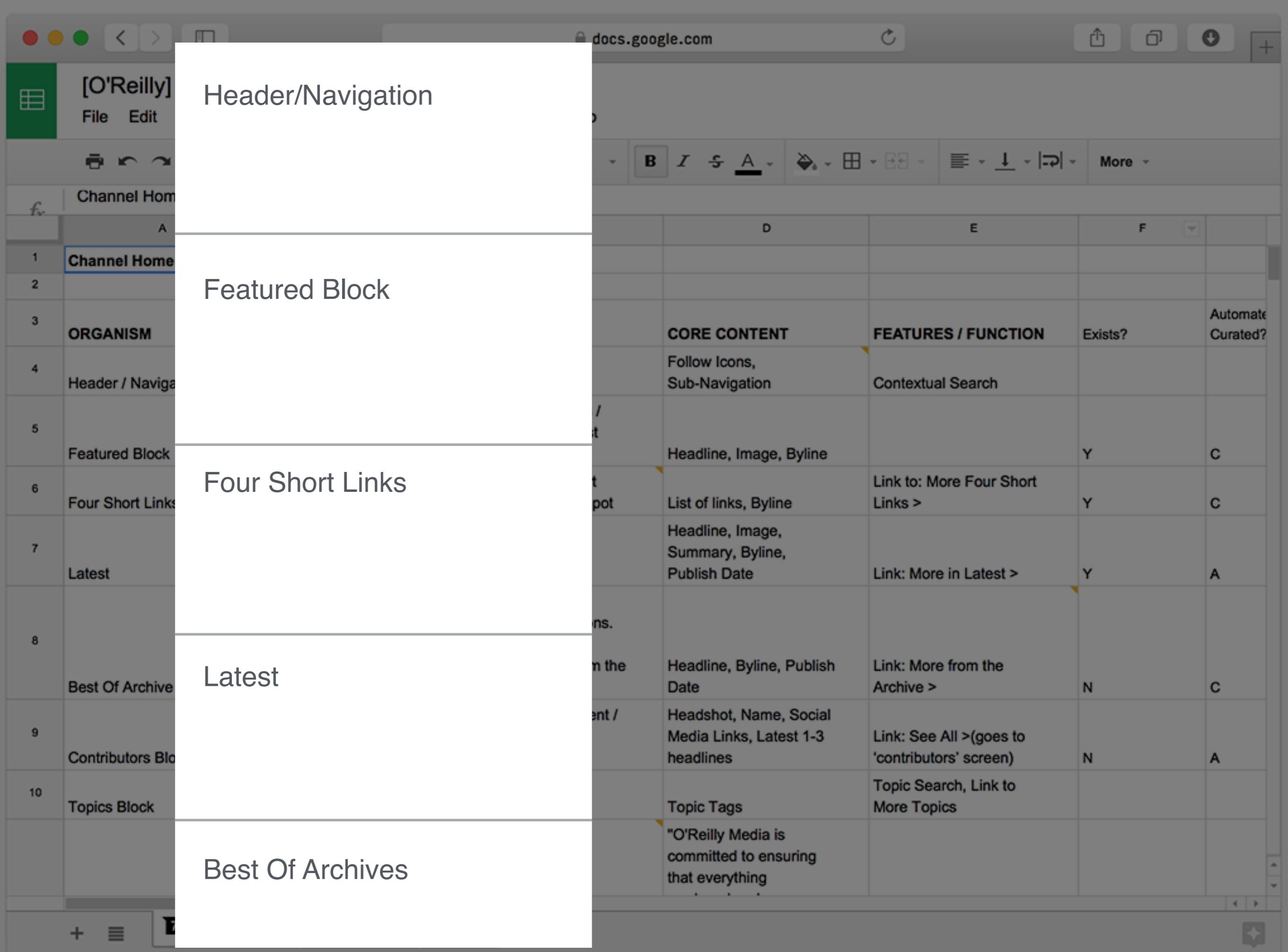
[O'Reilly] Ideas

File Edit View Insert Format Data Tools Add-ons Help

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6	Four Short Links	Four Short Links	The latest four short links in a featured spot	List of links, Byline	Link to: More Four Short Links >	Y C
7	Latest	The Latest	Feed of latest 3-6 stories / videos	Headline, Image, Summary, Byline, Publish Date	Link: More in Latest >	Y A
8	Best Of Archive	TBD	Short description framing the selections. Several highlighted articles / videos from the archive	Headline, Byline, Publish Date	Link: More from the Archive >	N C
9	Contributors Block	Contributors	3-6 of the most recent / influential / prolific contributors	Headshot, Name, Social Media Links, Latest 1-3 headlines	Link: See All >(goes to 'contributors' screen)	N A
10	Topics Block	Topics	5-10 recent topics	Topic Tags	Topic Search, Link to More Topics	
				"O'Reilly Media is committed to ensuring that everything		

+ ⌂ 7 Channel/Home 3 Topic page 5 Conte



Header/Navigation

Featured Block

Four Short Links

Latest

Best Of Archives



Header/Navigation

Featured Block

Four Short Links

Latest

Best Of Archives



Header/Navigation

Featured Block

Four Short Links

Latest

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BY DAVID WILSON / EDITORIAL

By Paul Brinkley

1

[Google Knowledge Graph and Topic Modeling](#)

A review of Google's Google+ and Knowledge Graph search tools. They are their knowledge graphs. What do they mean?

2

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An API for generating cross-language file conversions and interface bindings.

3

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A small Open Source utility for managing and maintaining node systems. Nodes sync with automatic maintenance and recover after a distributed meaningful failure across multiple clusters.

4

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Tool for performance analysis, monitoring and optimization tools.

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Header/Navigation

Featured Block

Four Short Links

Latest

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July 20, 2015 10:00AM



July 20, 2015 10:00AM

Programming in Context: *Media*

by Jonathon

Music and programming share
many similarities, but
there are different levels of
