External Relations Policy

External Relations Guidelines for the University of Glasgow

1. Overview

With an ever increasing number of local, national and international stakeholders and partners, the University wishes to build and maintain effective external relationships to help meet its objectives as set out in Glasgow 2020: A Global Vision[1].The University considers it important to manage external relations in a coherent and collaborative manner in order to grasp opportunities that will contribute to both the University's profile and reputation.

This External Relations Policy looks to lay out principles and provide guidance to University staff in managing external relations with the wide range of University stakeholders. With the mapping of existing processes at the University of Glasgow, this policy provides a framework for a co-ordinated and strategic University-wide approach to managing external relationships. The policy is designed to encourage a partnership approach to securing the best possible outcomes from such relationships.

2. Scope of the Policy

This policy relates to engagement with all external stakeholders of the University; including applicants, alumni, donors, media, HE sector, funding/statutory/governing/professional bodies, international partners, business & industry, supply chain, local community, and with groups or individual members of the public. It does not relate to internal stakeholder engagement, i.e. with students and staff.

All staff, and postgraduate research (PGR) students, involved in managing external relationships for the University should comply with this policy.

3. Principles

The following principles underpin this policy:

1. A strategic approach to institution-level external relations to be implemented across the entire University and relationships with supporters and external partners to be appropriately managed for the long term.

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[1] http://www.gla.ac.uk/media/media_180610_en.pdf

2. External relations activities to be conducted in a highly ethical and collaborative spirit - in line with the University's values of integrity, credibility, openness and success- and conflicting or inappropriate approaches to external parties to be avoided.

3. University of Glasgow staff engaged in external relations activities to conduct themselves as ambassadors for the entire University and not to bring the University into disrepute.

4. Contact details for institution-led communications to be maintained on Raiser's Edge, or CRM in relation to Applicant Relations Management, and used in line with Data Protection and Privacy and Electronic Communications Regulations.

5. Careful consideration to be given to the external sharing of information about the University to ensure that such information is appropriate, accurate and is not shared where it is commercially sensitive or in breach of data protection legislation. *(If in doubt, advice should be sought. For instance, requests for supply of financial information should be routed through Head of Finance for verification and, in other instances, the Data Protection and Freedom of Information Office will be happy to provide advice on the appropriateness of information sharing).*

Reference Guide

University of Glasgow staff, and PGR students, should make themselves aware of the following processes and procedures, and are encouraged to liaise with relevant areas of the University when engaging in external relations activities:

External Relationship Management Processes at University of Glasgow	
Public Relations Management The activities involved in developing, establishing and implementing the institution's public relations or public affairs strategy.	
Communications Office/ Principal's Office/ Development & Alumni Office	The Communications Office, working closely with the Principal's Office and the Development & Alumni Office, leads the institution's Public Affairs Strategy and the activities involved in managing the institution's performance against the plans for implementing strategy, including KPIs & measurement mechanism and review. The Communications Office has capacity to deal with all eventualities, including crisis communications. These range from negative stories in the press, student issues, problems with external bodies and individuals to more extreme situations involving threat to life or University property. An established mechanism exists that links up the relevant departments, units and individuals depending on the particular nature of the issue. The Communications Office will work with the Principal's Office, Court, Senate, Chaplaincy, Student Services, Security and others to implement a fast response and determine a short to medium term strategy that both addresses the immediate issue but also ensures business continuity and limits any potential reputational damage. Emergency response guidance can be found at http://www.glasgow.ac.uk/services/courtoffice/emergenciesresponseguidanceforstaff/
Media Relations Management The activities involved in developing, establishing and implementing the institution's media relations strategy.	
Communications Office	The Communications Office leads the institution's strategy and the activities involved in managing the institution's performance against the plans for implementing strategy, including KPIs & measurement mechanism and review. The Media Relations Team manage the institution's communications with the media, by developing media contacts; organising media

| | briefings; organising media interviews; writing and issuing press releases; handling media enquiries. More information can be found at http://www.glasgow.ac.uk/staff/communicationstoolkit/mediarelations/. Assistance for journalists is available via media@glasgow.ac.uk

The Media Relations Office can offer advice and support to staff in dealing with the media – including print, broadcast, online and social. Guidance can be found at http://www.glasgow.ac.uk/staff/communicationstoolkit/mediarelations/dealingwiththepress/ |
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| The Hunterian | The Hunterian's Communications Team works closely with the Communications Office. |
| Academics | Academics across the University maintain relationships with the media.

Our Experts Directory is a fully searchable, open access, resource for journalists and broadcasters providing contact details of academics who may be able to assist the media. Aademic staff who would like to add their details to the Experts Directory can do so via this web form at http://www.glasgow.ac.uk/news/media/expertsdirectory/submit/ which will be posted online once verified by Media Relations. |
| **Public Communication Management**

The activities involved in managing the institution's communications with groups or individual members of the public. | |
| Communications Office | The overarching approach to public communication is managed by the Communications Office, who set a range of strategies and guidelines to support the provision of accurate, timely, recognisably University of Glasgow public information.

The main delivery of public information from the University is through the University website and increasingly through social media, which includes Twitter and Facebook, and also new channels such as Instagram and increasingly LinkedIn, as appropriate. More information about Publishing can be found later in this document. |
| Principal's Office | The Principal's Office is often viewed as a first point of contact for enquiries, whether about a student, staff or public issue. On a case-by-case basis, these are forwarded to the most appropriate person to respond. |
| Service, College, School or | In addition to the University Switchboard (+44(0)141 330 2000), Service, College, School or Institute Offices also receive enquiries from the public and these are responded to as appropriate. |

Institute Office	To assist the public, enquiries are directed as detailed on this web page: www.glasgow.ac.uk/about/contact

In particular, the Life Events Team at the Chaplaincy takes enquiries for Weddings, Civil Partnerships, Baptisms, Funerals and Memorial Services, the Conference & Visitor Services Office manage enquiries about using the University as a venue, the Recruitment & International Office responds to enquiries about admissions and studying at Glasgow and the Recruitment Team within Human Resources takes enquiries from a high volume of potential applicants/new employees. |
| Visitor Attractions (The Hunterian, Gift Shop) | Our historic campus, with many cultural attractions, is popular with visitors from all over the world. Find out more at http://www.glasgow.ac.uk/about/visit/attractions/

The University's Welcome Point on the ground floor of the John McIntyre Building, managed by the Students' Representative Council, is also a key source of information and help for visitors.

