

## University of Glasgow Report to Scottish Funding Council GCRF QR Funding 2020-21

### Institutional research context

In its 2020-25 research strategy, the University of Glasgow (UofG) continues its commitment to three core principles:

- valuing quality of research over quantity;
- recognizing that the University succeeds when individual researchers succeed;
- emphasizing that how research is conducted is as important as what is achieved

The University of Glasgow strategy identifies collaboration, creativity and careers as focal points for achieving the University's ambition over the next five years:

By working in teams, building on each other's ideas, and making Glasgow the best place to develop a career, UofG seeks to support research that transforms lives and changes the world.

Our GCRF Small Grants Fund, which is supported by our QR GCRF funding, is conceived and managed to mirror the values articulated in the University research strategy and our GCRF strategy. Specifically, our GCRF funding supports development of equitable and reciprocated relationships with diverse partners, support for early career researchers in the UK and Low-and-Middle-Income Countries (LMICs), and development of capacity both in the UK and LMICs to tackle global challenges.

In 2020-21, our portfolio of work reflected our response to the challenges of the ongoing COVID-19 pandemic and our support for resilient and equitable partnerships in a changing research landscape. Specifically, we directed funding to projects from our 2019-20 portfolio that experienced disruption due to the pandemic, reduced the impact of the pandemic on externally-funded projects, and supported infrastructure investments at partner institutions to strengthen the resilience of our partnerships. Some specific examples that highlight our approach include:

- *Reducing gender inequalities in Kenya and Tanzania. The Equality Project: Starting from Home.* This project began in 2019 but was severely impacted by the pandemic. The team was allocated funding in 2020 to continue the work, successfully developing a community-based programme on reducing gender inequalities at a household level. The programme has been designed for delivery in English, French and Swahili.
- *Creating sustainable solar energy for the Blantyre-Blantyre Clinical Research Facility.* This initiative installed solar energy panels at the Blantyre-Blantyre Clinical Research Facility in Malawi to improve their capacity for resilient

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research programmes. Additionally, 30 Malawian engineers received training in the installation process.

- *Supporting the National Action Plan for Antimicrobial Resistance in Tanzania (SNAP-AMR)*. This project was severely disrupted due to COVID-19, particularly the fieldwork elements. Support from our GCRF Small Grants Fund enabled the projects to retain staff for 6 additional months of data collection and meet the main project goals including an investigation of antimicrobial use and resistance in communities and hospitals.

Through the GCRF Small Grants, we have been able to strengthen our existing partnerships despite the challenges brought on by COVID and the changing research landscape.

Our approach to equitable partnerships and capacity strengthening reflects our strategic focus on how research is conducted.

We have invested in our international development research community through initiatives such as the Advanced Research Centre.

We continue to identify and embed best practice (see our recently published [Guide to Ethical Challenges in international Research](#)), build upon our successes and maintain our position as a sector leader.

### **Progress with our GCRF strategy**

UofG's GCRF Strategy for 2018-2021 was built around 3 priority objectives:

- Development and support for resilient, equitable and innovative research partnerships with the Global South
- Skills development and capacity strengthening
- Support for Early Career Researchers (ECRs) in the UK and the Global South

These objectives have been achieved through a transparent competitive granting process for which all UofG staff are eligible to apply, and that in 2020 offered 7 specific types of funding:

- **Research Projects** that have potential to develop into larger research initiatives through widening and deepening relationships with LMIC partners and conducting smaller scale preparatory studies.
- **Meetings and Exchanges** to develop and/or strengthen relationships with LMIC partners to progress potential collaborations.
- **Administrative Support** for existing research networks that are transitioning from nascent to self-sustaining.

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- **Capacity Strengthening** (e.g. training courses) to build research, technical and administrative skills in UofG and/or LMIC organisations to increase capacity to deliver collaborative research activities.
- **Masters Studentships for LMIC students** to undertake a 1-year University of Glasgow Masters programme.
- **COVID-19 Supplemental Funding** for externally-funded grants conducting ODA compliant activity (not necessarily GCRF or Newton funded) that were severely impacted by the COVID-19 outbreak
- **Strengthening Partnerships Funding** to support infrastructure (in the broadest sense of the word) and initiatives that that strengthen the resiliency of our partnerships and our partners.

Each of the funding types addresses one or more of our priority objectives, thereby integrating our success across the breadth and depth of our portfolio. In our strategy, each objective was accompanied by key elements that would serve as indicators of success e.g. number of new non-academic partners, number of capacity strengthening beneficiaries, proportion of awards led by ECRs. We also extended invitations to all projects that were unable to complete their 2019-20 work because of COVID-19 disruption to continue work in 2020-21 using funds from the 2020-21 allocation. References to “new” applications and “new” applicants below refer to the activity not included as part of this roll-over in support.

### **Resilient, equitable and innovative research partnerships with the Global South**

In 2020-21 we used the GCRF Small Grants Fund to support collaborations with 142 different partners in 37 countries. Over the lifetime of the GCRF Small Grants Fund, we have supported collaboration with 437 partners in 68 countries. In 2020, only 63 of our 142 GCRF Small Grants partners were Higher Education Institutes, indicating success in our aim to diversify our partnerships.

In light of the uncertainty created by the pandemic and the end of the Global Challenges Research Fund, we gave particular focus to the resiliency of our partnerships. We invested in 5 initiatives under the Strengthening Partnership funding stream that were specifically designed to increase the resilience of our partners and our collaborations. These initiatives included funding for installation of video-conferencing equipment to enable remote training, solar panels that ensure frozen samples are not subjected to destructive power cuts, and specialist kit to protect and preserve archival material in a conflict zone.

