

University of Glasgow

Glasgow 2020: A Global Vision

Introduction

This strategic plan for the period 2010-15 sets out the vision of the University to enhance its position as one of the world's great, broad based, research intensive universities.

The University of Glasgow is already one of the world's leading research intensive universities. In 2008-09 our extensive research grant and contract portfolio was valued at £126M, with more than 300 PhD students graduating in a wide range of disciplines. We are committed to learning and teaching excellence and to delivering a high quality student experience within a world-class research environment. The results of the 2010 National Student Survey showed 90% satisfaction among our final year undergraduate students, while our international students are among the best satisfied in the UK, with 90% overall satisfaction as measured in the 2009 International Student Barometer.

We performed well in the Research Assessment Exercise (RAE) 2008, but we have identified room for significant improvement. To enhance our research trajectory while continuing to augment the University learning experience we must make choices, invest in our strengths and align our activities with the aspirations of our major research funders and Government. Engaging with our partners in higher education, business and the charity and voluntary sector will also be key to raising our influential profile and advancing our international reputation, benefitting society and driving economic regeneration.

We continue our long-standing commitment to offering students the opportunity to study a broad range of academic programmes and subjects in a progressive learning environment. This will be evidenced during this planning period by our reward strategy for staff who make valued contributions to the quality of student experience and by our investments in teaching and support facilities that will enable students to take full advantage of the learning opportunities we offer, and to make a valuable contribution to society and the economy when they graduate.

The fortunes of the University and the City of Glasgow have been linked across more than 550 years. The University enriches the social and cultural life of the city, and contributes to its economic health as a major employer and by the presence of our large, multicultural student community. By achieving our objectives for research and knowledge exchange over the planning period, we will play an important role in driving the regeneration of the local and national economies.

The success of the last planning period (2006-2010) was facilitated by the achievement of a secure financial position. We are now facing the demands of an uncertain and challenging public sector funding environment. This will place significant constraints on our income as, along with the rest of the UK higher education sector, we are subject to real-term reductions in Government funding and increased competition for resources.

The University's staff are capable of responding to the challenges that lie ahead. This plan launches a process which helps each member of staff appreciate the ways in which their role contributes to the future success of the University. The recent restructuring of the University ensures that we are better able to absorb the impact of change. The four academically coherent groupings in our new Colleges, together with the establishment of multidisciplinary research institutes, will allow greater ease of communication, facilitating the development of successful collaborations and thus new research and teaching initiatives. However, changing the shape of the University will not in itself allow us to achieve our ambitions. We must also be clear about our investment priorities over the planning period. The plan, therefore, identifies our key priorities and targets for the next five years. These years will see us focus our resources on activities that are (or have the potential to be) world-leading, improve our standing nationally and internationally, and meet the needs of our key partners - our research funders and our students.

In summary, the strategy's three main themes are:

- Focus,
- Global Reach and
- Multidisciplinarity.

We will **focus** on the needs of our students and research funders. We will ensure that our investments align with our strategic priorities and streamline our systems and processes to remove duplication of effort and minimise bureaucracy. When combined, these actions will lead to a sustainable academic profile.

We will **extend our global reach** to become a more international university: developing a multicultural community of students and staff; providing an educational experience that prepares students for global political and social environments; developing international alliances and partnerships to build capability and capacity in research, education and enterprise; introducing postgraduate degree programmes that have demand in the international market; and raising the profile and reputation of the University of Glasgow globally.

We will **foster multi-disciplinary activity** through the support and development of networks of researchers. We will create world-leading thematic multidisciplinary research institutes aligned to the strategic needs of our research funders. We will establish innovative, interdisciplinary degree programmes, primarily at the postgraduate level, that combine elements from the breadth of our research strengths.

The format of this plan

This plan has been developed through an extensive period of consultation with staff. It is written primarily to be read and used by staff since it is recognised that realising the ambitions of the University is dependent on their commitment. This plan outlines those ambitions. It contains a number of pages of narrative, actions, planned investments and targets and is supported by the University's strategies for Learning and Teaching; Research; Internationalisation; and Estates.

The strategic imperatives are expressed below in a single table, showing the University's vision (where we aspire to be), mission (what we exist to do) and values (the set of behaviours shared by our community). These three things drive everything below them in the table.

Of the University's many partners and interested bodies, the two most important are our students and the funders of our research. The table lists the needs of our partners and the key actions the University needs to take in order to satisfy these needs. If the partners are satisfied, then the University will achieve its vision.

The actions are designed to ensure that we can deliver both excellent research and high quality student experience. Underpinning this are the actions required to enhance our global reach and reputation. In the main narrative of the plan, these actions have related performance indicators. These will be tracked over the period of the plan to check if we are being successful.

The table also shows what staff expect of the University and in return what the University, as an employer, expects of its staff. Successful fulfilment of these two sets of expectations will help to ensure the University can deliver on its key actions.

The final row of the table outlines the changes required in the underlying information, capital resources and business processes of the University to ensure that we can deliver on the key actions. We will then meet the expectations of our partners, and achieve our vision of enhancing our position as one of the world's great, broad based, research intensive universities.

This strategic plan contains a number of targets which, if achieved, will clearly position the University amongst the world's best broad-based research led institutions. The targets are set relative to those UK universities that are similar in composition and mission to the University of Glasgow: the Russell Group. The targets have been set for the University as a whole, and will be cascaded to College and School level as appropriate. The annual planning and budgeting round conducted with the four Colleges will be used to monitor achievement and progress against these targets. (In some areas a College will already be performing ahead of the University target in comparison to their Russell Group peers, and it is expected that they will have ambition to improve further). Similarly, College planning and budgeting rounds will set targets for their Schools and Research Institutes, and these units will set targets for individual subject and research areas. The University's staff Performance and Development Review process will be modified, to enable the personal objectives for each member of staff to be linked to the targets of the appropriate Institute or School.