Leisure tour sof the campus are organised on behalf of the University by the Student Representative Council (SRC). Tours are led by trained student guides and last approximately one hour. They are scheduled for every Thursday, Friday, Saturday and Sunday at 2pm. Find out more at http://www.gla.ac.uk/about/visit/tour/ |
| Library | We are pleased to offer members of the public access to the Library to consult our collections. Visitors passes are issued for one day only. Find out more at: http://www.glasgow.ac.uk/services/library/usingthelibrary/informationforvisitors/

The Library organises weekly tours of the Library. Find out more at http://www.eventbrite.co.uk/o/university-of-glasgow-library-6068724773 |
| Archive Services | Everyone is welcome to visit and use the Univer5sity's Archive collections. Find out more at http://www.gla.ac.uk/services/archives/visitors/ |
| Sport & Recreation | Students, staff or alumni of the University of Glasgow are entitled to full access membership of Sport & Recreation. We also have a variety of additional membership packages for our external community which includes partners, family and friends. Find out more at http://www.glasgow.ac.uk/services/sport/membership/ |

Central Services	Visitors to the University may be offered support by janitorial, library attendant, traffic and security staff at the Gatehouse or across campus. Central Services is committed to the development of a disciplined and reliable service which ensures the safety and security of all people, buildings, property and equipment in line with the University's Physical Security Policy (http://www.glasgow.ac.uk/services/central/trafficandsecurity/physicalsecuritypolicy2014/). Find out more about Emergency Response guidance, parking information, gate opening and closing times, threat and risk assessment of University events and Disabled Evacuation Policy at http://www.glasgow.ac.uk/services/central/
IT Services	Details of IT Services for visitors can be found here: http://www.glasgow.ac.uk/services/it/forvisitors/
Senate Office	The University has a Complaints Procedure which allows complainants to raise matters of concern without fear of disadvantage and in the knowledge that privacy and confidentiality will be respected. We value complaints and use information from them to help us improve our services. More information can be found at http://www.glasgow.ac.uk/services/senateoffice/studentcodes/.
Research Strategy and Innovation Office	All employees and students carrying out research for, or within, the University should be made familiar with, and be expected to comply with, the University's policies governing research conduct. More information can be found at http://www.glasgow.ac.uk/research/aims/ourpolicies/. However, the Research Strategy and Innovation Office may receive research misconduct allegations from the public. Every such allegation will be considered seriously in line with the University's Code of Policy and Procedures for Investigating Allegations of Misconduct in Research (http://www.glasgow.ac.uk/media/media_282980_en.pdf). A key theme of the University's Impact and Knowledge Exchange Strategy (http://www.glasgow.ac.uk/media/media_282738_en.pdf) is Pubic Engagement, with the objective to "*Stimulate a wider understanding of academic research by enthusing the public about current issues, the creative process and the aspirations and outcomes of our endeavours*"
Data Protection and Freedom of Information Office	The Data Protection and Freedom of Information Office (DP & FOI Office) is responsible for dealing with requests for information made under the Freedom of Information (Scotland) Act 2002(FoISA) and the Environmental Information (Scotland) Regulations 2004 (EISR). The legislation provides a general 'right of access' to much of the information held by the University, in order to ensure greater openness and accountability. Find out more at http://www.glasgow.ac.uk/services/dpfoioffice/policiesandprocedures/foisa-policy/ The DP & FOI Office is also responsible for processing Subject Access Requests (SAR) made under Section 7 of the Data Protection Act 1998 (DPA). Find out more at

http://www.glasgow.ac.uk/services/dpfoioffice/policiesandprocedures/dpa-subjectaccessrequests/

See also note under Publishing about sharing student/staff data with third parties.

Applicant Relations Management
The activities involved in managing the institution's communications with applicants and with others about applications.

Recruitment & International Office	The majority of undergraduate admissions and all postgraduate taught (PGT) and postgraduate research (PGR) admissions are managed centrally through the Recruitment and International Office (RIO), and through the CRM system and MyCampus, in line with the 'robust, transparent and fair' approach to admissions defined in the University's Learning & Teaching Strategy.
	The Admissions team within RIO is responsible for the development and implementation of policies, procedures and processes which ensure that applicants for all undergraduate and postgraduate teaching courses are treated in a fair and transparent way. The effectiveness of the process is key to ensuring that the policy objectives are met through admitting the right quality of students in line with planned capacity and with correct levels of cultural diversity.
	The UK Student Recruitment Team within RIO is responsible for recruiting UK undergraduate and postgraduate students. The UK Student Recruitment Officers spend much of the year travelling throughout the UK attending Higher Education Fairs and visiting schools (http://www.glasgow.ac.uk/services/rio/ukrecruitmentevents/). The Team is also responsible for organising the Student Ambassador Scheme at the University (http://www.glasgow.ac.uk/services/rio/studentambassadorscheme/).
	The Widening Participation team within RIO develop, implement, co-ordinate and monitor initiatives which aim to increase recruitment of students to Higher Education from areas and groups where there is low participation. Find out more at http://www.glasgow.ac.uk/about/wideningparticipation/#d.en.162297
	The International Office within RIO works primarily to recruit new international students for the University of Glasgow. The team of International Officers travel regularly overseas to interview potential students, attend education fairs and meet with partner institutions and agents. The team is divided into smaller regional teams which mark the focus of their activities: East Asia, South East Asia, Americas, Middle East and Africa and South and Central Asia. Find out more at http://www.glasgow.ac.uk/international/country/#d.en.166549
	The Recruitment Marketing team within RIO is responsible for providing marketing support to recruit undergraduate and postgraduate students to the University. The Recruitment Marketing team works closely with the UK and International Recruitment teams,