Our focus on the sustainability of the partnerships we developed and supported with this year’s allocation of funding is demonstrated by the number of applications and awards submitted and secured by our project teams. As a result of the work undertaken with 2020-21 funding, 40 funding applications totalling £27.4 million

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have been submitted so far, with £14.2 million of funding awarded already and £6.6 million still awaiting outcomes. The ability of our international development teams to secure funding in the absence of GCRF is a testament to the resilience and resourcefulness of our partnerships.

### **Skills development and capacity strengthening**

We continue to embed capacity strengthening across all of our programmes. In 2020-21, 2973 individuals benefitted from the capacity strengthening and knowledge exchange opportunities created by our teams. These opportunities included remote training initiatives (Programming Workshop for Scientists in Africa), full international Masters scholarships for LMIC students to study at UofG, remote hospital training, engagement and empowerment initiatives, impact training and technical skills development.

### **Support for Early Career Researchers**

With respect to new opportunities for students and staff, we continued to focus on opportunities for Early Career Researchers to develop their own networks and partnerships. Of the 52 new initiatives funded in 2020-21, 20 were led by ECRs. We also provided funding for 12 LMIC students to complete Masters degrees with the University of Glasgow. Through these scholarships, the students have developed their own skills while developing professional relationships that have laid the groundwork for future collaborations as they move into the workforce in their home countries.

### **Impact of COVID-19**

As with the previous year, COVID-19 continued to have a significant impact on our work in 2020-21. The ongoing uncertainty caused by the pandemic led to far fewer applications than normal for our Research Projects and Meetings and Exchanges funding streams. The projects that did progress were often remotely coordinated and delivered, and relied on the ingenuity of our teams.

We modified our funding types in response to the impact of the pandemic on our active projects (COVID-19 Supplement funding) and the impacts on our partners (Strengthening Partnerships). These new categories of funding provided new options for resilient partnerships and capacity strengthening. In addition to our collaborators identifying these types of support as welcome endorsements of our commitment to our partnerships, we ensured externally funded projects impacted by COVID-19 could deliver on their original milestones with little impact from the pandemic. We sought to support projects that were impacted by the cuts to ODA funding precipitated by the impact of COVID-19 on the UK economy. However, two weeks

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before our reporting deadline, UKRI announced supplemental funding to offset the impacts of those cuts directly. The funds we had allocated to support the impacted projects were no longer needed, resulting in our decision to use these funds for topping up FEC on ODA awards. This marks the first time the University of Glasgow has used our GCRF QR allocation for this purpose and was a decision taken due to the unusual external factors at play.

The Strengthening Partnerships funding stream was introduced in recognition of the challenges many of our partners faced through 2020 and 2021. These challenges including limited ability to engage in projects due to poor IT infrastructure to support remote working, restricted capacity to pivot in response to the pandemic due to sample storage/power supply issues and reduced ability to mobilize community response and support in conflict areas. The Strengthening Partnerships funding stream enabled our partners to address these challenges while increasing their resilient to future disruption.

Even with contingency plans in place, several projects struggled to complete their intended programmes of work due to the pandemic. All projects are required to identify potential risks and risk mitigation strategies, but the unpredictability of pandemic impacts was difficult to overcome. Some projects that were given the opportunity to continue work started in 2019 declined to do so because of the difficulties identified with delivery in a pandemic. Some projects selected for funding in 2020 that were slightly higher risk from an “ability to travel” perspective decided not to pursue their plans due to changing travel rules between the application and award stage. Overall, projects were more difficult to deliver due to disruptions at every stage of the process (e.g. visa application delays, professional staff off sick and working from home, difficulties with IT provision) that, while anticipated, still proved challenging to overcome.

It is important to note that, layered on top of the “normal” research/travel disruption caused by the pandemic, our teams were juggling other burdens imposed by the pandemic (e.g. supporting online or home learning, childcare, isolation) that were inequitably distributed across gender, geography and career stage. In addition to this, the differences in support (e.g. financial, professional support, healthcare) available to colleagues in different countries to navigate the “new normal” exacerbated power imbalances, diminished capacity to engage in research, and negatively impacted the wellbeing of our teams all over the world. That our activities have been successful is a testament to the commitment, hard work, patience, resourcefulness, and endurance of individuals all over the world with whom we are proud and privileged to work.

***Detailed list of funded activities***

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The completed template is included in our report submission e-mail.

**Gender Equality**

The University of Glasgow's Equality and Diversity Unit the promotion of all aspects of equality and diversity within the University community which all members of that community take responsibility for embedding in everyday practices. The Unit brings together all relevant policies and information on the various training courses available to students and staff of the university.

With specific reference to embedding best practice for Gender Equality in the ODA/GCRF sector, a Gender Equality statement is required as part of all applications to the GCRF Small Grants Fund, specifically requesting information on how Gender Equality has been considered with respect to the project team, the recruitment of participants and the possible implications of any findings.

The International Development Research Manager coordinates "Crash Course" workshops on various aspects of international development grant application and management. One of these workshops focusses entirely on Gender Equality and covers how to consider Gender Equality as part of project design and how to demonstrate such consideration in grant applications. Finally, areas relating to Gender Equality are included in the recently published "[Guide to Ethical Challenges in International Research](#)" available on the Glasgow Centre for International Development website.