Progress against targets at University, College, and School level will be monitored regularly by the Senior Management Group and reported annually to Senate and Court.

Vision	<i>To enhance our position as one of the world's great, broad based, research intensive universities</i>	
Mission	<i>To undertake world leading research and to provide an intellectually stimulating learning environment thus delivering benefits to culture, society and the economy</i>	
Values	Integrity	Credibility Openness Success
Partner Needs	<p align="center">Research Funders</p> Quality research that meets funding priorities Academic and user impact Fit for purpose infrastructure Researchers at the forefront of their field High quality results delivered on time Professional response from the University Value for money	<p align="center">Students</p> Excellent service and support Fit for purpose infrastructure The best teaching staff Relevant, international, and up to date curricula Intellectually stimulating teaching Extra-curricular activity Good employment prospects Value for money
Key Actions	<p align="center">Deliver Excellent Research</p> Develop research strengths and multidisciplinary activities Grow our community of PhD students Extend knowledge exchange activity	<p align="center">Deliver Excellent Student Experience</p> Visionary course development, delivery and review Effective student engagement and support Excellent student learning environments Safe campus environment
	<p align="center">Enhance Global Reach and Reputation</p> Strengthen international partnerships Grow the international student community Expand international learning opportunities Develop collaborative degree programs	
Staff	<p align="center">Staff Expectations</p> Capable colleagues who share common values Personal development processes that enhance careers and job satisfaction Equitable workloads Application of equitable and fair pay and performance systems that reward excellence Fit for purpose infrastructure	<p align="center">Staff Contribution</p> High quality staff aligned to the University's vision and shared values Personal development planning processes linked to the strategic plan Development of staff capability and leadership
Internal enablers	<p align="center">Processes and Systems</p> Fit for purpose IT systems Transparent, flexible and responsive human and computer based processes Capital allocation process that aligns with the strategic plan Control of income and expenditure	<p align="center">Infrastructure</p> Fit for purpose physical infrastructure Efficient use of the estate

Vision: where we aspire to be

The University of Glasgow aims to enhance its position as one of the world's great, broad based, research intensive universities

Mission: our purpose...why are we here?

Our mission is to undertake world leading research and to provide an intellectually stimulating learning environment, thus delivering benefits to culture, society and the economy.

The University of Glasgow's vision will be met through our ability to:

- Enhance our standing as a community of world-leading researchers, by promoting excellence within disciplines and interdisciplinary teams tackling global challenges, providing cultural enrichment and benefiting the economy.
- Attract academically talented students from around the world, provide them with an intellectually demanding, research informed education which prepares them for lifelong learning and with the capability to contribute as global citizens;
- Develop high international recognition of our capacity, capability and achievement in research, education and enterprise;
- Value staff, by developing their careers in a supportive environment that enables them to achieve the highest possible standards in all aspects of their work;
- Make an impact on the intellectual, social and cultural life, and economic success, of the City of Glasgow, Scotland and beyond;
- Steward our finances, conserve and manage our cultural and heritage resources, and continually improve our physical infrastructure.

Values: what we stand for

Our mission informs everything we do. But we also share a set of values – integrity, credibility, openness and success. These values define the way we work. As an organisation we work most effectively when we are motivated by a common set of positive values, which are reflected in the attitudes and behaviours of all staff:

Integrity Being consistently honest and fair in our dealings with others. Our collegiality means that we respect each other's interests and abilities as we work together towards a common goal.

Credibility Our authority is built on innovation, on academic rigour, and on the way we work together to find answers to the problems facing mankind today.

Openness Our inclusiveness embraces diversity by valuing and respecting the perspectives and contributions of all our colleagues and students.

Success Our reputation for excellence ensures that we are continually striving to be better than we are in everything we do. The innovation that we prize sees us changing the world around us by applying creative solutions to problems.

Underpinning these values is responsiveness - our commitment to responding to the needs of our colleagues, students, research funders, sponsors and visitors in a helpful, timely and sensitive manner.

Delivering excellent research

Our vision:

Enhance our standing as a community of world-leading researchers, by promoting excellence within disciplines and inter-disciplinary teams tackling global challenges, providing cultural enrichment and benefiting the economy.

Addressing our research funders

Our research funders include the UK Research Councils, charities, UK and international industry, and regional and national Government bodies. They have a choice as to where they commission their research, development and consultancy. They will work with institutions and organisations that can reliably deliver high quality research in their areas of interest at suitable price and timescale. Increasingly, they are expecting the research they fund to have impact beyond the academic community.

In summary, our research funders expect:

- Quality research that meets funding priorities
- Academic and user impact
- Fit-for-purpose research infrastructure
- Researchers who are at the forefront of their field
- High quality results delivered on time
- A professional response from any interaction with the University
- Value for money

We will meet the needs of our research funders through:

- Developing research strengths and multidisciplinary activities
- Growing our community of PhD students
- Extending our knowledge exchange activity

Develop research strengths and multidisciplinary activities

The University's research reputation is reliant on our ability to:

- attract and retain internationally recognised academics
- nurture the development of our talented early career researchers
- cultivate the research leaders of the future
- establish a rich research environment, and
- foster and support a diverse research student population.
-

Our research reputation will also be measured according to the extent to which we participate in setting the research agenda for the UK. It is therefore imperative that we grow and support research activity in areas of global significance, that we continue to invest in our research infrastructure, and improve the flexibility of our internal processes.