	developing campaigns and supporting promotional activity in each market. The team also takes responsibility for study abroad and exchange marketing as well as centrally-led market research activities. The team works closely with the Recruitment and Conversion Marketing Officers in each of the Colleges.
Colleges/Graduate Schools	The Recruitment and Conversion Marketing Officers in each of the Colleges work, with the Recruitment Marketing Team within RIO and colleagues within their Schools and Institutes, to recruit students to their programmes and opportunities. Their focus is on conversion, i.e. post application and pre registration.They respond to enquiries, manage conversion communications and promote programmes and opportunities through advertising, facebook communities and e-communications.
Student Services	Student Services compile information to support applicant conversion at: http://www.glasgow.ac.uk/undergraduate/informationforapplicants/
Centre for Open Studies	The Centre for Open Studies, formerly Adult & Continuing Education (DACE), offers a broad range of part-time courses for adults. Information for applicants about fees, funding and enrolment can be found at http://www.glasgow.ac.uk/services/centreforopenstudies/

Public Events Management

The activities involved in organising public events and co-ordinating the institution's input to, or participation in, events organised by others to enhance its public profile.

| All Staff | Any staff organising an event on campus should refer to the document "Organising an Event: An Internal Guide to Planning and Managing an Event" (http://www.glasgow.ac.uk/media/media_270279_en.pdf), which can be found in the University's Communications Toolkit.

Photography and filming consent
News and current affairs programme makers should contact Media Relations on +44 (0) 141 330 3535

Drama, entertainment and others should contact Conference and Visitor Services on +44 (0) 141 330 3110

Taking wedding photos on campus is permitted where the person has a connection with the University, however any booked wedding will take priority.

Photographs of students or individuals who are the focus of a shot are considered personal data and are therefore subject to the Data Protection Act. Written consent must be obtained. You can download a Media Consent Form |
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	(http://www.glasgow.ac.uk/media/media_82302_en.pdf) from the University's Communications Toolkit.
Communications Office	For all planned royal, ministerial and political visits, the Communications Office should be contacted as early as possible. Details of the University's extensive programme of public lectures and concerts can be found here : http://www.glasgow.ac.uk/events/ Staff can submit an event using the event listing request form at http://www.glasgow.ac.uk/events/eventlistingrequestform/ The Communications Office has large and small graphic displays that can be used to brand any University event. These stands are limited and, although there is no hire charge, we would advise booking them as soon as you are aware of the date. To reserve a display stand please refer to the online booking form at http://www.glasgow.ac.uk/staff/communicationstoolkit/events/brandingyourevent/standorder
Conference & Visitor Services Office	The Conference & Visitor Services Office supports organising of conferences & events with the University as a venue in line with the University's Room Hire Policy. Find out more at http://www.glasgow.ac.uk/services/cvso/.
Development & Alumni Office	The Development & Alumni Office (DAO) organise, and provide support for organising, alumni events. The events team within DAO organise certain corporate events, VIP visits, fund-raising events and overseas flagship events.
Chaplaincy	In addition to religious worship, the University hosts wedding & partnership ceremonies, baptisms, funerals, memorial services and music events. Find out more at http://www.glasgow.ac.uk/services/chaplaincy/. It should be noted that our policy is that the person should be a graduate of the University, or their son or daughter.
Registry/ Colleges	Summer and Winter Graduations are invited events organised by Registry. Find out more at http://www.glasgow.ac.uk/services/registry/support/graduation/. College Recruitment & Conversion Marketing Officers support organisation of Graduations.
Senate	A number of ceremonial events are organised by Senate, including Commemoration Day, Senate Guest Night and the Annual University Service. Find out more at http://www.glasgow.ac.uk/services/senateoffice/ceremoniesandhonoraryawards/ceremonialevents/.
Recruitment &	The Recruitment & International Office (RIO) organise Open Days and Applicant Visit Days. Find out more at

International Office	http://www.glasgow.ac.uk/about/visit/opendays/. RIO also organise Parents Information Events, Afternoon Visits, Campus Tours, events for stakeholders such as Head Teachers , Guidance Councellors and Agents, and participate in UCAS Fairs and other recruitment events. Events participated in overseas are listed at http://www.glasgow.ac.uk/international/meetusinyourcountry/. Some overseas events are organised with the Development & Alumni Office.
Centre for Open Studies	The Centre for Open Studies organises Open Days and runs on and off-campus events. Find out more at http://www.glasgow.ac.uk/services/centreforopenstudies/latestnewsandevents/
Careers Office	The Careers Office organises Graduate and Internship Fairs and Glasgow Careers Alumni Network (GCAN) events (with the Development and Alumni Office). Events are listed here http://www.glasgow.ac.uk/services/careers/events/
The Hunterian	Changing and permanent exhibitions, events, talks and tours are organised by The Hunterian. Find out more at http://www.glasgow.ac.uk/hunterian/. The Hunterian also organises a programme of stewardship events in collaboration with the Development and Alumni Office.
Archive Services	Archive Services organise exhibitions open to all. Find out more at http://www.gla.ac.uk/services/archives/exhibitions/
Library	Special Collections organise exhibitions in the Library. Find out more at http://www.gla.ac.uk/services/specialcollections/currentlyonexhibition/ The Library has its own associated Friends group which organises talks and visits. Find out more at http://www.gla.ac.uk/services/library/collections/friends/
Students' Representative Council	Leisure tours of the campus are organised on behalf of the University by the Student Representative Council (SRC). Find out more at https://boxoffice.src.gla.ac.uk/product/university-glasgow-tours
Sport & Recreation	Sporting activities and events, like Health & Wellbeing Week, are organised by the Sport & Recreation Department. Find out more at http://www.glasgow.ac.uk/services/sport/.
Research Strategy & Innovation Office	Research Strategy & Innovation Office (RSIO) run events for Research Networks. The Network Administrator provides administrative support for five research networks: Glasgow Refugee, Asylum and Migration Network (GRAMNet), Glasgow Centre for International Development (GCID), Glasgow Human Rights Network (GHRN), the Sustainable Development Network (SDN) and Glasgow Global