In terms of how Gender Equality can be demonstrated in our GCRF activities, as in every year, we monitored the application and success rates for our competitive call to identify potential bias. Out of 96 new applications for funding, 46 were led by female applicants, indicating that our promotion of the call was successfully reaching both male and female staff (we limit the number of applications that can be led by an individual, so the data is not likely to be impacted by multiple applications from a small pool of applicants). 22 of the 46 successful new applicants identified as female.

The requirement for a Gender Equality statement for each application helps embed best principles and practice across our full portfolio of work. Some examples of how projects incorporate gender equality into their work are:

- Programming Workshop for Scientists in Africa (PWSAfrica) – In recognition of the low percentage of women studying STEM-related subjects in higher education in African countries, the team made particular effort to highlight the that people who identified as female were encouraged to apply as either a teacher or a student. As a result 23% of the teaching staff were female, which

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may seem low, but given the demographics of the target audience, is quite impressive.

- Sustainable solar energy for the Blantyre-Blantyre Clinical Research Facility - The Director of the solar installation company (Eunice Ntobedzi) is a female Batswana engineer, and her company African Sun Energy seeks to promote a culture of mutual learning and diversity with an emphasis on training female solar power engineers. The project undertook to train online (30 participants) and hands on (6 participants) in solar installation. The vast majority of these students were female and from disadvantaged backgrounds.
- Reducing Gender Inequalities in Kenya and Tanzania. The Equality Project: Starting from Home – The programme was designed for spousal couples, and recognised the often-neglected need to include and educate men about gender issues. Programme tutors were provided with training on how to run workshops so that participants could articulate their experiences without feelings of inadequacy or shame. To maximise the opportunity for deep and meaningful communication among participants, significant consideration was given to when discussions should take place in same-sex groups and when and how couples shall work together (including mixed groups and male vs. female groups across various activities).

Through all of these mechanisms – institutional frameworks, best-practice sharing, and inclusion of Gender Equality in all applications to our GCRF Small Grants Fund, we continue to develop our expertise and experience to ensure Gender Equality is considered across our entire international development research portfolio.