“synthesization”.



July 20, 2015 10:00AM

In Search of a Model for Modeling Intelligence

by Ben Green

What others think my system
needs in order to perform
intelligence -- whether an
animal, a smart robot, a big data
model, or something else
entirely?



July 20, 2015 10:00AM

Build and Run Your First Deep Learning Network

by Andy Grove

If you've never done deep learning
before from scratch, but
feel they've got around at some
researchers, or you'll wish to
see the source code of your
deep learning framework
in the future.

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Ideas

Dras mattis consectetur purus sit amet fermentum.

4 HOURS AGO

Ten Years of OpenStreetMap

by tyler bell

2 DAYS AGO

Small Brains, Big Data

by Jeremy Freeman

1 WEEK AGO

Innovation Requires a New Mindset

by Jenn Webb

PINGS FROM BEYOND

by Nat Torkington

1

[oreilly.com](#)
Google Knowledge Value and Topic Modeling

A recap of talks by Google and Facebook staff about how they use their knowledge graphs. I found this super-interesting.

2

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3

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Strata Conference + Hadoop World
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New York, NY

Velocity Europe Conference
November 13–19, 2014

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One man willingly gave Google his data. See what happened next.

Google requires quid for its quo, but it offers something many don't: user data access.

by Jonas Luster
Sept 14, 2014

f t g+ e

Despite some misgivings about the company's product course and service permanence (I was an early and fanatical user of Google Wave), my relationship with Google is one of mutual symbiosis. Its "better mousetrap" approach to products and services, the width and breadth of online, mobile, and behind-the-scenes offerings saves me countless hours every week in exchange for a slice of my private life, laid bare before its algorithms and analyzed for marketing purposes.

I am writing this on a Chromebook by a lake, using Google Docs and Images in Google Drive. I found my way here, through the thick underbrush along a long since forgotten former fishmonger's trail, on Google Maps after Google Now offered me a glimpse of the place as one of the recommended local attractions.