We are committed to providing a supportive environment for ambitious researchers, delivering a training and development programme that enables them to become the research leaders of the future. We will introduce a Researcher Development Committee with the remit of promoting career development for researchers and facilitating development activities for research staff.

We will work steadfastly to increase the average research income held by each member of academic staff, as well as the percentage of our academic staff with grant income, and we will seek to maximize our participation in peer review processes, expand our

representation on advisory panels, and influence boards of Government and national funding agencies, so that our leading researchers play an increasingly important role in shaping the UK research agenda.

We will ensure that we continue to develop our broad base of research strengths and will require a strong research culture and effective leadership in all disciplines. There is strong disciplinary research evident in every College and we will expect all research areas to improve their performance and reputation through selective deployment of their available resources and through the identification and development of other avenues of income.

We will make additional targeted investments from central resources in priority areas. Investments will include recruitment of new staff, award of postgraduate scholarships and the augmentation of infrastructure. These developments will bring direct benefits to staff, research students and the broader community of students in our research-led teaching environment. The priority areas are those where we are currently engaged in world leading research and, based on a range of indicators, currently have, or can rapidly gain, advantage over peer institutions. These areas will include:

- Accounting, Finance and Economics
- English, Celtic and Gaelic
- History of Art and Theatre, Film and TV Studies
- Computing Science
- Civil Engineering and Electronics and Electrical Engineering
- Chemistry and Physics
- Statistics

and the Research Institutes within the College of Medical, Veterinary and Life Sciences (MVLS):

- Biodiversity, Animal Health and Comparative Medicine
- Cancer Sciences
- Cardiovascular and Medical Sciences
- Infection, Immunity and Inflammation
- Molecular, Cell and Systems Biology.
-

Ongoing review of performance will be undertaken to monitor all disciplinary areas, ensuring continuing alignment between research strengths and investment and estates plans. Disciplinary areas not mentioned above may receive additional investment as comparative performance improves, as they contribute to Research Institutes and Networks, or as external funding opportunities emerge.

In the early part of the planning period we will establish a Research Institutes in Neuroscience and Psychology (spanning the College of MVLS and the College of Science & Engineering) and in Health, Wellbeing and Deprivation (crossing disciplines within MVLS and Social Sciences).

Aligned with the priorities of our research funders we will, over the course of the next five years, provide resource to establish further thematic, self-sustaining, world class Research Institutes and Centres led by competitively appointed Directors, and based on combinations of our current disciplinary strengths.

We will also encourage Research Networks that bring together researchers (academic staff, postdoctoral and graduate students) from more than one College, to develop their

common interests in a strategically significant research theme. Networks enable the building of research communities, the establishment of an internal and external presence, and the coordination of bids for research funding. Currently, Networks are thriving in the areas of:

- Energy
- Global Security
- International Development
- Materials
- Nanotechnology
- Sustainability and Climate Change.

It is expected that some of these Networks will evolve into Centres or Institutes in the period of this Plan.

It is anticipated that as research groups develop and opportunities present themselves, proposals for other Research Networks, Centres and Institutes will emerge during the planning period. Any proposals will be evaluated by the Senior Management Group and prioritised for funding.

The support structures for the four new Colleges will place dedicated finance, HR and business development support in each College, enhancing the support we give to our research community and improving our readiness to respond to funding opportunities in an increasingly competitive environment.

Grow our community of PhD students

We aim to build our postgraduate community and to maximise the quality of postgraduate research student applications from both domestic and international markets. This will be aided by growing our scholarship endowment funds and strategically awarding scholarships to support research priorities. We will assist applicants by improving our online access to information about scholarship opportunities.

The establishment of Graduate Schools in each of the four Colleges will provide the focus for enhancing the postgraduate student experience and drive the further development of a supportive and stimulating environment for our research students. The 2009 Postgraduate Research Student Experience Survey demonstrated that overall satisfaction was 87% (compared to a Russell Group average of 83%). The Graduate Schools will enable us to maintain and enhance our excellent record of PhD student satisfaction by continuously improving the quality of support and supervision and by expanding the range of training and development opportunities we provide for research students.

Extending knowledge exchange

We aim to be recognised for our innovative knowledge transfer development. We will capitalise on the breadth of our research portfolio, optimising our knowledge transfer activity in the UK and internationally, maximising the funding we receive in support of knowledge transfer initiatives.

Mindful of the requirement of UK Research Councils for knowledge transfer impact plans, and anticipating that the Research Excellence Framework will measure the impact of research, we are shifting the emphasis of our approach to intellectual property away from generating financial return to the University and towards academic and professional recognition. This means that, other than where we have identified commercially

significant development opportunities with our partners, we will seek to transfer intellectual property, free of charge, to companies. This innovative approach, which removes the obstacles associated with the transfer of intellectual property, will promote the dissemination of our research, delivering the maximum benefits to society and the economy.

We will work with charities, voluntary, and social enterprise groups, using our knowledge and experience to help them strengthen communities, transform public services and grow social enterprise.

How we will measure our success:

- Research income. We will remain in the top five of the Russell Group in terms of research income per member of staff on combined
- Research and Teaching contracts. Percentage of staff holding research grants will grow from 50% in 2009/10 to 75% in 2014/15
- Research output: We will, by 2014/15, increase the average number of annual outputs printed in high-impact journals or by prestigious publishers by each member of research and teaching staff by 25% from the 2009/10 baseline. The list of journals and publishers will be maintained by the Research Policy and Strategy Committee
- Postgraduate research students: We will increase the average number of PhD students supervised by each member of Research and Teaching academic staff to the Russell Group median. This will translate to 1.7 research students per academic member of staff and is equivalent to increasing the total research student population from 1625 to 2000 by 2014/15
- Student satisfaction: We will increase the percentage of postgraduate research students expressing overall satisfaction of supervision in the Postgraduate Research Student Experience Survey to over 90%.