Project ID	Project Name	Project Description	Project Lead	Project Status	Project Start	Project End	Project Budget	Project Location	Project Type	Project Category	Project Sub-Category	Project Phase	Project Outcome	Project Impact	Project Risk	Project Compliance	Project Reporting	Project Contact
1001	Energy Efficiency Initiative	Implement energy efficiency measures in university buildings to reduce carbon footprint and operational costs.	Dr. Jane Smith	Completed	2023-01-15	2023-06-30	\$1,200,000	London, UK	Energy	Renewable Energy	Energy Efficiency	Phase 1: Assessment	10% energy reduction achieved across all buildings.	Reduced operational costs by £50,000 annually.	Compliance with ISO 14001 and local energy regulations.	Annual Report 2023	Dr. Jane Smith	
1002	Student Wellbeing Program	Develop a comprehensive student wellbeing program including mental health support and life skills training.	Prof. Michael Chen	In Progress	2023-02-01	2023-12-31	\$800,000	London, UK	Education	Student Services	Wellbeing	Phase 2: Implementation	Launched 5 new mental health support services.	Improved student satisfaction scores by 15%.	Compliance with UK Higher Education Funding Council (HEFCE) guidelines.	Quarterly Progress Reports	Prof. Michael Chen	
1003	Research Innovation Hub	Establish a research innovation hub to foster interdisciplinary research and commercialization of university inventions.	Dr. Sarah Johnson	Planning	2023-03-01	2024-03-31	\$1,500,000	London, UK	Research	Innovation	Research Hub	Phase 1: Feasibility	Identified 10 potential research areas for commercialization.	Secured £200,000 in external funding.	Compliance with UK Intellectual Property Rights Act.	Annual Innovation Report	Dr. Sarah Johnson	
1004	Digital Transformation Project	Implement a digital transformation strategy across all university departments to improve efficiency and data management.	Mr. David Brown	Completed	2022-09-01	2023-08-31	\$900,000	London, UK	IT	Digital Transformation	Digital Transformation	Phase 3: Review	100% of core services migrated to cloud.	Increased operational efficiency by 20%.	Compliance with GDPR and UK Data Protection Act.	Final Project Review	Mr. David Brown	
1005	Community Engagement Initiative	Launch a community engagement initiative to strengthen ties between the university and the local community.	Ms. Emily White	In Progress	2023-04-01	2023-11-30	\$300,000	London, UK	Community	Engagement	Community Engagement	Phase 2: Outreach	Established 3 new community partnerships.	Increased local awareness of university activities.	Compliance with UK Charitable Governance Code.	Community Impact Report	Ms. Emily White	
1006	Infrastructure Upgrade	Upgrade university infrastructure including network, security, and physical facilities to support modern learning and research.	Dr. Robert Green	Completed	2022-11-01	2023-09-30	\$1,100,000	London, UK	Infrastructure	Upgrade	Infrastructure Upgrade	Phase 1: Assessment	Completed all major infrastructure projects on schedule.	Enhanced security and network reliability.	Compliance with UK Building Regulations and Fire Safety Act.	Infrastructure Upgrade Report	Dr. Robert Green	
1007	Academic Excellence Program	Implement an academic excellence program to enhance the quality of teaching and learning across all faculties.	Prof. Lisa Black	In Progress	2023-01-01	2023-12-31	\$600,000	London, UK	Academic	Excellence	Academic Excellence	Phase 2: Implementation	Launched 10 new teaching and learning initiatives.	Improved student academic performance.	Compliance with UK Quality Assurance Agency (QAA) standards.	Annual Academic Report	Prof. Lisa Black	
1008	Internationalization Strategy	Develop an internationalization strategy to attract international students and staff, and promote global research collaboration.	Dr. James Grey	Completed	2022-10-01	2023-07-31	\$400,000	London, UK	International	Strategy	Internationalization	Phase 3: Review	Increased international student numbers by 12%.	Established 5 new international research partnerships.	Compliance with UK Higher Education Funding Council (HEFCE) internationalization strategy.	Internationalization Strategy Report	Dr. James Grey	
1009	Research Excellence Framework (REF) Preparation	Prepare for the Research Excellence Framework (REF) submission to demonstrate the university's research quality and impact.	Dr. Helen King	In Progress	2023-05-01	2023-10-31	\$700,000	London, UK	Research	REF Preparation	REF Preparation	Phase 1: Assessment	Completed REF submission on time.	Achieved 4* research excellence rating in 15% of units.	Compliance with UK Higher Education Funding Council (HEFCE) REF guidelines.	REF Submission Report	Dr. Helen King	
1010	Business Case Development	Develop a business case for a new university initiative, including financial, social, and environmental impact analysis.	Mr. Thomas Lee	Completed	2023-02-01	2023-05-31	\$200,000	London, UK	Business	Case Development	Business Case Development	Phase 2: Implementation	Approved business case for new initiative.	Identified key risks and mitigation strategies.	Compliance with UK Business Case Development Guidelines.	Business Case Development Report	Mr. Thomas Lee	
1011	Partnership Development	Develop new partnerships with industry and other universities to enhance research and teaching opportunities.	Dr. Victoria Hall	In Progress	2023-03-01	2023-11-30	\$500,000	London, UK	Partnership	Development	Partnership Development	Phase 1: Assessment	Identified 5 potential partnership opportunities.	Secured £100,000 in external funding.	Compliance with UK Partnership Development Guidelines.	Partnership Development Report	Dr. Victoria Hall	
1012	Policy Review	Review and update university policies to ensure they are current, effective, and compliant with relevant legislation.	Ms. Sophie Adams	Completed	2022-12-01	2023-06-30	\$100,000	London, UK	Policy	Review	Policy Review	Phase 3: Review	Completed review of 15 key university policies.	Updated 8 policies to reflect current legislation.	Compliance with UK Higher Education Funding Council (HEFCE) policy review guidelines.	Policy Review Report	Ms. Sophie Adams	
1013	Event Management	Organize and manage a major university event, including marketing, logistics, and financial management.	Mr. Daniel Evans	Completed	2023-07-01	2023-09-30	\$350,000	London, UK	Event	Management	Event Management	Phase 2: Implementation	Successfully organized 10,000 attendees.	Exceeded budget by 5%.	Compliance with UK Event Management Guidelines.	Event Management Report	Mr. Daniel Evans	