Admittedly, having my documents, my photos, my to-do lists, contacts, and much more on Google, depending on it as a research tool and mail client, map provider and domain host, is scary. And as much as I understand my dependence on Google to carry the potential for problems, the fact remains that none of those dependencies, not one shred of data, and certainly not one iota of my private life, is known to the

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MORE UPCOMING EVENTS

Art Direction & Design Discussion

Art Direction & Design Discussion

“Design is subjective.”

“Design is the rendering of intent.”

— **Jared Spool**, Founder, User Interface Engineering

Art Direction & Design Discussion

Design is about
“the look.”

Art direction is about
“the feel.”



Color

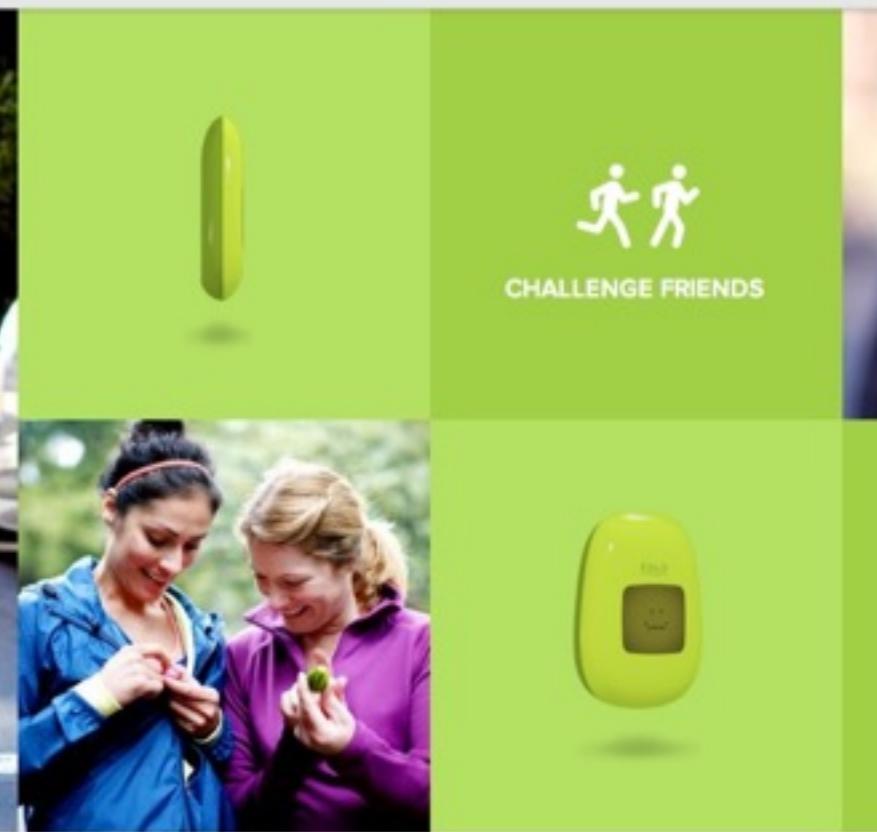
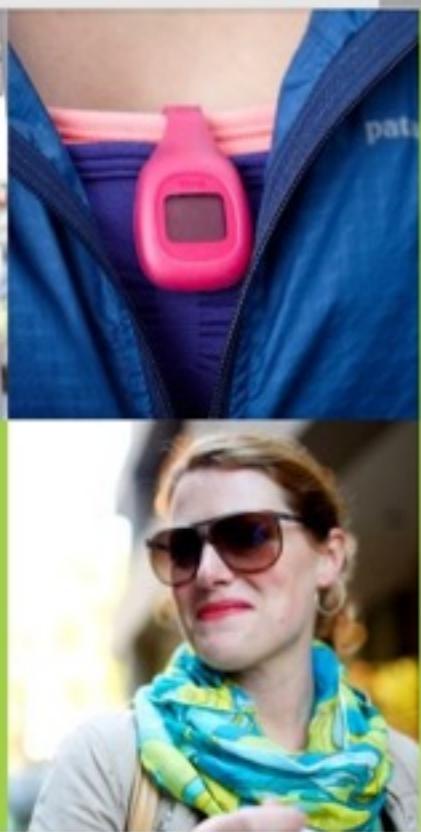


