Working in the field, literally, is where you’ll find Dr Tiziana Lembo. The inspiring veterinary scientist is leading a project in Tanzania to tackle foot-and-mouth disease, which can have a devastating effect on livestock and communities. She is working closely with local people and the government to help control the disease, as well as training field teams to carry out sampling and field diagnostics.

Dr Lembo is based in the University’s Boyd Orr Centre for Population & Ecosystem Health, which won a prestigious Queen’s Anniversary Prize for Higher & Further Education in 2013. The award highlights the scientific excellence and global importance of the centre’s research, which tackles some of the world’s most serious infectious diseases using multidisciplinary and impact-led approaches.
Gillian Campbell is fulfilling her dream of studying at university. The inspiring mum of two found herself evaluating her life after the death of her partner in 2008. Although she didn’t have all of the qualifications or the confidence to make it happen initially, she did have the talent and lots of determination.

An access course at college helped kick-start Gillian’s dream, making her feel ready to become a University of Glasgow student, and a Talent Scholarship has given her the financial boost to manage home and student life. Gillian has flown through her second year studying Psychology and Classics, and is a mentor for other mature students facing the same kind of challenges she has overcome.

Her determination has made her an inspiration to her family. ‘My parents are very proud; I’m the first in the family to go to university.’
Our University is one of the world’s great research-intensive universities. Over the last few years we have made great strides in our performance.

This strategic plan sets out our ambition to build on our current strong academic and financial position and become even better.

**To be a world-class, world-changing university.**

At the plan’s very heart is every one of you: our staff, our inspiring people.

The strategy is about giving you the support, development, infrastructure and environment you need to further the University’s ambition. It is about transforming the way we work and improving the interactions with each other, with our students and with our partners.

It is about growing our reputation as:

- A place where the best students, regardless of background, are given an education that prepares them to go into the world and make change happen.
- A place where research that positively impacts on the health, wealth and cultural wellbeing of the world is conducted.
- A place that engages with the city of Glasgow and the global community and ensures that they flourish.

**We are inspiring people.**

Together we can inspire others.

Together we can change the world.

---

Professor Anton Muscatelli
Principal and Vice-Chancellor
The higher education landscape continues to change rapidly. Since the publication of our 2010–15 strategic plan, many challenges have arisen – but these also bring new opportunities.

COMPETITION
The global higher education sector is more competitive than ever. New providers are emerging in the UK and abroad, and universities are responding by raising the bar of what constitutes a quality higher education experience. However, we believe that the University of Glasgow has the vision, resources, people, talent and commitment to meet these challenges head on and remain a destination of choice for staff, students, research funders and other external partners.

GROWTH
Demand for higher education is coming from increasingly diverse sources. The number of students across the world seeking a degree continues to grow, but more and more often they wish to be educated in their own country, leading to opportunities for transnational education. The rise of innovative learning models, including online learning, distance provision and workplace CPD, provide fresh avenues for growth as the higher education sector adapts to the needs of a more connected society.

REVENUE
Reductions in public spending over the next strategic planning period are expected to limit the availability of national funding for teaching and research. However, exciting new opportunities are emerging to grow our revenue elsewhere, including innovative strategic partnerships with industry and other external bodies, research funded by the European Research Council and large-scale interdisciplinary projects.
KIRSTY KILGOUR
INTERNSHIP HUB MANAGER (BUSINESS DEVELOPMENT), CAREERS SERVICE

Kirsty Kilgour was attracted to work at the University for all the same reasons she came to study here. ‘It’s steeped in history and tradition, but at the same time tremendously progressive,’ she says. ‘I work with a wonderful bunch of people who support me to continually develop, think creatively and work collaboratively.’

Kirsty is motivated to provide a student-orientated service – a focus that she says she shares with all staff in Student Services. ‘It’s inspiring to work with like-minded individuals who care about the welfare of our students and provide them with excellent support.’

And for Kirsty, working within Student Services also provides her with support to develop. ‘You’re encouraged to try new things. I have been given a lot of opportunities to up-skill and get involved. Since coming back here to work, I really feel that my career has progressed.’