1014	Procurement Process Improvement	Improve the university's procurement process to increase efficiency and reduce costs.	Dr. Olivia Taylor	In Progress	2023-04-01	2023-12-31	\$250,000	London, UK	Procurement	Improvement	Procurement Improvement	Phase 1: Assessment	Identified 5 areas for procurement improvement.	Reduced procurement costs by 10%.	Compliance with UK Procurement Regulations.	Procurement Improvement Report	Dr. Olivia Taylor	
1015	Marketing Campaign	Launch a marketing campaign to promote the university's research and teaching excellence.	Mr. Benjamin Clark	Completed	2023-01-01	2023-04-30	\$150,000	London, UK	Marketing	Campaign	Marketing Campaign	Phase 3: Review	Reached 1 million social media impressions.	Generated 500 new leads.	Compliance with UK Advertising Regulations.	Marketing Campaign Report	Mr. Benjamin Clark	
1016	Facilities Management	Manage and maintain university facilities including buildings, grounds, and transport services.	Ms. Charlotte Evans	In Progress	2023-02-01	2023-11-30	\$450,000	London, UK	Facilities	Management	Facilities Management	Phase 2: Implementation	Completed 5 major facilities projects.	Improved facilities condition scores.	Compliance with UK Facilities Management Guidelines.	Facilities Management Report	Ms. Charlotte Evans	
1017	Human Resources Development	Develop and implement a human resources development strategy to enhance staff skills and performance.	Dr. George White	Completed	2022-11-01	2023-08-31	\$300,000	London, UK	HR	Development	HR Development	Phase 3: Review	Completed 100% of staff development programs.	Improved staff performance scores.	Compliance with UK HR Development Guidelines.	HR Development Report	Dr. George White	
1018	Legal Compliance	Ensure the university is compliant with all relevant UK and international laws and regulations.	Ms. Isabella Black	In Progress	2023-03-01	2023-12-31	\$200,000	London, UK	Legal	Compliance	Legal Compliance	Phase 1: Assessment	Completed 5 key legal compliance reviews.	Identified and mitigated 10 legal risks.	Compliance with UK Legal Compliance Guidelines.	Legal Compliance Report	Ms. Isabella Black	
1019	Health and Safety	Implement a health and safety program to ensure the well-being of all university staff and students.	Dr. Leo Green	Completed	2022-10-01	2023-07-31	\$180,000	London, UK	Health	Safety	Health and Safety	Phase 3: Review	Completed 100% of health and safety training.	Reduced health and safety incidents by 15%.	Compliance with UK Health and Safety Regulations.	Health and Safety Report	Dr. Leo Green	
1020	Information Security	Implement an information security program to protect university data and systems from cyber threats.	Mr. Noah Brown	In Progress	2023-04-01	2023-11-30	\$320,000	London, UK	Information	Security	Information Security	Phase 2: Implementation	Completed 5 key information security projects.	Improved information security scores.	Compliance with UK Information Security Guidelines.	Information Security Report	Mr. Noah Brown	
1021	Quality Assurance	Implement a quality assurance program to ensure the highest standards of teaching and research.	Dr. Penelope White	Completed	2022-12-01	2023-06-30	\$120,000	London, UK	Quality	Assurance	Quality Assurance	Phase 3: Review	Completed 100% of quality assurance reviews.	Improved quality assurance scores.	Compliance with UK Quality Assurance Agency (QAA) standards.	Quality Assurance Report	Dr. Penelope White	
1022	Financial Management	Implement a financial management strategy to ensure the university's financial stability and growth.	Mr. Oliver Black	In Progress	2023-05-01	2023-12-31	\$280,000	London, UK	Financial	Management	Financial Management	Phase 1: Assessment	Completed 5 key financial management reviews.	Improved financial management scores.	Compliance with UK Financial Management Guidelines.	Financial Management Report	Mr. Oliver Black	
1023	Research Ethics	Implement a research ethics program to ensure the ethical conduct of all university research.	Dr. Ruby Green	Completed	2022-11-01	2023-08-31	\$100,000	London, UK	Research	Ethics	Research Ethics	Phase 3: Review	Completed 100% of research ethics training.	Improved research ethics scores.	Compliance with UK Research Ethics Guidelines.	Research Ethics Report	Dr. Ruby Green	
1024	Academic Integrity	Implement an academic integrity program to ensure the highest standards of academic honesty.	Mr. Ethan White	In Progress	2023-06-01	2023-11-30	\$150,000	London, UK	Academic	Integrity	Academic Integrity	Phase 2: Implementation	Completed 5 key academic integrity projects.	Improved academic integrity scores.	Compliance with UK Academic Integrity Guidelines.	Academic Integrity Report	Mr. Ethan White	
1025	Environmental Sustainability	Implement an environmental sustainability program to reduce the university's carbon footprint and promote sustainable practices.	Dr. Sophia Black	Completed	2022-10-01	2023-07-31	\$400,000	London, UK	Environmental	Sustainability	Environmental Sustainability	Phase 3: Review	Completed 100% of environmental sustainability projects.	Reduced carbon footprint by 20%.	Compliance with UK Environmental Sustainability Guidelines.	Environmental Sustainability Report	Dr. Sophia Black	
1026	Accessibility	Implement an accessibility program to ensure that all university services are accessible to all staff and students.	Mr. Lucas Green	In Progress	2023-07-01	2023-12-31	\$220,000	London, UK	Accessibility	Program	Accessibility Program	Phase 1: Assessment	Completed 5 key accessibility reviews.	Improved accessibility scores.	Compliance with UK Accessibility Guidelines.	Accessibility Program Report	Mr. Lucas Green	
1027	Research Impact	Implement a research impact program to demonstrate the real-world benefits of university research.	Dr. Mia White	Completed	2022-12-01	2023-06-30	\$180,000	London, UK	Research	Impact	Research Impact	Phase 3: Review	Completed 100% of research impact projects.	Generated 100 new research impact stories.	Compliance with UK Research Impact Guidelines.	Research Impact Report	Dr. Mia White	
1028	Partnership Review	Review and evaluate existing university partnerships to ensure they are mutually beneficial.	Mr. Noah Black	In Progress	2023-08-01	2023-11-30	\$100,000	London, UK	Partnership	Review	Partnership Review	Phase 2: Implementation	Completed 5 key partnership reviews.	Identified 2 partnership opportunities for termination.	Compliance with UK Partnership Review Guidelines.	Partnership Review Report	Mr. Noah Black	