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THE QUESTION OF THE HOUR

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THE QUESTION OF THE HOUR

Does this site *feel* like the
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Making strides in human locomotion



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From the battlefield to the sports field, Professor Hartmut Geyer's movement research gives a leg up to both robots and humans.

Trips and uncatchable falls often lead to falls for anyone using leg prosthetics, but a robotic leg prosthesis being developed at Carnegie Mellon University promises to fully assist amputee users without the need for techniques based on the way human legs are controlled.

However, constant practice of walking, and a control strategy devised by studying human reflexes and other neuromuscular control systems has shown promise in simulation and in laboratory testing, producing stable walking gait over uneven terrain and better recovery than trips and stumbles.



The new robotic system allows amputees more natural trips and recover faster in recovering disrupted gait patterns while walking on uneven terrain.

Photo: Carnegie Mellon University



Over the next three years, as part of a \$750,000 National Robotics Initiative study funded through the National Science Foundation, the technology will be further developed and tested using volunteers with above-the-knee amputations.

Steering Geyer on the research team are Steve Collins, associate professor of mechanical engineering and robotics, and Jessica Wiles, a certified prosthetist orthotist and researcher in the mechanical control division at the University of Michigan's Department of Biostatistics.

By:
Helen Sung
University of Michigan
Media Relations

"Understanding how humans control their limbs unlocks unlimited possibilities for robotic prosthesis."

"Powered prostheses can help compensate for missing leg muscles, but if amputees are afraid of falling down, they won't use them," Geyer said. "Today's prostheses try to mimic natural leg motion, yet they don't respond like a healthy human leg would to step, stumble and push. Our work is motivated by the idea that if we understand how humans control their limbs, we can use those principles to create robotic limbs."

These principles might not just apply to leg prostheses, but also legged robots. Geyer's latest findings applying the research results created software to control a leg and its end-effector to full out walking

the control principles in more complex cases or different robot configurations. He also specifically analyzes how this control scheme can improve balance recovery.

Geyer has studied the dynamics of legged walking and motor control for the past decade. Among his observations is the role of the leg extensor muscles, which generally work to straighten joints. He says the low-profile back from these muscles automatically responds to ground deflections, quickly slowing leg movement or extending the leg further, as necessary.

In the near term, the new method of gait planning might let doctors test medical treatments on bionic legs' replicas of patients' own body parts. Drug companies could use such models to test and refine new drugs before they're used in humans.

"Right now we have animal models — mice and rats — and we have [human] clinical trials, and not a lot in between," Frisbie said. "You can potentially make basically a patient-specific gene of brain muscle."

"Powered prostheses can help compensate for missing leg muscles, but if amputees are afraid of falling down, they won't use them," Geyer said. "Today's prostheses try to mimic natural leg motion, yet they don't respond like a healthy human leg would to trips, stumbles and pushes. Our work is motivated by the idea that if we understand how humans control their bodies, we can use those principles to control robotic bodies."



David Geyer and

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These principles might not just help leg prostheses, but also legged robots. Geyer's latest findings applying the neuromuscular control scheme to powered legs and, in simulation, to full-size walking robots, were presented recently at the IEEE International Conference on Intelligent Robots and Systems in Hamburg, Germany. An upcoming paper in the *Transactions on Biomedical Engineering* focuses specifically on how this control scheme can

bioactive foams
their mechanical
properties improved
strength and
durability.



improve balance accuracy.