VALUES

The shared motivations and beliefs which bring our community together

PASSIONATE
We are:
• Creative, curious and deeply committed to the pursuit and sharing of knowledge.
• Dedicated to our students, actively seeking to develop their skills, knowledge, understanding and sense of citizenship.
• Ambitious, adventurous and confident, with the courage to accept and balance the risk of failure with reward in the pursuit of progress.

PROFESSIONAL
We are committed to:
• Striving for excellence in everything we do, undertaking our work with pride and care, and offering the very best service to our students, customers, partners and colleagues.
• Embracing diversity and difference and treating colleagues, students, visitors and others with respect.
• Sharing our work openly and actively, seeking out opportunities to collaborate with our local and international partners.

PROGRESSIVE
We believe that:
• We have a social and environmental responsibility to undertake our work in an ethical and sustainable manner.
• Studying at our University should be possible for anyone with the necessary talent, commitment and potential, regardless of background or belief.
• We should use our work to benefit and enhance Glasgow, the West of Scotland and the global community wherever possible.

TIM DEMPSTER
SENIOR LECTURER, SCHOOL OF GEOGRAPHICAL & EARTH SCIENCES

Dr Tim Dempster has a passion for the subject of Earth Science and he’s dedicated to passing that on to the students he teaches.

Winner of two University Teaching Excellence Awards, his philosophy is simple. Always put students first. ‘We need to give them priority. That really comes down to always being available if the students need help.’

Though the Earth is thousands of millions of years old, Tim is always looking for ways to keep the teaching of the subject fresh, such as the creation of ‘Rock around the University’, a unique resource that teaches students key geoscience skills out on campus.

Tim says, ‘I have a passion to find out about the history of the Earth, and I aim to try and inspire our students to share that curiosity.’
VISION
A world-class, world-changing university

MISSION
To bring inspiring people together and create a world-class environment for learning and research, empowering staff and students alike to discover and share knowledge that can change the world.

PEOPLE
- Bring inspiring people together

PLACE
- Create a world-class environment for learning and research

PURPOSE
- Discover and share knowledge that can change the world

- Secure the best staff
- Attract outstanding students
- Connect with the world through internationalisation
- Develop an inspiring and transformative campus
- Streamline our policies, processes and systems
- Provide staff and students with first-class support
- Inspire learning with outstanding teaching
- Lead discovery through world-class research
- Create impact for society and the economy through innovative engagement
Andrew O’Dwyer (pictured right) and Sean Grimmond’s paths first crossed in Australia seven years ago when they were working in cancer research as clinician and genome biologist, respectively. Now they have both travelled half way across the world to Glasgow where they are building the infrastructure and teams necessary to tackle pancreatic cancer.

For both men, the key to defeating cancer lies in an integrated approach. ‘You need the clinical aspect, you need an understanding of genome biology and you need an understanding of informatics analysis,’ says Professor Biankin. ‘We bring different expertise that needs to overlap and integrate so that we can understand disease and how to treat it.’

The clinical and research communities are not known for working this way, but it’s fundamental to what the two men are trying to do, Professor Biankin continues. ‘It wasn’t that long ago when people working in hospitals would spot something, conduct a set of experiments on patients and progress from there. But recent developments have prised the worlds of research and clinical application apart. We need to get back to the concept of teams working collaboratively across multiple disciplines.’

Professor Grimmond is confident they’re heading in the right direction. ‘Scotland has a specific set of circumstances that makes a breakthrough more probable. A small population is one and comprehensive, linked medical records another, but the academic community in Scotland is showing signs of collaborating as never before towards one common aim and that’s hugely exciting.’

Andrew Biankin (Regius Professor of Surgery, Director of the Wolfson Wohl Cancer Research Centre) and Sean Grimmond (Professor of Medical Genomics)
Research, teaching and engagement give our University community purpose, but it is people who drive our success. We won’t achieve our ambitions without talented, passionate and motivated staff – and so it’s vital that Glasgow provides a world-class working environment.

ATTRACTING TALENT
We want to be an employer of choice for exceptional people. We will:
• Recruit staff who will reflect and uphold our values.
• Develop innovative contracts, support packages and other incentives to remain competitive across the sector and bring the best to Glasgow.

SUPPORTING DEVELOPMENT
We want our people to invest in Glasgow for the long term. We will:
• Develop staff in line with our values and reward them for their commitment and contribution to our success.
• Take a longer-term view of staff performance and assess individuals’ contributions with reference to the strategic needs of their teams and units.
• Ensure that all roles have a credible long-term career path within the University, identifying progression routes and addressing succession planning.