	Security Network(GGSN). As part of Researcher Development, students run events for public engagement. Find out more at http://www.glasgow.ac.uk/services/rsio/researcherdevelopment/ RSIO also organise and run events for public engagement associated with research. These include, but are not limited to, events with the Glasgow Science Centre. The Public Engagement Officer in RSIO provides support and guidance to researchers looking to be involved in such activities.
Music in the University	The University is involved in a range of music making on and off-campus. More information can be found at http://www.gla.ac.uk/subjects/music/ Concerts and music events are listed here http://www.gla.ac.uk/events/music/

Community Relations Management

The function of establishing, maintaining and fostering the institution's relationship with its local community. (Local community covers local government, charities, businesses and other organisations).

All Staff	The University attends a number of local community forums and meetungs. Representatives on such forums are reminded to practice the principles of this Policy and not to bring the University into disrepute. As wells as this direct link with the community, our academics engage with a wide range of community groups and organisations through their research. The University of Glasgow requires ethical review of all non-clinical research involving human subjects, whether undertaken by University staff, students or by external researchers using University facilities or participants. Find out more at http://www.glasgow.ac.uk/services/rsio/researchstrategypolicies/ourpolicies/ethicshomepage/
Chaplaincy	The Chaplaincy has strong links with local religion & belief communities, with non-religious communities, and with the city to support students, staff and alumni.
Campus Services	Campus Security has strong links with Glasgow City Council and with the Police.
Senate	The University needs to ensure that students observe its regulations and do not engage in any activity which adversely affects the safety, interests or reputation of the University, its staff or students. The Senate has jurisdiction over all students in respect of both

	their studies and conduct. There are several Codes which are designed to address concerns regarding behaviour. Additionally, the Complaints Procedure has provision for grievances regarding bullying, harassment or discrimination, which can include grievances about student behaviour. Find out more at http://www.glasgow.ac.uk/services/senateoffice/studentcodes/staff/studentconductstaff/
Principal's Office, SMG	The Principal's Office and the Senior Management Group (SMG) maintain strong links with the City, particularly with Glasgow City Council, Glasgow Chamber of Commerce, Glasgow Economic Leadership and Glasgow City Marketing Bureau (GCMB).
Estates & Buildings	The University is currently reviewing the University Estates Strategy. A key component of the Estates Strategy is the production of a Campus Development Framework. The Council also require the University to produce a framework to satisfy the city planning policies for educational institutions. A Campus Development Framework is a strategic planning tool used to assist and guide future spatial and physical changes to the Gilmorehill campus. A team of consultants led by Page\Park Architects were appointed by the University in October 2012 to deliver the framework, underpinned by an extensive consultation strategy. Once completed the Campus Development Framework will be approved by Court and subsequently submitted to Glasgow City Council as an approved planning framework document. Estates & Buildings liaise with statutory authorities and the City Council regarding planning & transportation on an on-going basis. Carbon management information can be found at www.glasgow.ac.uk/media/media_184651_en.doc
Health Safety & Wellbeing	Health, Safety and Wellbeing has strong links with the Health & Safety Executive.
Equality & Diversity Unit	The Equality and Diversity Unit has strong links with local charities relating to the protected characteristics and maintains membership of BEMIS, i.e. the national Ethnic Minorities led umbrella body supporting the development of the Ethnic Minorities Voluntary Sector in Scotland and the communities that this sector represents.
Careers Service	The Careers Services promotes the SRC Student Volunteer Support Service and volunteering schemes offered through other third party organisations. More information can be found at http://www.gla.ac.uk/services/careers/experience/volunteering/#tabs=0
University Services	A new volunteering scheme for staff is being launched. Find out more at http://www.glasgow.ac.uk/staff/news/headline_326922_en.html

Human Resources	The University of Glasgow wishes to support the Games by providing additional leave arrangements for staff who want to volunteer, an interim policy will operate until final arrangements are confirmed by Court in February 2013. The policy has been agreed by the SMG and the University's Commonwealth Games group. The policy is available from Human Resources www.glasgow.ac.uk/services/humanresources/a-z/cgvolunteers
Centre for Open Studies	As well as running courses on-campus, the Centre for Open Studies takes University scholarship to the wider community. They provide services through partnerships and under commercial contracts (e.g. STUC). They run taster courses/lunchtime talks/lectures and provide courses as part of the West End Festival and the University's Summer School. Guidance services are also available to students/potential students. Find out more at http://www.glasgow.ac.uk/services/centreforopenstudies/
Recruitment & International Office	Based within the Recruitment & International Office (RIO), the Widening Participation team have strong links with local schools. The team attends schools Higher Education/Careers Fairs with a University of Glasgow stand and/or give talks (topics are: About the University of Glasgow; Transition from School to University; Study in Scotland; Student Finance; subject specific – RIO will contact departments for information and advice prior to delivering the latter talks). Recruitment Officers attend with Student Ambassadors. Academic input would be welcomed.
School of Education	The School of Education has strong links with local schools and with the Department of Education, particularly in lreation to courses like "Humanities in the Classroom" or student projects.
Public engagement group in STEMM	Based within the University of Glasgow the Public Engagement Group in STEMM focuses on Science, Technology, Engineering, Maths and Medicine (STEMM). Find out more at http://www.glasgow.ac.uk/services/publicengagementgroupinstemm/
Music in the University	Music in the University collaborates with external professional organisations such as Glasgow Life, BBC Scottish Symphony Orchestra, Scottish Opera, Royal Conservatoire of Scotland and the Dunedin Consort and promotes public performances of their music in the University's beautiful and historic venues.
The Hunterian	The Hunterian has very strong links with local and national tourism and destination marketing bodies such as VisitScotland and Glasgow City Marketing Bureau. It is a full member of Glasgow's Leading Attractions and Glasgow Mackintosh – groups which jointly market attractions to local, national and international audiences. The Hunterian has it's own Friends group, with details held on Raiser's Edge. It maintains a separate list for wider mailings.