Providing an excellent student experience

Our vision:

Attract academically talented students from around the world, provide them with an intellectually demanding, research informed education, which prepares them for life long learning and with the capability to contribute as global citizens.

The needs of our students

Students from across the world want to study at the University of Glasgow. This is due to our reputation for the quality, intellectual challenge and international dimension of our degree programmes; the engagement of our teaching staff; our well developed infrastructure; and because a degree from the University of Glasgow gives them a degree valued and sought after by employers internationally. Students have a wide choice of universities to select from. They want to feel at home at the university in which they choose to study. Their impression of the University is influenced by every contact they have with us from attendance at Open Days to application, acceptance, registration and arrival, to graduation. Students also come here for life outside of the classroom including the range of sports clubs and student societies provided by and supported through our student bodies, the Students' Representative Council (SRC), Glasgow University Sports' Association (GUSA), Queen Margaret Union (QMU) and the Glasgow University Union (GUU)). The University is committed to supporting the range of interactions available - both inside and outside of the classroom - with fellow students from across the world, and within the social environment provided by the City of Glasgow. In summary, our students want:

- Excellent service and support
- Fit-for-purpose infrastructure
- The best teaching staff
- Relevant, international, and up-to-date curricula
- Intellectually stimulating teaching
- Extra-curricular activity
- Good employment prospects
- Value for money.
-

We will meet the needs of our students and deliver an excellent student experience by providing:

- Visionary course development, delivery and review
- Effective student engagement and support
- Excellent student learning environments
- A safe campus environment.

Visionary course development, delivery and review

The University has a strong reputation, amongst research intensive universities, for the quality of its teaching and the high levels of student satisfaction. Staff are dedicated to the continued improvement of course content and delivery and are recognised and rewarded for their demonstrable excellence in teaching and course development. We will evidence this through our recognition and promotion procedures, and through our Teaching Excellence Awards scheme. We will also support the SRC in developing and delivering a student-led teaching awards scheme.

The University is recognised for its research-led teaching. The breadth and depth of staff expertise is reflected in our honours and postgraduate courses, and new advances in subject knowledge, understanding and application are transferred by staff into course content. Our programme development and review structures will continue to ensure that the range of courses remains as broad as possible whilst becoming more efficient to deliver. We will meet the evolving requirements of professional accreditation bodies and realise our ambitions to establish innovative, interdisciplinary programmes and to increase the levels of engagement with employers. We plan to embed the development of Graduate Attributes into new and existing programmes, so that students are able to recognise not only the academic aspects of their learning experience, but also the ways in which their broader University experience allows them to develop their personal attributes. We will prioritise the promotion of work-related learning in our postgraduate taught degree programmes, to enhance the career progression and employability of our Masters students.

We will evolve our delivery and assessment methods to enhance the learning experience for our students. Our approach will include harnessing the full potential of emerging technologies in support of our academic imperatives. We will continue to develop our robust Virtual Learning Environment and build on recent technology supported innovations in delivery, assessment and feedback, and online student learning tools.

We will focus on market analysis to enable us to develop a more diverse, market-led portfolio of programmes at taught postgraduate level. PGT students want programmes which have been designed to support career development and progression, so that they are equipped with the skills demanded by the global job market. A major development in the early years of the planning period will be to establish a Diploma in Legal Practice in the School of Law, providing a career development path towards professional practice for over 200 postgraduate students.

We will continually monitor our portfolio of programmes and courses and cease to deliver those where student demand diminishes to unsustainable levels.

Effective student engagement and support

The strength of our commitment to student engagement at the University of Glasgow is longstanding. Students are represented on almost all of our internal decision-making bodies, ensuring that the student voice is heard and valued, and that we are well placed to respond to student needs. Whilst acknowledging the SRC's independent representative function, many of the University's and SRC's aims and objectives coincide. This leads to a close partnership in many areas which has a real impact on student engagement and the overall student experience.

We make extensive use of student surveys, and our record of responsiveness in handling survey results helps us to meet the aspirations and expectations of our students and to continually enhance the student experience.

The University's Fraser Building, opened in 2009, represented a major advance in our effort to integrate student services in a single location at the heart of the campus, housing a Student Enquiry Team, Recruitment and International Office, Registry and the Careers Service alongside a catering outlet, a bookshop and an NHS GP Service.

The next phase in evolving our student support structures will be the integration of our student facing data systems through the introduction of Oracle Campus Solutions. This will represent a step-change in the student experience; providing students with up-to-date course and assessment information and the ability to self enrol in classes, therefore giving students more control over the scheduling of their activities. The system's curriculum planning function will increase student understanding and ownership of their learning, while the ability to provide students with individual timetables will represent a significant step forward in supporting their own time management. To ensure our students will gain maximum benefit from these innovations, we will introduce a new academic advising system that has been developed in partnership with the student body. This system will engage a wider cross-section of the academic staff in the advising process and will more effectively address the needs of our student community.

Our support structure will continue to be enriched by the SRC Student Advice Centre that provides a wide range of invaluable, independent support on academic matters such as complaints, appeals and student conduct and on social issues such as national insurance and taxation, council tax, the UK benefit system, employment rights, financial support, health and housing.

Additionally, we aspire to make significant improvements to the academic administration based in our newly established Colleges, by focussing student support in a smaller number of clearly identified Graduate Schools and Taught Programmes Offices that will offer a greater degree of consistency of service to our student community.