LEADING TRANSFORMATION
A culture of excellence requires inspirational leadership at all levels. We will:
• Reward achievement, reject mediocrity and celebrate success.
• Provide comprehensive leadership development opportunities for current and future leaders.
• Pursue greater equality and diversity in appointments, particularly at the senior level.

STUDENTs
A WORLD-CLASS EXPERIENCE FOR TOMORROW’S WORLD CHANGERS
Students are the lifeblood of our University: they are our partners in learning, our future colleagues and our ambassadors worldwide. We need to offer our students more than a degree if we are to continue to attract the best – an end-to-end excellent experience for all.

DISTINCTIVE LEARNING
Our unique programmes and renowned Scottish educational tradition set us apart on the global stage. We will:
• Regularly review our course portfolio and align our high-quality provision with the needs and demands of current and prospective students.
• Ensure that all students benefit from a learning experience that is embedded within and enriched by our research culture.
• Develop our students’ graduate attributes and build employability into all programmes of study through work-related learning, enterprise and placement opportunities.

UNRIVALLED EXPERIENCE
Our students expect and deserve a first-class higher education experience. We will:
• Invest in our student learning, development and support services.
• Expand the provision of social and recreational space across campus.
• Grow the student population modestly and optimise the balance of undergraduate, postgraduate taught and research students.

ENGAGED COMMUNITIES
We value our students as partners in their learning and development. We will:
• Work closely with the Students’ Representative Council (SRC) to communicate openly and transparently with our students.
• Involve students thoroughly in programme design, enhancement and evaluation.
• Ensure proper support and recognition for student-led extracurricular activities through the SRC and other student bodies.
Our staff and students are drawn from over 120 different nationalities and cultures. But we don’t just want to bring people together here in Glasgow – we want to connect with other prestigious institutions and expand our reach and reputation worldwide.

GLOBAL EDUCATION
Glasgow should be an international destination of choice for talented students. We will:
• Diversify the student markets from which we recruit and use scholarships and bursaries to attract high-quality students from across the world.
• Expand the range of programmes available through our transnational education activity.
• Internationalise our curricula and review all programmes, courses, practices and support structures with respect to their suitability for students from outwith the UK.
• Foster an inviting and inclusive multicultural academic community for the benefit of all.

INTERNATIONAL EXPERIENCE
International mobility broadens students’ perspectives and enhances employability. We will:
• Expand the number and range of international placements.
• Grow outward mobility by ensuring that all students are aware of its benefits and the support and opportunities in place to undertake mobility within their studies.
• Augment pre- and post-mobility support for students.

WORLDWIDE PARTNERSHIP
We appreciate and value the opportunities brought by international collaboration. We will:
• Encourage prestigious staff exchanges and residencies through enhanced support and welcome packages.
• Formalise strategic partnerships with other prestigious international institutions and establish at least five in the next five years.
• Pursue international sources of research funding in conjunction with our strategic partners.

INTERNATIONAL STUDENT POPULATION
We will steadily grow our international student population to 5,000 FTE by 2020

STUDENT MOBILITY
At least 20% of our students will have an international experience each year by 2020

INTERNATIONAL RESEARCH INCOME
We will achieve international research income of at least £29m
PLACE

CREATE A WORLD-CLASS ENVIRONMENT FOR LEARNING AND RESEARCH

DEVELOP AN INSPIRING AND TRANSFORMATIVE CAMPUS

STREAMLINE OUR POLICIES, PROCESSES AND SYSTEMS

PROVIDE STAFF AND STUDENTS WITH FIRST-CLASS SUPPORT

INSPIRING PEOPLE

ANNA DOMINICZAK
REGIUS PROFESSOR OF MEDICINE,
VICE-PRINCIPAL & HEAD OF THE COLLEGE OF MEDICAL, VETERINARY & LIFE SCIENCES

Professor Anna Dominiczak is no stranger to big-build projects, having been closely involved with the creation of the BHF Glasgow Cardiovascular Research Centre a few years ago. Her current focus is across the river, where the University’s latest campus is taking shape as part of the new Queen Elizabeth University Hospital.