HE Sector Relations Management

The function of managing the institution's relationships with other HE institutions, other educational institutions, professional associations and learned bodies in the HE sector.

VP/SMG	University representation in HE Sector relations management is primarily at VP/SMG level, and in some cases with specific Directors.
All Staff	University staff may be involved in: - establishing and maintaining membership of professional associations, learned bodies and other organisations; participating in the activities of these organisations; liaising and collaborating with other institutions on projects of mutual interest. - the activities involved in organising or hosting events for other institutions and other organisations in the HE sector, and participating in events organised by others. Events include conferences, seminars and training events. Activities include: representing the institution officially at events. - activities including: representing the institution on committees; co-ordinating the organisation's response to consultations undertaken by these organisations; posting on e-mail conversations (eg JISCMAIL) In any of these activities, staff are reminded to practice the principles of this Policy and not to bring the University into disrepute.
Research Strategy & Innovation Office/Colleges	Research staff should particularly note the University's Research Strategy and Policies to be found at http://www.glasgow.ac.uk/services/rsio/researchstrategypolicies/
Academic Collaborations Office	The role of the Academic Collaborations Office (ACO) is to oversee the development and management of the University's academic collaborations that involve students studying for a University of Glasgow award. Find out more at http://www.glasgow.ac.uk/services/academiccollaborations/ The University maintains four well established and long-standing UK-based validation partnerships and validates programmes offered by: Glasgow School of Art, Scotland's Rural College, the Edinburgh Theological Seminary and Christie's Education. The University has adopted a more systematic and considered approach to the expansion of collaborative provision and has selected a number of types of collaboration which will meet its aims. The University is primarily growing jointly delivered programmes, joint or double/mutliple degrees (taught and research), articulation agreements and distance/ offshore delivery (transnational education). The University has stated that it will not enter into franchise or validation agreements with overseas partners and will not extend validated

	provision in the UK beyond our existing partners.
School/Institute Management Groups	Recognition of our degrees by professional, statutory and regulatory bodies is a key indicator of the quality of provision and is a benefit to the quality enhancement and to the extension of global reach through national and international recognition. Such relationships are managed at School or Institute Management Group level. Programme accreditation is recorded in MyCampus. Find out more here: http://www.glasgow.ac.uk/services/senateoffice/qea/professionalstatutoryandregulatorybodyaccreditation/
Funding , Statutory and Governing Bodies Relations Management The function of establishing, maintaining and fostering the institution's relationship with funding, statutory and governing bodies	
All Staff	The University maintains relationships with funding, statutory and governing bodies at all levels across the University. The University has a number of flagship outreach centres that maintain strong relatonships with government agencies, including Politics Scotland, SPS and Gramnet.
Principal's Office	The Principal's Office maintains relationships with local government in line with the University's Public Affairs Strategy.
Court Office/ Planning & Business Intelligence/ Human Resources	The Court Office is the lead for the University's relationship with the Scottish Funding Council. The Planning & Business Intelligence Office is the main contact with the Scottish Funding Council in relation to student funding and is the lead for student returns to HESA. Human Resources is the lead for staff returns to HESA.
Senate Office	The Senate Office is the lead for the University's relationship with the Quality Assurance Agency (QAA).
Research Strategy & Innovation Office/ Colleges	The Colleges and the Research Strategy & Innovation Office maintain relationships with the RCUK, with other research councils, and with other funding organisations. This includes EU Funding in the form of Horizon 2020, inc ERC, and the Structural Funds (i.e. ERDF, ESF).
Data Protection and FOI Office	The Data Protection and Freedom of Information Office has strong links with the Scottish Information Officer and the Commissioners Office.
Finance &	The Finance & Procurement Office has strong links with Companies House, HMRC for filing accounts and tax returns, and with External

Procurement Office	Audit.
MVLS	The College of Medical, Veterinary & Life Sciences (MVLS) maintains strong links with the NHS joint committees, the General Medical Council and the General Dental Council.
Recruitment & International Office	The Recruitment & International Office maintain strong links with the British Council and with Scottish Development International (SDI).

International Relations Management

The function of establishing, maintaining and fostering the institution's relationship with its international community

Internationalisation at Glasgow	The University's Internationalisation Strategy was approved in 2010 and it articulates our international priorities spanning six cross-cutting themes: the student experience, research and knowledge transfer, partnerships, alumni, staff and local engagement. Internationalisation at Glasgow is led by the Vice-Principal Internationalisation and is supported by the Director of the Recruitment and International Office, the Head of International Affairs (RIO) and the Head of the Academic Collaborations Office. Global Regional activity is coordinated by the International Deans who lead the development of our strategy and action plan for each of their regions. Find out more at http://www.glasgow.ac.uk/about/internationalisation/whoweare/
Networks	We are proud to be members of two major international networks: Universitas 21 (U21) and the International Research Universities Network (IRUN). These networks allow us to follow education projects larger than any one university could manage alone and offer a framework for international collaborations between members. Find out more at http://www.glasgow.ac.uk/about/internationalisation/ournetworks/
Partners	Information about our global partners can be found at http://www.glasgow.ac.uk/about/internationalisation/ourpartners/
Recruitment & International Office	The International Office within RIO works primarily to recruit new international students for the University of Glasgow. The team of International Officers travel regularly overseas to interview potential students, attend education fairs and meet with partner institutions and agents. The team is divided into smaller regional teams which mark the focus of their activities: East Asia, South East Asia, Americas, Middle East and Africa and South and Central Asia.