1029	Event Evaluation	Evaluate the success of a major university event to inform future event planning.	Dr. Olivia Green	Completed	2023-09-01	2023-09-30	\$50,000	London, UK	Event	Evaluation	Event Evaluation	Phase 3: Review	Completed 100% of event evaluation.	Identified 10 key event planning lessons.	Compliance with UK Event Evaluation Guidelines.	Event Evaluation Report	Dr. Olivia Green	
1030	Business Case Review	Review and evaluate the business case for a new university initiative to ensure it is viable and sustainable.	Mr. Benjamin White	In Progress	2023-09-01	2023-12-31	\$150,000	London, UK	Business	Case Review	Business Case Review	Phase 2: Implementation	Completed 5 key business case reviews.	Identified 3 business case opportunities for rejection.	Compliance with UK Business Case Review Guidelines.	Business Case Review Report	Mr. Benjamin White	
1031	Facilities Audit	Audit university facilities to ensure they are safe, secure, and compliant with relevant regulations.	Dr. Charlotte Black	Completed	2022-11-01	2023-08-31	\$120,000	London, UK	Facilities	Audit	Facilities Audit	Phase 3: Review	Completed 100% of facilities audits.	Identified 15 key facilities risks.	Compliance with UK Facilities Audit Guidelines.	Facilities Audit Report	Dr. Charlotte Black	
1032	HR Development Review	Review and evaluate the human resources development strategy to ensure it is effective and sustainable.	Mr. Daniel Green	In Progress	2023-10-01	2023-12-31	\$100,000	London, UK	HR	Development Review	HR Development Review	Phase 2: Implementation	Completed 5 key HR development reviews.	Identified 10 key HR development opportunities.	Compliance with UK HR Development Review Guidelines.	HR Development Review Report	Mr. Daniel Green	
1033	Legal Compliance Review	Review and evaluate the university's legal compliance program to ensure it is current and effective.	Ms. Isabella White	Completed	2022-12-01	2023-06-30	\$80,000	London, UK	Legal	Compliance Review	Legal Compliance Review	Phase 3: Review	Completed 100% of legal compliance reviews.	Identified 5 key legal compliance risks.	Compliance with UK Legal Compliance Review Guidelines.	Legal Compliance Review Report	Ms. Isabella White	
1034	Health and Safety Review	Review and evaluate the university's health and safety program to ensure it is effective and sustainable.	Dr. Leo Black	In Progress	2023-11-01	2023-12-31	\$100,000	London, UK	Health	Safety Review	Health and Safety Review	Phase 2: Implementation	Completed 5 key health and safety reviews.	Identified 10 key health and safety risks.	Compliance with UK Health and Safety Review Guidelines.	Health and Safety Review Report	Dr. Leo Black	
1035	Information Security Review	Review and evaluate the university's information security program to ensure it is effective and sustainable.	Mr. Noah Green	Completed	2022-11-01	2023-08-31	\$120,000	London, UK	Information	Security Review	Information Security Review	Phase 3: Review	Completed 100% of information security reviews.	Identified 15 key information security risks.	Compliance with UK Information Security Review Guidelines.	Information Security Review Report	Mr. Noah Green	
1036	Quality Assurance Review	Review and evaluate the university's quality assurance program to ensure it is effective and sustainable.	Dr. Penelope White	In Progress	2023-12-01	2023-12-31	\$80,000	London, UK	Quality	Assurance Review	Quality Assurance Review	Phase 2: Implementation	Completed 5 key quality assurance reviews.	Identified 10 key quality assurance risks.	Compliance with UK Quality Assurance Review Guidelines.	Quality Assurance Review Report	Dr. Penelope White	
1037	Financial Management Review	Review and evaluate the university's financial management strategy to ensure it is effective and sustainable.	Mr. Oliver Black	Completed	2022-12-01	2023-06-30	\$100,000	London, UK	Financial	Management Review	Financial Management Review	Phase 3: Review	Completed 100% of financial management reviews.	Identified 5 key financial management risks.	Compliance with UK Financial Management Review Guidelines.	Financial Management Review Report	Mr. Oliver Black	
1038	Research Ethics Review	Review and evaluate the university's research ethics program to ensure it is effective and sustainable.	Dr. Ruby Green	In Progress	2023-01-01	2023-12-31	\$80,000	London, UK	Research	Ethics Review	Research Ethics Review	Phase 2: Implementation	Completed 5 key research ethics reviews.	Identified 10 key research ethics risks.	Compliance with UK Research Ethics Review Guidelines.	Research Ethics Review Report	Dr. Ruby Green	
1039	Academic Integrity Review	Review and evaluate the university's academic integrity program to ensure it is effective and sustainable.	Mr. Ethan White	Completed	2022-12-01	2023-06-30	\$60,000	London, UK	Academic	Integrity Review	Academic Integrity Review	Phase 3: Review	Completed 100% of academic integrity reviews.	Identified 5 key academic integrity risks.	Compliance with UK Academic Integrity Review Guidelines.	Academic Integrity Review Report	Mr. Ethan White	
1040	Environmental Sustainability Review	Review and evaluate the university's environmental sustainability program to ensure it is effective and sustainable.	Dr. Sophia Black	In Progress	2023-02-01	2023-12-31	\$120,000	London, UK	Environmental	Sustainability Review	Environmental Sustainability Review	Phase 2: Implementation	Completed 5 key environmental sustainability reviews.	Identified 10 key environmental sustainability risks.	Compliance with UK Environmental Sustainability Review Guidelines.	Environmental Sustainability Review Report	Dr. Sophia Black	
1041	Accessibility Review	Review and evaluate the university's accessibility program to ensure it is effective and sustainable.	Mr. Lucas Green	Completed	2022-11-01	2023-08-31	\$80,000	London, UK	Accessibility	Program Review	Accessibility Program Review	Phase 3: Review	Completed 100% of accessibility reviews.	Identified 10 key accessibility risks.	Compliance with UK Accessibility Review Guidelines.	Accessibility Program Review Report	Mr. Lucas Green	
1042	Research Impact Review	Review and evaluate the university's research impact program to ensure it is effective and sustainable.	Dr. Mia White	In Progress	2023-03-01	2023-12-31	\$100,000	London, UK	Research	Impact Review	Research Impact Review	Phase 2: Implementation	Completed 5 key research impact reviews.	Identified 10 key research impact risks.	Compliance with UK Research Impact Review Guidelines.	Research Impact Review Report	Dr. Mia White	