Huizinga's research was supported by grants from the National Health and the National Science Foundation. But the inventing strategy he started with, hacking an off-the-shelf product and buying some plastic gears, still informs how his lab works. Through Hultech, which he applied for a patent on the original tool, his team is collecting information on how to modify the materials primarily basic biological materials under open source licenses. He has also demonstrated the inventing technique at a local school, using chocolate housing instead of collage.

"We think it's a lot easier to use these bio-printer machines."

Huizinga said. "We can essentially modify it any way we need to make it work."¹ [\[1\]](#)

For more information or to reach Professor Huizinga, contact him at hultech@mit.edu.

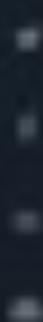
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Ice from flame: how fires freeze clouds

By Tom Siegfried



Ice nuclei are rare particles in the atmosphere that can cause cloud droplets to freeze and form ice crystals. If a cloud droplet existing in this supercooled liquid state encounters an ice nucleating particle, it freezes. Instantly.

Flying out on the endothermic scale how each individual ice crystal forms is a tricky process, however—especially when you're flying through the clouds, trying to take account particle geometry, temperature, humidity, and other factors.

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Engage with the most challenging problems to shape our future...that's the driving force propelling the field of research at UW-Madison. We admit, "research" here is different from many fields. While all students pursue their education in baseline skills, we evaluate the impact of what we do. Whatever you study, wherever you study, you'll create the future through your research, industry involvement, and collaboration. That's not expectation...and in the end, success, that's a requirement.

029



64

Wisconsin may be seeing a new bioterror threat, but at least the CDC is learning how to handle it.⁴

• [Read more about it](#)

031



Running this year on smooth
drinking water

Runners and swimmers like Michaela and Matt Miller have been hospitalised or held out from more swimming activities — a result of [E. coli](#).⁵

022



Walking abilities in human
myopathies

From (left) Michaela and Matt Miller, [runners](#) who have been hospitalised or held out from more swimming activities — a result of [E. coli](#).⁵

How heart healthy the work

Surveillance and monitoring systems student Kristoffer Ljungdahl says one way to make sure people don't feel sick is to have a system that can detect heart health changes. —



005

Ice from flumes can flow fine freeze droplets

If a child doesn't want to sit
in a snowbank again visit www.snowflakes.com
for manufacturing products in frozen
snowballs. —

002



Burning the page on unsafe drinking water

Food and beverage giant
Nestle has had to recall their new water
purifying technology because of
problems. —

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026

Heart-healthy printing

It may give you more to frequent
concerns across your table with
friends than the new innovation located
here. (Printed) —

021



The "Fifth Element"

A team of oil painted finale
members helped 1000 people to
make their own great prize at the
franchise 50th birthday. —

“Every something gives
you something to play
with this device, it
becomes a huge balloon
and people could play
with it.”

“...what you want to do with the
object.”

021

A new 'balloon' industry

The newly launched 'Industry to Create
Innovation' programme aims to bring together
the city with its own 50th anniversary
plans. —

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The Human Myosin Exchange

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From the human brain to the sports field, there are many ways to keep a team or self give a helping hand to others and themselves. *Nature*, 462, 174–175, 2009. [View Article](#)

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46

If there's a gene for hubris, the
spaniel crew has
certainly got it.¹²

Surprising, but not for the
makers of film stars



025



Turning CO₂ capture into drinking water

Industrial processes used
recycled carbon dioxide to make
potable drinking water at a rate of
1000L/h. ----

021



Ice from Russia or from the Breeze church

Electrolyzed water is the
secret ingredient to a system for
softening water. A device
reduces ----

019

Reinventing imagination sites

An AI-based search engine
that can "read" offices, schools
and other buildings to provide
ideas with blueprints. ----