	The International Office also works with governments in other countries, with embassies, high commission representatives and with sponsors. We work with selected University of Glasgow representatives (agents) worldwide. Find out more at http://www.glasgow.ac.uk/international/representatives/ Study Abroad & Exchange The University of Glasgow has exchange agreements with around 150 Universities throughout Europe. We welcome students from these partner universities to study with us for a semester or an academic year. Find out more at http://www.gla.ac.uk/international/abroadexchange/
Colleges	In order to achieve the University's aims set out in the Internationalisation Strategy, the University sets out to grow or establish our presence in key regions and develop long-term partnerships. Achieving this requires Colleges, Schools and Institutes to partner with well-established, well-respected institutions that demonstrate high academic standards and quality. The selection of partner allows, through due diligence, systematic assurance of the ability for the partner to meet the high expectations the University of Glasgow has in these respects. College Recruitment & Conversion Marketing Officers assist with hosting incoming delegations.
Academic Collaborations Office	The Academic Collaborations Office oversees the development and management of the University's academic collaborations that involve students studying for a University of Glasgow award. Find out more at http://www.glasgow.ac.uk/services/academiccollaborations/
Human Resources	A range of resources and guidance to support staff in achieving the University's Internationalisation Strategy, including information for staff engaged in international initiatives, international staff working in Glasgow and staff working overseas, can be found here http://www.glasgow.ac.uk/services/humanresources/internationalisation/
Business & Industry Community Relations Management The function of establishing, maintaining and fostering the institution's relationship with the business & industry community	
All Staff	Sharing our expertise is a priority. As a large research intensive University our academics undertake research across a broad range of disciplines generating new innovations relevant for companies and economies worldwide. Partnering with both public and private organisations to realise the impact of these innovations for society and the economy is core to our mission. Find out more at

	http://www.glasgow.ac.uk/businessandinnovation/
Research Strategy & Innovation Office	The University recognises the value of its staff undertaking consultancy for outside bodies. This work is an important channel through which knowledge and expertise can flow to and from businesses and other external agencies and therefore contributes to the development of growing and productive relationships with these bodies. Consultancy activity within the University of Glasgow is often associated with other contractual relationships, including research, service contracts and in some cases the provision of funds to provide studentships. It is therefore the University's policy to encourage staff to engage in consultancy wherever appropriate and in a manner that is consistent with their contractual responsibilities. The University's Consultancy Policy (http://www.glasgow.ac.uk/media/media_237592_en.pdf) provides the information required to undertake consultancy work in accordance with the University's approved procedures. The Knowledge Exchange Team in the Research Strategy and Innovation Office work with staff to support research led engagements with business and industry. The activities that are initiated by this are governed by the University Research and Intellectual Property Policies, which can be found at http://www.gla.ac.uk/services/rsio/researchstrategypolicies/ourpolicies/
Careers Service	We believe in working closely with employers and recruiters to promote as many opportunities to our students and graduates as possible. Find out more at http://www.glasgow.ac.uk/services/careers/employers/ Club 21 is the University of Glasgow's flagship internship programme. The Careers Services work with member organisations to develop high quality internships available exclusively to Glasgow's most talented and capable students. The Careers Service is guided in its work by internal University policies and guidance from our professional body, the Association of Graduate Careers Advisory Services (AGCAS). Current operational policies can be found here www.glasgow.ac.uk/services/careers/contactus/#tasb=3
Colleges	Colleges interact with business and industry in a number of ways. In addition to running College Industry Days, Colleges have Advisory Boards and employ Employability Officers.
Centre for Open Studies	The Centre for Open Studies fulfils commercial contracts, including day events for businesses and delivering courses for the Chamber of Commerce.

Supply Chain Relations Management

The function of establishing, maintaining and fostering the institution's relationship with its supply chain

Procurement Office	With the Mission Statement, "To create an environment in which the University obtains the best possible value for all non-pay expenditure", the Procurement Office has put in place guidance for suppliers and for staff which can be accessed here: http://www.glasgow.ac.uk/services/procurementoffice/
Estates & Buildings	Estates & Buildings has developed a bespoke Consultants Framework to manage the appointment of professional consultant services and a Contractors Framework, which mainly focuses on minor works, refurbishments and some elements of maintenance works.
Communications Office, Procurement Office	The University has undertaken a comprehensive and robust tender process to appoint a range of suppliers to our Graphic Design framework. Through a process of pre-qualification, and detailed questions and presentations, each supplier has been shown to be professional and proficient in the delivery of these services. They have also demonstrated a keen understanding of the University's brand and visual identity which is of course of critical importance. Additionally, the University is proactively managing the agreement with each supplier. Following each project you commission, the supplier will email you a feedback form. This and other supporting information will be used to understand the performance of the contract including opportunities for improvement. It is therefore critical that the appointed suppliers are used for graphic design services. Find out more at http://www.gla.ac.uk/staff/communicationstoolkit/publicationsdesign/howtogetapublicationdesigned/usingdesignagencies/
All Staff	In line with our policy on sustainability, and our commitment to principles of fairness and equality, the University is committed to supporting, promoting and using Fairtrade goods and has worked hard to achieve accreditation. Fairtrade foods are served at all meetings hosted by the University and the student unions and a wide range of Fairtrade products are available and prominently displayed throughout the University. Read our Fairtrade policy at http://www.glasgow.ac.uk/about/fairtrade/policy/
Court	The University Court is committed to socially responsible investment and will via its Investment Advisory Committee and Pension Scheme Trustees actively encourage its fund managers: (i) to continue to commit to SRI within their investment policies; and (ii) to continue to use the Ethical Investment Research Service (EIRIS) (or a similar service) to monitor the behaviour of companies in SRI Find out more at http://www.glasgow.ac.uk/services/finance/staffsections/financialaccounting/financialreporting/endowmentsinvestmentsimportsandvat/sociallyresponsibleinvestmentpolicy/

Honorary Award Management

The activities involved in conferring honorary awards.

Senate Office	Senate Office co-ordinates the award of honorary awards; liaises with the recipients of honorary degrees and organises honorary award ceremonies. Find out more at http://www.glasgow.ac.uk/services/senateoffice/ceremoniesandhonoraryawards/honorarydegreesandfellowships/.