We will use our Learning and Teaching Development Fund to invest in targeted schemes aimed at improving the support for students throughout their academic studies. In this way, and through the Learning and Teaching Committee structure, we will tackle the complex issues of student engagement, attribute development and retention and we will bring forward innovations in provision, assessment and feedback. The University Learning and Teaching Centre will evolve its student-facing support to help students adjust to the University learning environment, and to manage their own learning experience. We will build on recent innovations that target the specific needs of students, such as the establishment of NUMBER: Student Mathematical Support to assist those students who have difficulty with the mathematics that underpins their discipline-specific activities. We will continue to develop Personal Development Planning (PDP) aids for students and increasingly embed PDP and work-related learning in our curricula to increase student employability.

We will provide increased opportunity for our staff to enhance their teaching skills and to experience and engage with innovations in pedagogy. We will do this through a range of mechanisms including dissemination of best practice through regular Learning and Teaching seminars and a major annual conference, targeted Teaching Fellowships to embed innovations across the University and further development of our training provision in areas such as assessment, feedback and course design.

We are committed to expanding study abroad opportunities for our students, and will target scholarship provision in such a way as to allow the maximum number of students to take advantage of these opportunities.

Excellent student learning environments

We are continuing to invest in teaching infrastructure and the technology that underpins it. We are upgrading our lecture theatres to the latest standards and looking at innovative ways to develop clusters of teaching spaces in response to changes in learning and teaching patterns. We are also developing flexible, touch-down spaces where students can work individually or in groups, or even socialise. A new development on Level Three of the University Library is an excellent example of such a flexible environment and the model we will follow. A strategic approach to investment in laboratory spaces will ensure that we provide the highest quality practical experience to our students. Throughout this process, we will continue to work with the student body to ensure their needs are recognised and reflected in these developments.

We will support the expansion of our Moodle Virtual Learning Environment (VLE) to include more course materials including multimedia and interactive content. The VLE will be a key element of an intellectually stimulating learning landscape that will allow for a variety of modes of delivery, transforming the way students engage with the learning process. This is being supported by the spread of WiFi capability across most of the campus.

The University has excellent social facilities for students. The range of social provision through the two student unions, the SRC Student Clubs and Societies, the Sports Association and our sports and recreation facilities is amongst the best in the UK. We have over 150 sports clubs and student societies, as well as four awardwinning student media teams (Glasgow University Guardian, Glasgow University Student Television, Glasgow University Magazine and Subcity Radio). We have a well-established and growing student volunteering culture, supported by the SRC, that enables students to become involved in helping a variety of groups in society, while developing their own skills and attributes.

Safe campus environment

Along with the SRC and students' unions, we are committed to promoting student safety on campus. This will continue to be evidenced in our estates investments to improve lighting, CCTV provision and buildings access, as well as in the safety advice we offer students across the campus and on our student safety website. Our new Health, Safety & Wellbeing service is committed to ensuring that working and studying at the University of Glasgow is as healthy, safe and beneficial as possible to the overall wellbeing of staff, students and the environment.

Our SRC provides a minibus service to take students to and from University residential accommodation free of charge in the mornings and evenings, as well as a dial-a-bus service for disabled students during minibus service times. With safety in mind, we provide every student with an emergency contact card, so that if they are stranded late at night with no money they are able to call University Security services, who will organise a credit-hire taxi to collect them and take them home.

We will measure our success in improving the student experience through:

- Student satisfaction: The percentage of students expressing satisfaction of their experience of the University, as measured by those who answer “mostly agree” or “definitely agree” with the statement ‘Overall I am satisfied with the quality of the course’ in the National Student Survey, will be maintained above 90%.

- Student progression. Year one continuation rates will improve from 91% in 2009/10 to 94% in 2014/15
- Job prospects: We will maintain our position in the top quartile of the Russell Group.
- This is likely to mean that the percentage of students who are in employment or undertaking further study six months after graduation, remains over 94%.

We will measure our success in becoming a university of choice for students through:

- Quality of students as measured by the UCAS Entry Tariff will improve, to be in the top ten of the Russell Group. This will mean improving the tariff from 399 to 415 points.
- Student population
 - We will control our home undergraduate population to be no more than 3% above our funded places over the planning period. This will mean that our population will be between 14200 and 14800 FTE.
 - Our taught postgraduate population will move above the Russell Group average by 2014/15. We expect to increase students numbers from 3300 in 09/10 to 4500 FTE in 2014/15.

Extending global reach and reputation

Our vision:

High international recognition of our capacity, capability and achievement in research and education

The University of Glasgow has a strong tradition of extending its reach across the globe. Throughout its history the University has supported the establishment and development of universities all over the world; its graduates have contributed to economic, environmental and social development on every continent; and, through its research outputs, the University has contributed in a significant way to the development of new technologies, therapies, economic change and cultural enrichment worldwide. Students from over 130 countries enjoy their experience in Glasgow, studying a wide range of degree programmes and engaging in research with world leading scholars.

Growing our global reach and reputation will support our research, learning and teaching and student experience priorities through:

- Strengthening international partnerships
- Growing our international student community
- Expanding international learning opportunities for all students
- Developing collaborative degree programs.

Strengthen international partnerships

We will build on existing areas of good practice and achievement within the University to promote and grow our collaborative links with academic and industrial partnerships internationally, in a manner that ensures the University's core business of research and education - and its reputation - are enhanced. This will be aided through the international marketing and public relations strategies we pursue.

The University has strategic alliances and strong, collaborative research links with leading research intensive Universities across the world. Through our links with Columbia University in the City of New York, for instance, we have created a jointly-funded cancer research programme and a joint research appointment to advance knowledge about the genetics of cardiovascular disease. We are exploring the potential for wider collaboration involving researchers in Glasgow and New York in medicine, biomedical science, bioengineering and chemistry in the application of stem cell research for heart repair, inflammatory disease, malaria, spinal cord injury, and diabetes.