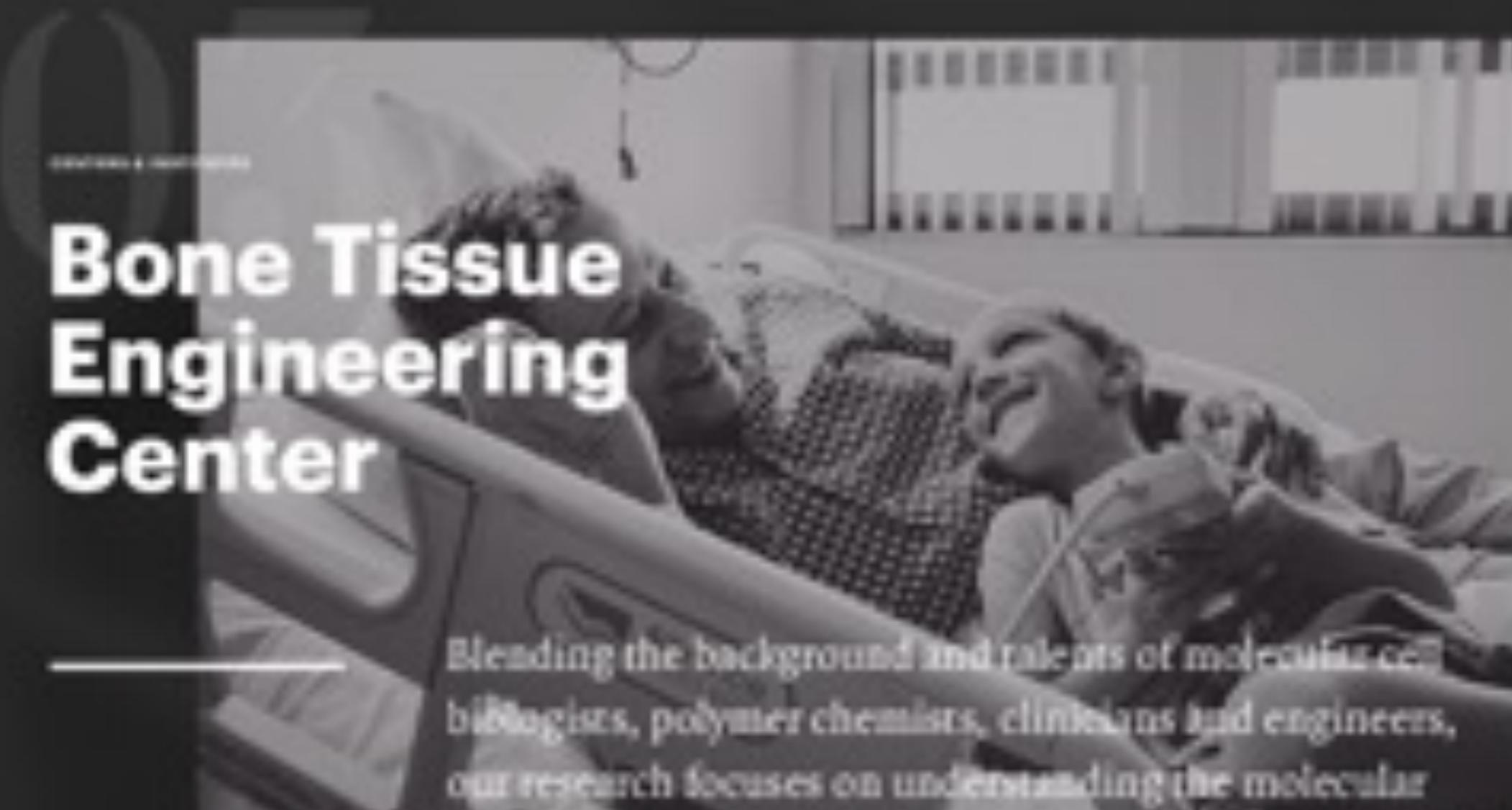
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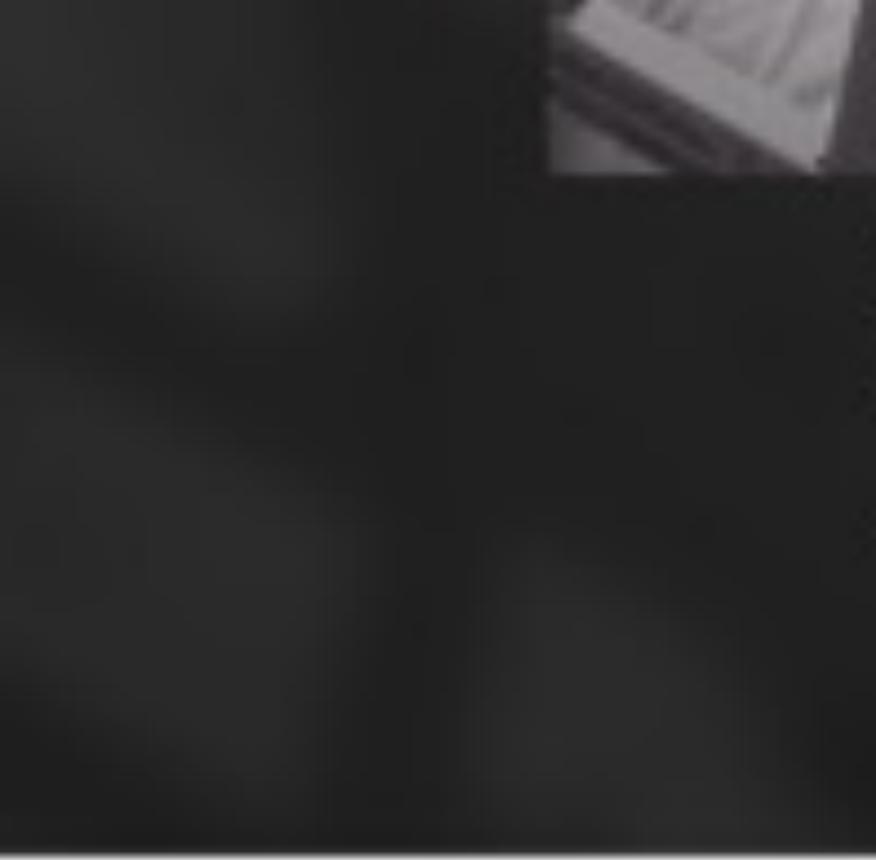
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Making strides in human locomotion