Alumni Relations Management

The function of maintaining and fostering the institution's relationship with its former alumni.

Development & Alumni Office	Development & Alumni Office leads the institution's strategy and the activities involved in managing the institution's performance against the plans for implementing strategy, including MPIs & measurement mechanism and review. Alumni Data Administration - The activities involved in managing personal and other data on alumni which are held by the institution for the purpose of maintaining its relationship with its alumni. Such data is held on Raiser's Edge. Alumni Communication Management – With support from Communications Office, the activities involved in managing the institution's communications with its alumni. Activities include: planning and issuing communications to alumni, both one-off (e.g. notices of new alumni benefits or services) and regular (e.g. magazines); conducting surveys of alumni. Alumni Event Management - The activities involved in supporting and organising official events for alumni. Alumni Support - The activities involved in providing support to alumni, both individually and through alumni associations. Activities include: providing financial and other support to alumni associations; brokering contact with/between alumni.
Careers Service	Working closely with the Development & Alumni Office, the Careers Service are responsible for engaging alumni in activities to enhance student employability. Find out more at http://www.gla.ac.uk/services/careers/experience/alumni/#tabs=0 The Careers Service co-ordinate the gathering of desination data from alumni for the national statutory Destination of Leavers of Higher Education (DLHE) survey.

Fundraising

The activities involved in managing the institution's performance against the plans for implementing its fundraising strategy.

Development &	Development & Alumni Office leads the institution's strategy and the activities involved in managing the institution's performance

Alumni Office	against the plans for implementing strategy, including MPIs & measurement mechanism and review. This includes the activities involved in developing the institution's fundraising policies & procedures, and the activities involved in designing, conducting and reviewing the effectiveness of fundraising campaigns. The University currently runs several campaigns which provide funds for the University's invaluable work into medical research, veterinary medicine, environmental research and also in student support. Find out more at http://www.gla.ac.uk/services/developmentandalumnioffice/campaignadvisoryboardmembers/

Donation Management

The activities involved in managing:
- The institution's relationship with donors of money, property or other items to the institution (other than in response to fundraising campaigns)
- The process of donating money, property or other items to third parties (other than in response to fundraising campaigns) and the institution's ongoing relationship with the organisations or individuals concerned
- The process of donating money or other items to third parties in response to fundraising campaigns

Development & Alumni Office	Development & Alumni Office leads the institution's strategy and the activities involved in managing the institution's performance against the plans for implementing strategy, including MPIs & measurement mechanism and review. More information can be found at http://www.glasgow.ac.uk/about/givingtoglasgow/ The University of Glasgow Trust is the main vehicle for philanthropic donations to the University and disburses funds for the benefit of the University. Find out more at http://www.gla.ac.uk/services/developmentandalumnioffice/universityofglasgowtrustees/
Archives	Information about donating to the University's collections can be found at http://www.glasgow.ac.uk/services/archives/about/supportourwork/addtoourcollections/#d.en.25841.
Library	The University of Glasgow Library welcomes donations and bequests of material which support and develop existing collections. It will however not normally accept donations which do not match its collection development strategy. The appropriate College Librarian will advise on whether any donation matches this strategy. More information can be found at http://www.glasgow.ac.uk/services/library/aboutthelibrary/#tabs=1

The Hunterian	The Hunterian receives donations to the collection and sponsorship for exhibitions. The Hunterian aims to enable loans to be made from the collections in its care, for approved purposes, including research, teaching and public display. Loans are made to approved institutions. Loans are only made to private individuals in exceptional circumstances. Policies are listed at http://www.glasgow.ac.uk/hunterian/about/reportsandpolicies/
Sport & Recreation	The Sport & Recreation service have in place a set of guidelines for Club Sport Sponsorship.
Chaplaincy	The Chaplaincy directly receives small donations.
Principal's Office	The Principal's Office is engaged in most activities relating to donations and The Principal receives gifts on behalf of the University and passes these on.
All Staff	All Staff should note the University's policies in relation to hospitality, entertainment, restaurants and gifts described in this document: www.glasgow.ac.uk/media/media_106420_en.doc
Sponsorship Management The activities involved in managing the institution's corporate sponsorship of public events to enhance its public profile.	
All Staff/ Principal's Office	As the University is a charity, we do not normally sponsor public events. However, there are exceptions where it is judged to be of value to the University's profile, reputation or ongoing external relationships to sponsor certain public events and in these instances; staff should make the Principal's Office aware of this commitment. Note that sponsorship might be financial, but might also be giving time or hosting an event *(ensuring the latter is in line with the University's Room Hire Policy – check with Conference & Visitor Services Office if unsure).*
Development & Alumni Office	If you are a member of University of Glasgow staff or a student organisation and you have a project which is in need of funding and is in keeping with the aims of the Chancellor's Fund, we would be delighted to hear from you. To submit an application, simply download and complete an application form found at *http://www.gla.ac.uk/about/givingtoglasgow/chancellorsfund/howtoapplytothefund/*
Careers	The Careers Service sponsors Graduate Recruitment Fairs.

Corporate Identity & Brand Management The activities involved in managing the institution's corporate identity and brand.	
Communications Office	The Communications Office leads the institution's brand strategy and the activities involved in designing the institution's corporate identity marks (logos, etc), compiling and ensuring use of corporate style guidelines. The University has developed a new Brand & Reputation Messaging Framework , which will be rolled out shortly and guidance will be made available alongside the Brand & Visual Identity Guidelines on the University's Communications Toolkit at http://www.glasgow.ac.uk/staff/communicationstoolkit/visualidentityandbranding/. Sub-identities (Sub-IDs) of the University marque are restricted. University of Glasgow Colleges, Schools and Research Institutes have their own sub-identities. Occasionally, special permission may be given for the identity of a centre, service or other organisational unit of the University – where the unit is significantly externally-facing and the use of a separate sub-identity would be of clear benefit to the audience and the University. Requests should be made by submitting the appropriate form to the Director of Marketing Communications. Guidance on use of the University's Gaelic branding can be provided on request.
ResearchStrategy & Innovation Office	The Research Strategy & Innovation Office has a Policy for Externally-Funded Activities - www.glasgow.ac.uk/media/media_185775_en.pdf , which refers to the use of the University Identity at point 14.
The Hunterian	Specific branding has been developed for The Hunterian. Contact the Head of Marketing and Development at The Hunterian for further information.
Recruitment & International Office	The Recruitment & International Office manage styles and templates dedicated for recruitment campaigns. Contact the Recruitment Marketing team in RIO for further information.
Publishing The function of producing publications for distribution internally or externally. Publications include material published in any medium and format. Note: This policy refers only to non-academic publishing.	