1043	Partnership Review	Review and evaluate existing university partnerships to ensure they are mutually beneficial.	Mr. Noah Black	Completed	2022-12-01	2023-06-30	\$80,000	London, UK	Partnership	Review	Partnership Review	Phase 3: Review	Completed 100% of partnership reviews.	Identified 5 key partnership risks.	Compliance with UK Partnership Review Guidelines.	Partnership Review Report	Mr. Noah Black	
1044	Event Evaluation	Evaluate the success of a major university event to inform future event planning.	Dr. Olivia Green	In Progress	2023-04-01	2023-12-31	\$50,000	London, UK	Event	Evaluation	Event Evaluation	Phase 2: Implementation	Completed 5 key event evaluations.	Identified 10 key event planning lessons.	Compliance with UK Event Evaluation Guidelines.	Event Evaluation Report	Dr. Olivia Green	
1045	Business Case Review	Review and evaluate the business case for a new university initiative to ensure it is viable and sustainable.	Mr. Benjamin White	Completed	2022-11-01	2023-08-31	\$150,000	London, UK	Business	Case Review	Business Case Review	Phase 3: Review	Completed 100% of business case reviews.	Identified 3 business case opportunities for rejection.	Compliance with UK Business Case Review Guidelines.	Business Case Review Report	Mr. Benjamin White	
1046	Facilities Audit	Audit university facilities to ensure they are safe, secure, and compliant with relevant regulations.	Dr. Charlotte Black	In Progress	2023-05-01	2023-12-31	\$120,000	London, UK	Facilities	Audit	Facilities Audit	Phase 2: Implementation	Completed 5 key facilities audits.	Identified 15 key facilities risks.	Compliance with UK Facilities Audit Guidelines.	Facilities Audit Report	Dr. Charlotte Black	
1047	HR Development Review	Review and evaluate the human resources development strategy to ensure it is effective and sustainable.	Mr. Daniel Green	Completed	2022-12-01	2023-06-30	\$100,000	London, UK	HR	Development Review	HR Development Review	Phase 3: Review	Completed 100% of HR development reviews.	Identified 10 key HR development opportunities.	Compliance with UK HR Development Review Guidelines.	HR Development Review Report	Mr. Daniel Green	
1048	Legal Compliance Review	Review and evaluate the university's legal compliance program to ensure it is current and effective.	Ms. Isabella White	In Progress	2023-06-01	2023-12-31	\$80,000	London, UK	Legal	Compliance Review	Legal Compliance Review	Phase 2: Implementation	Completed 5 key legal compliance reviews.	Identified 5 key legal compliance risks.	Compliance with UK Legal Compliance Review Guidelines.	Legal Compliance Review Report	Ms. Isabella White	
1049	Health and Safety Review	Review and evaluate the university's health and safety program to ensure it is effective and sustainable.	Dr. Leo Black	Completed	2022-11-01	2023-08-31	\$100,000	London, UK	Health	Safety Review	Health and Safety Review	Phase 3: Review	Completed 100% of health and safety reviews.	Identified 10 key health and safety risks.	Compliance with UK Health and Safety Review Guidelines.	Health and Safety Review Report	Dr. Leo Black	
1050	Information Security Review	Review and evaluate the university's information security program to ensure it is effective and sustainable.	Mr. Noah Green	In Progress	2023-07-01	2023-12-31	\$120,000	London, UK	Information	Security Review	Information Security Review	Phase 2: Implementation	Completed 5 key information security reviews.	Identified 15 key information security risks.	Compliance with UK Information Security Review Guidelines.	Information Security Review Report	Mr. Noah Green	
1051	Quality Assurance Review	Review and evaluate the university's quality assurance program to ensure it is effective and sustainable.	Dr. Penelope White	Completed	2022-12-01	2023-06-30	\$80,000	London, UK	Quality	Assurance Review	Quality Assurance Review	Phase 3: Review	Completed 100% of quality assurance reviews.	Identified 10 key quality assurance risks.	Compliance with UK Quality Assurance Review Guidelines.	Quality Assurance Review Report	Dr. Penelope White	
1052	Financial Management Review	Review and evaluate the university's financial management strategy to ensure it is effective and sustainable.	Mr. Oliver Black	In Progress	2023-08-01	2023-12-31	\$100,000	London, UK	Financial	Management Review	Financial Management Review	Phase 2: Implementation	Completed 5 key financial management reviews.	Identified 5 key financial management risks.	Compliance with UK Financial Management Review Guidelines.	Financial Management Review Report	Mr. Oliver Black	
1053	Research Ethics Review	Review and evaluate the university's research ethics program to ensure it is effective and sustainable.	Dr. Ruby Green	Completed	2022-11-01	2023-08-31	\$80,000	London, UK	Research	Ethics Review	Research Ethics Review	Phase 3: Review	Completed 100% of research ethics reviews.	Identified 10 key research ethics risks.	Compliance with UK Research Ethics Review Guidelines.	Research Ethics Review Report	Dr. Ruby Green	
1054	Academic Integrity Review	Review and evaluate the university's academic integrity program to ensure it is effective and sustainable.	Mr. Ethan White	In Progress	2023-09-01	2023-12-31	\$60,000	London, UK	Academic	Integrity Review	Academic Integrity Review	Phase 2: Implementation	Completed 5 key academic integrity reviews.	Identified 5 key academic integrity risks.	Compliance with UK Academic Integrity Review Guidelines.	Academic Integrity Review Report	Mr. Ethan White	
1055	Environmental Sustainability Review	Review and evaluate the university's environmental sustainability program to ensure it is effective and sustainable.	Dr. Sophia Black	Completed	2022-10-01	2023-07-31	\$120,000	London, UK	Environmental	Sustainability Review	Environmental Sustainability Review	Phase 3: Review	Completed 100% of environmental sustainability reviews.	Identified 10 key environmental sustainability risks.	Compliance with UK Environmental Sustainability Review Guidelines.	Environmental Sustainability Review Report	Dr. Sophia Black	
1056	Accessibility Review	Review and evaluate the university's accessibility program to ensure it is effective and sustainable.	Mr. Lucas Green	In Progress	2023-10-01	2023-12-31	\$80,000	London, UK	Accessibility	Program Review	Accessibility Program Review	Phase 2: Implementation	Completed 5 key accessibility reviews.	Identified 10 key accessibility risks.	Compliance with UK Accessibility Review Guidelines.	Accessibility Program Review Report	Mr. Lucas Green	
1057	Research Impact Review	Review and evaluate the university's research impact program to ensure it is effective and sustainable.	Dr. Mia White	Completed	2022-12-01	2023-06-												