BY

John Tozzi

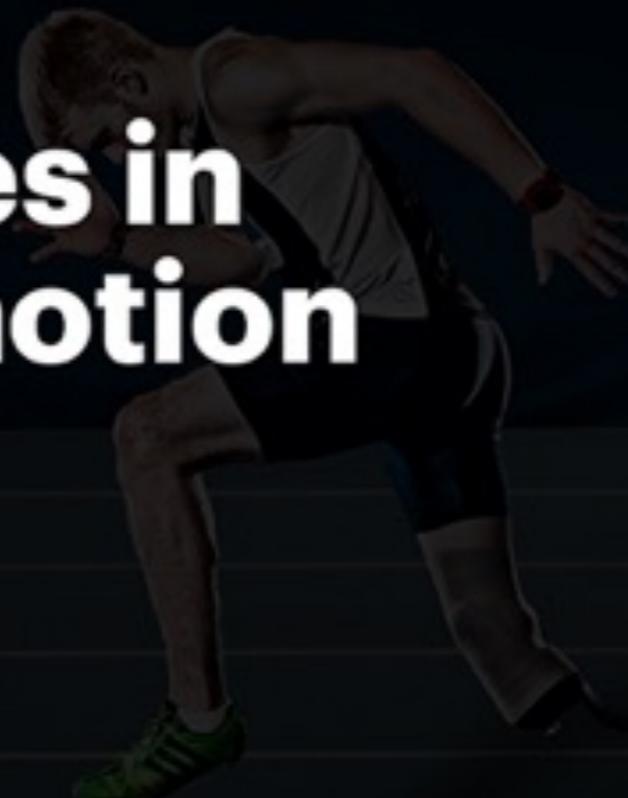


From the battlefield to the sports field, Professor Hartmut Geyer's movement research gives a leg up to both robots and humans.