Over the planning period we will develop further strategic international alliances with partners based on the realisation of mutual and sustainable benefits. Many partnerships will be formed at the research group level. We will focus institutional level commitment on a small number of institutions in key regions internationally which are well matched to our aims, and resource these to deliver measurable outcomes over the planning period. These will embrace the Americas, Africa, the Middle East, South Asia, South East Asia, Europe and East Asia. These commitments will sit comfortably with a range of bilateral and network relationships with academic institutions, industry and employers in various countries with an appropriate international regional spread to enhance opportunities for our students and staff. The relationships will be built with the aid of International Deans committed to promoting the University and extending its reach in defined regions of the world.

Through our membership of international networks such as Universitas 21 and the International Research Universities Network we will enhance the competitiveness of our education and research base. A programme of international outreach activity using a range academic, business and alumni networks is planned to improve our visibility and promote our profile as one of world's great research intensive universities. This will attract staff, students and business to Glasgow and provide the opportunity to engage our wide range of stakeholders in our Knowledge Exchange and enterprise activities.

Grow our international student community

Glasgow has grown its international community of students during the last five years, particularly in the fields of Law, Business, Social Sciences and Veterinary Medicine. However, in comparison with many of our peers in the UK, we have much to do and real potential. We have ambitious plans to grow, driven by our belief that growing our international student community brings great opportunities to the students and to staff. International students bring a range of different talents, skills, experiences and perspectives to the University and to the city, thus enriching campus and city life.

This approach demands that we focus on supporting their integration into city and University life and provide them with a high quality experience. We will monitor their engagement, satisfaction and the quality of their experience while in Glasgow through the use of surveys (including the International Student Barometer) and focus groups, and we will ensure that actions are taken forward to meet their needs. We will continue to develop the University's award-winning student enterprise programme as a means of engaging international students in Knowledge Exchange, both as a means of enhancing their entrepreneurial skills and creating business and employment opportunities.

Provide international learning opportunities

To be employable and highly sought after, our graduates must have an international perspective to their skills, knowledge and understanding, an awareness of different cultural perspectives and cultural interdependence, and an ability to work effectively with people from different backgrounds. Our learning environment and curriculum will promote these outcomes.

The opportunity to have an international experience as part of their studies is highly attractive to our students - indeed it is a key factor in attracting students to apply to and choose the University of Glasgow. Work conducted by the Council for Industry and Higher Education indicates that employers highly value such experience when recruiting graduates. We currently provide a rich array of international study opportunities and work placements for our students through credited and voluntary courses and links with a range of employers, and through the work of the Student Representative Council. Currently, around 20% of our student population take up international opportunities. We will continue to grow these offerings through our international networks and European partners, in the belief that they prepare our graduates well for successful careers.

To prepare our students to work in different linguistic environments, we will provide appropriate language training for those students who chose to spend some of their degree studying abroad.

We recognise that for many students, commitments in Glasgow can restrict their opportunities to travel. We will therefore promote a range of opportunities - in particular more short term and 'virtual' study opportunities - which will afford students based in Glasgow and the West of Scotland the opportunity to engage with students, employers and communities in other areas of the world. We will increase opportunities for international mobility of students through development of a more versatile range of placements and exchanges, and greater recognition for non-credit bearing international volunteering activities and international Knowledge Exchange programmes.

Develop collaborative degree programmes

We will build on the range of collaborative degree models agreed during the last planning period to develop a diverse portfolio of high quality collaborative programmes. These programmes will be developed with a range of strategic partners including members of our international networks. We will work with education providers such as Kaplan International Colleges to develop new partnership models of teaching and learning, marrying the strengths of the University's academic profile with the extensive market reach of our partners.

How we will measure our success:

- Research income: We will grow the percentage of our research income that is gained from outwith the UK.
- Student population: Our international student (outside UK and EU) population will increase from 2250 to 3550 FTE in 2014/15.
- Student satisfaction: We will seek to become the top Russell Group University for international student satisfaction as measured by the International Student Barometer. This will require the University to score over 90% in the four main categories (Learning, Living, Support and Arrival) and Overall Satisfaction.
- Student mobility: number of students having an international learning experience will increase year on year from the 2008/09 total of 1400.

Staff

Our vision:

Value staff, by developing their careers in a supportive environment that enables them to achieve the highest possible standards in all aspects of their work.

Our commitment

Any university is characterised by the quality and commitment of its staff. To achieve our collective vision of enhancing our position as one of the world's great universities, we need to attract the best possible staff. As with our research funders and students, staff have a choice as to whether or not to work at the University of Glasgow. They expect to be able to work with capable colleagues who share a set of common values, and with structures and systems that are fit-for-purpose. Staff want job satisfaction and development opportunities that increase this satisfaction and enhance their prospects, wherever their next career step is to be. Staff expect fair treatment in relation to the allocation of workloads, and equitable pay and performance systems. As an employer, the University wants staff to succeed, and wants staff effort and activity aligned to the collective ambition: to support this, staff development opportunities must lead to increased capability within the work force.

In summary we are committed to:

- Attracting and retaining high quality staff who are aligned to the University's vision and values
- Developing personal development processes that are linked to the strategic imperatives
- Applying equitable and fair pay and performance systems that reward excellence
- Building leadership capacity and ensuring capability development.

Attract and retain high quality staff aligned to the University's vision and values

The new University structure, creating dedicated support teams for the four Colleges, provides the flexibility we need to respond quickly to the opportunities that present themselves in an increasingly competitive and constantly changing environment. However, the effectiveness and success of our responses is dependent on our ability to attract and retain high quality staff.