Working with University and NHS colleagues, Professor Dominiczak has established £60m of academic facilities, including the Queen Elizabeth Teaching & Learning Centre, which will provide training for the next generation of doctors, scientists and clinical academics. She says, “The hospital is one of the largest and most modern acute hospitals in Europe and the centre has been designed to run right alongside it, affording students the opportunity to get first-hand experience of pioneering patient care, but equally for patients to benefit from the latest medical research.”

Other developments include a new clinical research facility which will focus on early-stage clinical trials, an imaging centre of excellence which will have a 7 Tesla MRI scanner for new diagnostics of brain diseases, and a new centre for precision medicine, the Stratified Medicine Scotland Innovation Centre, which will pioneer the most efficacious treatments for chronic diseases such as cancer, arthritis, stroke and heart disease.

Professor Dominiczak concludes, “Our students and scientists will be at the epicentre of transferring the very latest discoveries to patient care.”
The next five years will bring about the most significant development of our estate in over a century as we begin a £775m programme of investment. Whether at Gilmorehill, Garscube, Dumfries or overseas, our aim is the same – we want to create forward-looking, cohesive settings that inspire us and transform the way we live, learn and work together.

**INSPIRING PLACES**
Our physical environment must reflect our strategic vision. We will construct:
- Visionary buildings which inspire learning, discovery and social interaction.
- Fit-for-purpose facilities which enable us to learn and work together in both small teams and large-scale interdisciplinary endeavours.
- Open, inviting spaces which encourage public engagement with our work.

**SUSTAINABLE SPACES**
We want to do justice to the beauty, legacy and utility of our surrounding areas. We will:
- Respect and reflect the heritage, environment and communities around us.
- Hold ourselves to rigorous standards of environmentally friendly and socially responsible construction.
- Operate in a sustainable and environmentally and socially responsible manner.

**INVITING SURROUNDINGS**
We want our campuses to be welcoming, secure and comfortable environments for all. We will:
- Ensure sufficient and suitable space for study and social/recreational activity alongside our core facilities.
- Create a balance between open, unconfined public spaces and calm, secure and private areas for study and reflection.
- Prioritise accessibility and inclusivity in the design of new builds and redeveloped sites.

**CAMPUS**

**INSPIRING AND TRANSFORMATIVE ENVIRONMENTS**

**SYSTEMS**

**EFFECTIVE, EFFICIENT AND ENABLING PROCESSES**

We have invested heavily in information management over the past five years, introducing new systems for staff and student records, student support, timetabling, finance and research. We must continue to enhance our systems and processes and bring about transformative benefits for our users and the way we work.

**INTUITIVE SYSTEMS**
A system is only effective if it works for its users. We will:
- Further develop the user-friendliness of our systems, ensuring they are intuitive, well documented and appropriately supported.
- Focus IT development on interconnectivity and communication between systems.
- Realise the benefits of enhanced management information through the provision of timely and up-to-date information to end users.

**STREAMLINED POLICY**
Policy and process should facilitate our work, not hold it back. We will:
- Initiate policy and process reviews with a view to increasing efficiency and removing unnecessary bureaucracy.
- Encourage streamlining of oversight and approval processes at all levels to increase our institutional agility.
- Move away from a process-driven culture and prioritise timely and efficient solutions for our users and people.

**SMARTER RESOURCING**
We must use our resources wisely if we are to develop and grow the University. We will:
- Redesign our planning and budgeting activities to ensure they are led by our strategic vision, ambitions and needs.
- Develop incentives for exceeding income, research and commercial targets.
SUPPORT INSPIRING PEOPLE ENABLING EXCELLENCE

Teaching, research and engagement are the core of our mission. But we can’t achieve excellence in these areas without the right support behind them – and so it’s vital that our administrative, managerial, technical and operational staff are world class.

EXCELLENT SERVICES
The quality of our supporting teams and services is essential to our core mission. We will:
• Provide state-of-the-art facilities, equipment and services for research and teaching.
• Develop best practice in policy, process and culture for collecting and acting upon feedback from staff, students and other users.
• Benchmark our teams and services against national and international peers.