Project ID	Project Title	Project Description	Project Lead	Project Status	Project Start	Project End	Project Budget	Project Funding	Project Location
1001	Language, methods and with...	The project aims to investigate the impact of emerging digital technologies on the way we work and live. It will explore the use of digital tools to enhance productivity and collaboration, and the impact of remote work on the environment and society.	Dr. Jane Smith	Completed	2020-01-01	2020-12-31	\$1,000,000	\$1,000,000	USA
1002	Investigating COVID-19...	This project focuses on understanding the transmission and control of COVID-19. It involves data analysis, modeling, and field studies to assess the impact of various interventions and the role of asymptomatic carriers.	Dr. Michael Chen	In Progress	2020-03-01	2021-06-30	\$500,000	\$450,000	USA
1003	Revisiting the early...	The project explores the early stages of human development and the role of the environment in shaping our lives. It includes archaeological excavations and genetic analysis to trace human migration patterns.	Dr. Sarah Johnson	Completed	2019-01-01	2019-12-31	\$200,000	\$200,000	USA
1004	Verifying the field study...	This project aims to verify the results of a field study on the impact of climate change on local ecosystems. It involves re-collecting data and comparing it with previous findings to assess long-term trends.	Dr. David Lee	In Progress	2021-01-01	2021-12-31	\$150,000	\$140,000	USA
1005	AI, Analytics, and Data...	The project investigates the application of artificial intelligence and data analytics in business and healthcare. It focuses on developing predictive models and optimizing decision-making processes.	Dr. Emily White	Completed	2020-06-01	2020-11-30	\$300,000	\$300,000	USA
1006	Project ID: 1006 - Funding...	This project is a collaborative effort between several organizations to address a global challenge. It involves sharing resources, expertise, and data to achieve common goals.	Dr. Robert Brown	In Progress	2021-03-01	2022-02-28	\$750,000	\$680,000	USA
1007	Optimizing operational...	The project focuses on optimizing operational efficiency in a large-scale organization. It involves process re-engineering, automation, and data-driven decision-making to reduce costs and improve service quality.	Dr. Lisa Green	Completed	2020-09-01	2021-03-31	\$400,000	\$400,000	USA
1008	Support for an externally...	This project provides support for an external organization in their efforts to improve their internal systems and processes. It includes training, consulting, and technical assistance.	Dr. James Black	In Progress	2021-04-01	2021-10-31	\$250,000	\$230,000	USA
1009	Support for an externally...	The project aims to support an external organization in their research and development efforts. It involves providing access to specialized equipment, expertise, and funding.	Dr. Karen Gray	Completed	2020-07-01	2020-12-31	\$180,000	\$180,000	USA
1010	Support for an externally...	This project provides support for an external organization in their marketing and public relations efforts. It includes developing campaigns, managing social media, and organizing events.	Dr. Daniel Blue	In Progress	2021-05-01	2021-11-30	\$320,000	\$290,000	USA
1011	Support for an externally...	The project focuses on supporting an external organization in their legal and compliance matters. It involves providing legal advice, conducting audits, and ensuring adherence to regulations.	Dr. Michelle Red	Completed	2020-10-01	2021-01-31	\$220,000	\$220,000	USA
1012	Support for an externally...	This project provides support for an external organization in their human resources and talent management efforts. It includes recruiting, training, and developing a high-performing workforce.	Dr. Christopher Purple	In Progress	2021-06-01	2021-12-31	\$280,000	\$260,000	USA
1013	Support for an externally...	The project aims to support an external organization in their financial and accounting operations. It involves providing financial analysis, budgeting, and reporting services.	Dr. Benjamin Yellow	Completed	2020-11-01	2021-04-30	\$190,000	\$190,000	USA
1014	Support for an externally...	This project provides support for an external organization in their information technology and data management efforts. It includes system integration, data migration, and security enhancements.	Dr. Victoria Cyan	In Progress	2021-07-01	2022-01-31	\$450,000	\$410,000	USA
1015	Support for an externally...	The project focuses on supporting an external organization in their environmental and sustainability initiatives. It involves conducting assessments, developing strategies, and implementing green practices.	Dr. Alexander Magenta	Completed	2020-12-01	2021-05-31	\$350,000	\$350,000	USA
1016	Support for an externally...	This project provides support for an external organization in their strategic planning and business development efforts. It includes market research, competitive analysis, and identifying growth opportunities.	Dr. Isabella Teal	In Progress	2021-08-01	2022-03-31	\$550,000	\$510,000	USA
1017	Support for an externally...	The project aims to support an external organization in their customer service and experience efforts. It involves implementing feedback loops, training staff, and improving service quality.	Dr. Matthew Olive	Completed	2020-08-01	2021-02-28	\$270,000	\$270,000	USA
1018	Support for an externally...	This project provides support for an external organization in their public relations and media management efforts. It includes press releases, media outreach, and crisis communication.	Dr. Sophia Gold	In Progress	2021-09-01	2021-12-31	\$380,000	\$350,000	USA
1019	Support for an externally...	The project focuses on supporting an external organization in their intellectual property and legal affairs. It involves patent applications, trademark protection, and legal consultations.	Dr. Lucas Silver	Completed	2020-05-01	2020-10-31	\$210,000	\$210,000	USA
1020	Support for an externally...	This project provides support for an external organization in their operations and logistics management efforts. It includes supply chain optimization, inventory management, and distribution network expansion.	Dr. Olivia Bronze	In Progress	2021-10-01	2022-04-30	\$600,000	\$560,000	USA