We aim to attract and recruit a diverse community of staff with the knowledge, skills and competences best suited to our organisational goals. New staff make an important contribution to effecting change. Our recruitment processes will be developed to ensure that new employees are aligned to the University's value set, so that staff respect each others' points of view and support each other in achieving the University's ambitions.

Our values define the way we work, and as an organisation we work most effectively when we are motivated by a common set of positive values, which are reflected in the attitudes and behaviours of all staff. We will promote, and encourage our colleagues to adopt, the shared values of Excellence, Innovation, Collegiality, Integrity, Inclusiveness and Responsiveness. Developing this set of shared values amongst staff will be increasingly important over the planning period as we need to work with and support each other to respond to the challenges ahead.

The working environment must also nurture personal learning and development for all staff, enabling them to fulfil their potential and align their career aspirations with the needs of the University. In keeping with the values of the University, we will adopt progressive employment practices that enhance our reputation as a fair and good employer that attracts and rewards talent. A key aspect of our success will be our recognition as a good employer in relation to equality and diversity.

Recognising a duty of care to our staff, we aim to ensure that workloads are balanced and equitable, that the workplace is safe and that working lives are healthy; and to enable staff to balance achieving excellence in their work with enjoying their lives outside working time. This will benefit each individual, and consequently the collective staff body.

Link personal development plans to the strategic plan

Effective communications and the ability to engage each and every member of staff in the achievement of our strategic objectives are critical to our success. Our aim, therefore, is to ensure that each employee has a clear understanding of the ways in which their role contributes to the achievement of the vision and aspirations of the University. Recognising the importance of the link between personal and organisational development, the University's Performance and Development Review process will be improved, so that it can be conducted in such a way as to connect the personal objectives for each member of staff to the objectives of their organisational unit. The objectives of each organisational unit will be linked to those set out in this plan, thus providing a link between each individual employee and the University's vision.

Apply equitable and fair pay and performance systems that reward excellence

The University's policy framework for pay will reflect our commitment to equal pay, and our aim of recognizing and rewarding individuals and groups of staff who make an exceptional contribution that furthers the aims and objectives of the University. Starting with the professoriate, a modified Performance and Development Review process, including progress in achieving personal objectives, will inform decisions about reward and recognition.

Build leadership capacity and ensure capability development

We need effective leadership and efficient management at all levels if we are to succeed. Staff training will be designed around the core skill sets and competencies expected of leaders and managers with responsibility for staff or students, and will prepare them to deliver the University strategy. The revised Performance and Development Review process will emphasise this capacity building. We are committed to enabling staff to fulfil their potential. It is equally important that staff competencies and capabilities evolve over time, and in such a way that the University can meet the succession of challenges presented by the context within which it operates. To address this, we will deliver a staff development programme based on identified needs at the levels of both individuals and the University. This programme will aim to ensure the capability of staff to meet the strategic objectives of the University and will support succession planning across the organisation.

How we will measure our success:

- Staff satisfaction: We will carry out regular surveys to monitor staff involvement, commitment and wellbeing. In addition to addressing any weaknesses identified by the surveys, we will use the results to inform our leadership and wellbeing programmes, and our HR policies and practices. We will increase the number of staff who express satisfaction of their experience of the University, as measured by agreeing or strongly agreeing with the statement “I enjoy working in the University of Glasgow” in the staff survey from 89% in 2009 to over 90% in 2014.
- Equality: We will strive to ensure that the diversity of our staff population is in line with the local working population and that minority groups are fairly represented at senior levels. In particular we will work to increase the percentage of staff who are female in professorial and level 10 roles towards equal representation.

Processes and systems

Our commitment

Without proper processes and systems to support, monitor and control the activities of the University it will be impossible to deliver the actions listed in the other sections of this plan. We require flexible and responsive human and computer based systems underpinned by fit-for-purpose IT systems. We need to ensure that our annual planning and budgeting cycles properly allocate resources and investments in our capital infrastructure are aligned to the areas that can best deliver the University’s vision. In summary we are committed to delivering:

- Fit-for-purpose IT systems
- Flexible and responsive human and computer based processes
- Capital allocation process that aligns with the strategic plan
- Control of income and expenditure.
-

Fit-for-purpose IT systems

Robust, reliable and integrated management information systems must underpin the core business activities of the University: research and teaching.

During the planning period two major IT projects will be completed:

- The installation of Oracle Campus Solutions (via the Student Life Cycle Project) which will transform the way we administer, utilize and manage student information and deliver student services, from enquiry through to graduation.
- A new HR and Payroll system to improve the management, quality and timeliness of HR and Payroll data and extend the range of automated functions.

In addition to the major advances that will be made through these systems’ projects, the University community will benefit from continuous improvements to all IT systems, including general financial management systems and those used for the booking of teaching accommodation and research award administration.

- The coincidence of the Student Lifecycle Project and the restructuring of the University provides a unique opportunity for us to review the management of its teaching accommodation, to optimise its utilisation and configuration. This will be addressed by adopting an integrated approach to room booking and timetabling, using Facility CMIS and Campus Solutions for the central and local management of teaching space.

- An interface will be developed between the estates management system (EMIS) and the finance system (Agresso) that will allow for automated materials orders. This will be part of a wider project to deliver a 'Purchase to Pay' system, benefitting all University Services and Schools.
- Towards the end of the planning period it is expected that a data warehousing system will be installed alongside these and other currently installed systems providing a step change in the quality of management data and their reporting.