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Making strides in human locomotion



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Christian Schwartz
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YEARS

2009, 2014

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Graphik was inspired by the elegant plainness seen in many of the less common 20th century European sans serifs and in handlettering on classic Swiss Modern posters.

Produkt Family, 18 styles

If amputees are afraid of falling down, they won't use them," Geyer said. "Today's prosthetics try to mimic natural leg motion, yet they can't respond like a healthy human leg would to trips, stumbles and pushes. Our work is motivated by the idea that if we understand how humans control their limbs, we can use those principles to control robotic limbs."

Those principles might aid not only leg prostheses, but also legged robots. Geyer's latest findings applying the neuromuscular control scheme to prosthetic legs and, in simulation, to full-size walking robots, were presented recently at the IEEE International Conference on Intelligent Robots and Systems in Hamburg, Germany. An upcoming paper in IEEE Transactions in Biomedical Engineering focuses specifically on how this control scheme can improve balance recovery.

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In the near term, the new method of 3D printing might let doctors test medical treatments on laboratory replicas of patients' own body parts. Drug companies could use such models to test risky new drugs before they're used in humans.

"Right now we have animal models—mice and rats—and we have [human] clinical trials, and not a lot in between," Feinberg said. "You can potentially make basically a patient-specific piece of heart muscle."

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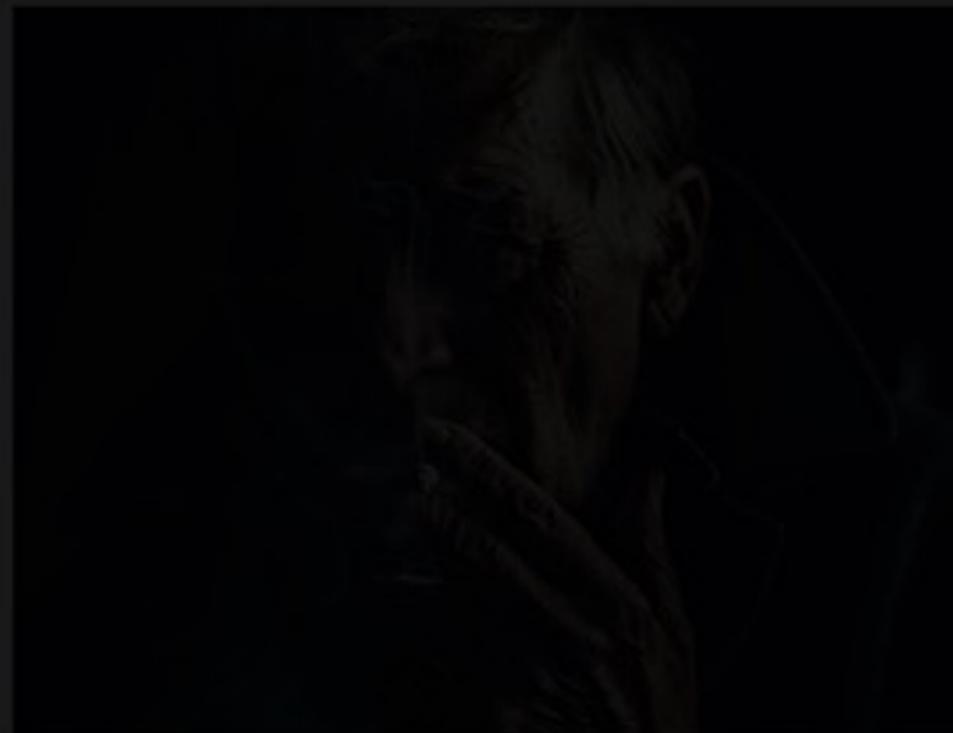
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Architects' interest in stencil letters dates to at least the early decades of the nineteenth century, when they, together with engineers and surveyors, adopted stencils for titling and labelling technical drawings.

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