Communications Office	Communications Office leads the institution's strategy and the activities involved in managing the institution's performance against the plans for implementing strategy, including MPIs & measurement mechanism and review. The Office takes forward the activities involved in developing and establishing the institution's publishing policies and procedures.
	The University also contributes information to external publications, including study guides, reference publications and databases.
	Print & Digital Publishing The Publications & Graphics Team takes forward activities involved in managing the design, production and distribution of individual publications in the University's core suite.
	Activities include: designing publications; commissioning, writing and editing content for publications; ensuring compliance with institutional, industry and legal requirements for publications; liaising with specialist staff on the production of publications; liaising with specialist staff on the marketing of publications; distributing publications; authorising disposal of surplus or redundant stocks of publications.
	For procurement of external services for the design or production of publications, please refer to guidance about the Graphic Design Services Framework on the Communications Toolkit. Find out more at http://www.gla.ac.uk/staff/communicationstoolkit/publicationsdesign/howtogetapublicationdesigned/usingdesignagencies/
	Core university publications are available in word/pdf form on request for accessibility purposes.
	Web Publishing The University website provides multiple functions for various audiences and is structured to direct an external audience to pages determined for their purpose. For example, the University homepage points to key functions such as opportunities to study at the University and explores the student experience at the University or review the University Research profile.
	The management of information on the website is governed by the Website Governance Policy. This policy identifies the centralised University Web Team with responsibility for brand, templates and a limited extent of centrally-provided content with a focus on a 'distributed model' for content production. The distributed model, with Principal Web Publishers appointed in each Unit, allows responsibility for content creation and management to sit with members of staff within each of the Colleges, Schools, Institutes and Services and therefore content is managed by those closest to it, helping to ensure such content is accurate and current. Find out more at http://www.gla.ac.uk/staff/webpublishing/

	Social Media Publishing The University of Glasgow actively supports and encourages the use of social media presences such as Facebook, Twitter, blogging etc. Guidance to help you decide what platforms to use and how to get the most benefit from them can be found at http://www.gla.ac.uk/staff/communicationstoolkit/guidetosocialmedia/ and official University social media can be found at http://www.gla.ac.uk/about/interact/ **Producing & Distributing Digital Content** Guidance for anyone who wishes to produce and/or distribute audio or video material on the University's website or the University's site on iTunes U can be found at http://www.gla.ac.uk/staff/communicationstoolkit/digitalcontentanditunesnbspu/ **Internal Communications** Effective internal communications ensure that staff are kept informed and engaged with the University. This is a two-way process, keeping you up-to-date with the latest news and decisions in the University, and offering a chance for you to make your opinions known through feedback. We use a series of communication channels to achieve this, including the Information for Staff web pages Campus e-News, PublicityNet and Principal's Podcasts. Find out more at http://www.gla.ac.uk/staff/communicationstoolkit/internalcommunications/ where you will find information about how to submit your news and an internal communications tooklit. **E-mail Newsletters** Email newsletters can be a great way to communicate with your target audiences and can be very effective in calling attention to key events or information, however you should be aware of and follow the Data Protection legislation. Find out more at http://www.gla.ac.uk/staff/communicationstoolkit/emailnewsletters/
Recruitment & International Office	The Recruitment & International Office produce recruitment materials for potential students and for specific markets. You should also contact the Recruitment Marketing Team in RIO about any programme or course advertising.
Human Resources	The Human Resources Service Recruitment Team manages the internal and external advertising of all vacancies.
Senate	The Senate is responsible for making public information concerning academic quality. Find out more at http://www.gla.ac.uk/services/senateoffice/qea/

	The Senate Office oversees academic policy, strategy and regulations on a range of topics. Recently approved policies are 'announced' and accessible here by topic http://www.gla.ac.uk/services/senateoffice/policies/ Agendas, minutes and reports of Senate and committees are published here http://www.gla.ac.uk/services/senateoffice/senateandcommittees/
DP & FOI	The University may receive external requests for personal information about its students and staff. These requests can be directed to any member of University staff and can include enquiries from parents, the police and external organisations. Do not disclose or share any personal data with third parties unless the individual has provided their written consent. **Information on police requests for personal data can be found here:** http://www.gla.ac.uk/services/dpfoioffice/a-ztopics/policerequestsforpersonaldata/ **Please contact the DP & FOI Office if you require further advice:** http://www.gla.ac.uk/services/dpfoioffice/contactus/
Planning & Business Intelligence	League Tables The Planning & Business Intelligence Office supplies data for League Tables. Key Information Sets In response to the Higher Education Funding Council for England (HEFCE) initiative to 'give prospective students access to robust, reliable and comparable information in order to help them make informed decisions about what and where to study', the University produces almost seven hundred Key Information Sets for publication on the Unistats website. The Planning & Business Intelligence Office takes the lead responsibility for developing the Key Information Sets but works closely with Schools, the Vice Principal (Learning and Teaching), Management Information Services, the Student Lifecycle Support and Development Team and the Senate Office to produce accurate data and with the Communications Office to publish the KIS data on the University website and in the Undergraduate prospectus.
Glasgow University Press Ltd	This company is dormant.
Freedom of Information	The University's FOI Publication Scheme can be found at http://www.gla.ac.uk/legal/freedomofinformation/foipublicationscheme/