Transparent, flexible and responsive human and computer based processes

The University's operational effectiveness is dependent on processes that are transparent, flexible and responsive. We will ensure that decisions on investment priorities, changes to operational structures and other important issues are made in as transparent a way as possible. This will be aided by the restructuring of the University, which will embed many decision making processes with the committees of Colleges, aided by local professional administrative support.

The effective management of the University's administrative functions will continue to be underpinned by a review programme aiming to ensure that student and staff needs are met effectively; that the best use is made of resources; that continuous improvements are achieved; and that processes are aligned with the University's priorities and those of our partners, and process steps that do not add value are removed.

Our student recruitment activity will evolve to confidently match the recruitment aims of the University with the aspirations of applicants. The expansion of our recruitment workforce coupled with the introduction of customer relationship management software will boost our efforts to remain in touch with potential students from application, through acceptance, to registration. We continue to support recruitment through events and activities, including Open Days, Applicant Visit Days, and UK-wide Parent Information Evenings.

Administrative services in support of our research community will be efficient, responsive and flexible. We will integrate our Research and Finance management and pre- and post-award processing systems. This will ensure data accuracy, removing the requirement for repeated manual data entry and accelerating processing.

Capital allocation process that aligns with the strategic plan

The University is currently spending over £60M per year on buildings and capital equipment: new builds, equipment, refurbishments, fabric repairs and planned maintenance. This level of investment will reduce over the planning period as public finances become tighter, without recourse to borrowing. Budget holders have ambitions that exceed the current level of expenditure. A rolling five-year capital plan has been developed and agreed by Court, that clearly identifies the priority order of all capital investment. The capital plan, in combination with the approval process for each project - requiring a business plan showing the return on investment - will ensure that infrastructure is developed in line with strategic need.

Control of income and expenditure

Since the University's ability to plan effectively and to meet the financial pressures faced by the higher education sector are dependent on its ability to control its income and expenditure effectively, continuous improvements will be made to the quality of financial data and key financial controls. The need for manual checking of data will be eliminated,

improving efficiency and meeting the needs of all staff charged with responsibility for financial matters. These steps are dependent on the use of a single system for all financial processing, Agresso, which will be restructured and, where necessary, extended to capture all financial information, improving budgetary efficiency and strategic planning processes.

The restructuring of the University will enable each Head of College and the Secretary to Court, as the five major budget holders, to be supported by a management accountant.

How we will measure our success:

Financial stability will be measured through the management accounts showing a surplus equivalent to 2% of income over the planning period.

Infrastructure

Our commitment

Our students, staff and research funders all expect the University to have fit-for-purpose infrastructure. Making efficient use of the infrastructure and estate means that we require less space to deliver the same level of activity. The smaller the estate, the easier it is to maintain it. We are therefore committed to delivering fit-for-purpose infrastructure and using it as efficiently as possible.

Fit-for-purpose physical infrastructure

Fit-for-purpose infrastructure for our students, research funders and staff is vital if the University is to achieve its ambitions. The University owns and occupies more than 300 buildings, of which more than one third are listed. The University is characterized by its architectural heritage which, together with the recent construction of award winning buildings, attracts students, staff, and visitors from around the world. However, the age and condition of some of our infrastructure provides significant maintenance challenges.

During the next planning cycle, maintenance programmes will need to be targeted and made more efficient. Refurbishment activity will centre on developing spaces essential to ensuring success for the University.

Over the period of this strategic plan the University plans to:

- Relocate teaching and some research activity currently undertaken at the Western Infirmary and Yorkhill to the site of the new South Glasgow Hospital
- Build a new Cancer Science building at Gartnavel Campus to house 180 scientists focusing on Translational Research.
- Create a new Centre for Virus Research on the Gartnavel Campus with the support of funding from the Medical Research Council (MRC) and the Wellcome Trust. The building will co-locate the MRC's Virology Unit with the University's virologists to create a world-leading research centre
- Acquire the site of the Western Infirmary. This will provide expansion space for the University. New buildings on the Western Infirmary site will enable relocation of activities currently undertaken in accommodation that is not fit-for-purpose. It is anticipated that any vacated buildings can then be sold, creating income to fund the development of the site. It is not expected that new building will commence on this site during the period of this plan
- Invest in upgrades to lecture theatres, seminar rooms, teaching laboratories informal learning spaces and "touch down" spaces for students
- Continue the upgrade of the library
- Provide a rolling programme for replacing IT and research equipment
- Invest to ensure legislative compliance, and to enable fabric repairs and planned annual maintenance programmes.

Efficient use of the estate

The cost of maintaining and running the University estate is second to staff salaries in terms of university expenditure. The greater the efficiency of use of the estate, the greater the opportunity to reduce the size of the estate, drive down running costs and ensure the remaining estate is fit-for-purpose.

In addition to ensuring refurbishment and new build projects make the most efficient use of the space available, the University will make better use of teaching spaces by:

- Developing systems for understanding the use of all teaching spaces
- Providing online access to timely and accurate timetabling and room booking information
- Removing the high peaks and low troughs of room usage across the teaching week.

The Scottish Government has set challenging targets for carbon reduction with an 80% reduction in carbon emissions by 2050 and a 42% reduction by 2020. The University has agreed a Carbon Management Programme. Amongst other objectives the plan involves raising awareness amongst staff of energy usage, investing in more efficient appliances and ensuring new buildings or refurbishments meet the highest possible standards of energy efficiency

How we will measure our success:

Condition of the non-residential estate in condition A or B will increase from 48% in 2009/10 to 75% in 2014/15 Carbon footprint: The carbon dioxide emissions of the University from its energy, water and waste consumption will reduce from its 2007/08 baseline of 43,700 tonnes to 35,000 tonnes by 2014/15.