School of Chemistry

**Delivering Excellent Research**

- Grow our graduate school to >120 PhD students within 2 years with a long term (by 2020) aspiration of increasing our graduate school to 150 – PGR numbers have grown since 2011 and last year we recruited 37 new PGR students. Growth is expected to come from increased industrial funding and recruitment of externally-funded overseas students. Following recent appointments it will be essential to increase the number of PGR students in order to give our new appointees the opportunity of building their research groups.
- Increase grant-raising activities by academic staff with the expectation of increasing the proportion of staff holding research grants (to >85%) and the average amount held by each academic staff member (to £115k). In particular, there will be a focus on supporting/encouraging recent young appointees.
- Improve the quality and range of service instrumentation available through CAPEX bids and by engagement with strategic external partners (both industrial and academic). Promote increased equipment usage by industry (collaborations or commercial contracts) in order to help offset running costs.
- Continue to promote more interdisciplinary research collaborations across the School and within WestCHEM.
- Encourage further collaboration between Chemistry staff and established researchers in Engineering, Physics and MVLS, and with suitable external academic partners.

**Providing an Excellent Student Experience**

- Continue to refine, develop and improve teaching quality and delivery to attract high-quality undergraduate students.
- Improve teaching innovation and delivery so that satisfaction scores in the National Student Survey exceed 90%.
- Continue to develop our 3rd year (non-Hons) Chemical Studies course for weaker students in order to improve retention/completion rates and reduce the number of BSc graduates leaving with a lower 2nd or 3rd class degree.
- Increase the number of undergraduate students from the rest of the UK studying chemistry at Glasgow.

**Extending Global Reach and Reputation**

- Continue to pursue our internationalisation strategy by having academic staff visit key universities in target countries in order to recruit overseas undergraduate and postgraduate students. Key recruitment countries are China, Brazil, India, Mexico, Chile, Colombia and Indonesia.
- Build new research links/collaborations with individuals and institutions in target countries. Specific targets for partnership and collaboration are Tianjin, Nankai and BUCT in China, and Pune and ITT Madras in India.
- Encourage recent new young appointments to engage fully with the internationalization agenda in order to give them the opportunity to develop collaborations that will help them build their research groups and international profiles.
- Increase the number and quality of EU and overseas students studying chemistry as undergraduate, PGT or PGR students.

**Staff Development**

- Appoint high-calibre individuals to the two vacant Chair positions as and when space and College funding allow. We intend to appoint high-quality individuals with excellent research profiles and track records (4* researchers with potential to be FRS and FRSE) or rising stars with exceptional potential. Appointment of someone with the experience and ability to assume the role of Head of School in August 2016 will be a priority.
- Improve the distribution and quality of technical and administrative support within the School and gradually increase technician support in line with what is set out in Chemistry Plan 2.
- Focus on activating and enabling mid-career (Reader or Senior Lecturer level) members of academic staff to make the transition to Chair level whilst encouraging junior members of academic staff to achieve the level of performance at which they would be credible candidates for promotion to Senior Lecturer or Reader.

**Infrastructure**

- Move forward as quickly as possible with major refurbishment (especially roof, windows, exterior and Level-5) of Joseph Black Building following the 3/4-year plan approved by the University.
- Continue to convert derelict/low-grade laboratories and rooms into high quality space for research or teaching (funding through CAPEX and minor works) – this is a priority because it will be enable younger members recruit ambitious co-workers, produce high quality research outputs and build their research groups.
- Create significant additional high quality research laboratory space to accommodate future Chair appointments – this will be absolutely essential if we are going to be able to attract established stars to the School.
- Invest in new state-of-the-art research equipment.