EMPOWERED STAFF
Quality service flows from the dedication and expertise of staff. We will:
• Ensure that all support staff have credible career development pathways.
• Augment specialist training and development opportunities for staff based within supporting functions.
• Encourage secondments between operational units to disseminate best practice.

ENABLING CULTURE
Our services and staff will only thrive if the culture is right. We will:
• Develop an enhanced customer service culture, encouraging staff to take greater ownership of user problems and resolve them at the first point of contact.
• Foster closer collaboration between centrally provided services and embedded services within colleges.
• Expand and promote our pathways for recognising and rewarding excellent service.

INCENTIVE:
Continual Improvement

SERVICE DELIVERY
We will introduce a new service satisfaction survey and target a year-on-year improvement in the results.

PROCUREMENT TEAM
In the two years since Jo Gallagher joined the University as Head of Procurement, her team has achieved a string of awards and accreditations.

These include two GO (Government Opportunities) Awards – Procurement Team of the Year 2014 (Scotland) and Procurement Team of the Year 2015 (National) – and most recently the Chartered Institute of Procurement & Supply Corporate Certification Standard Award. Glasgow is currently the only university in Europe to hold this distinction.

Effective data analysis and forward planning are the key to good procurement, says Jo. ‘Procurement used to be seen as an administrative process. However, it has evolved to provide rigorous, systematic support in the pursuit of quality and efficiency.

‘As a team we developed a five-year plan to deliver best practice procurement. Our new approach means we work collaboratively to secure hugely important contracts across all colleges and service departments. We’re now seen as enablers, helping colleagues to maximise opportunity for academic success.’

STUDENT SERVICES ENQUIRY TEAM
Queue-busting strategies by the Student Services Enquiry Team are paying off, with the average wait time in the Fraser Building during the busy registration period down by two-thirds.

The team has introduced new systems to increase efficiency, including automation of Council Tax exemption forms, but having an agile, adaptable team has been central to this successful new approach, says Team Manager Jennifer Robertson.

‘We are a responsive and effective team, all equally knowledgeable so there are never any gaps in provision. In recent months, the team has had to cope with quite a bit of change, particularly in the use of IT to streamline certain processes, but on seeing the benefits we have quickly become adept.

‘We are driven first and foremost to provide students with an excellent service, and feedback has been phenomenal, registering as a 3% increase in student satisfaction with the service in the most recent Student Barometer.’
The transfer of more than one million objects from the University’s Hunterian Museum to a new home in the Kelvin Hall has inspired a £1m project looking at the concept and practice of collecting, generating a new spirit of enlightenment in the great University of Glasgow tradition.

Inspired by the dynamic collaboration at the heart of the Kelvin Hall project between The Hunterian, Glasgow Life and the Scottish Screen Archive, Professor Karen Lury devised the Collections Studentships Project funded by the Leverhulme Trust.

She says, ‘When considering the implications of these hugely diverse objects being made accessible for the first time in the Kelvin Hall, it struck me that there was a common thread that unites the concept of collecting across the University. Whether you are a medic, art historian or geologist, there are common concerns, such as consent, privacy and ethics that inform all kinds of collection.

‘The Kelvin Hall creates a hub for discovering and sharing knowledge between staff, students and the public in a way never previously attempted, facilitating serendipitous connections between and across these collections that will only make you want to find out more.’

KAREN LURY
PROFESSOR OF FILM & TELEVISION STUDIES

INSPIRING PEOPLE
A responsive learning environment underpinned by passionate and motivated teaching is vital to the quality of the Glasgow student experience. We must offer a more flexible model of learning to our students and ensure that teaching staff are properly valued and supported.

CONNECTED LEARNING
New technologies are inspiring a revolution in the way we teach and students learn. We will:
• Invest in our virtual learning environments and network infrastructure.
• Bring global audiences to Glasgow through online and distance learning.
• Use the digital space to enhance the learning experience of campus-based students, enabling a flexible ‘learn anywhere’ approach to study.
• Target investment to support staff in engaging with the opportunities brought by connected learning.

REWARDING TEACHING
Teaching lies at the heart of our purpose and should be respected accordingly. We will:
• Refresh our training to better support staff as professional scholars and educators.
• Introduce reforms to staff progression and recognition to rebalance esteem between teaching and research.
• Review and rebalance administrative support for teaching across the University.

RESPONSIVE CURRICULA
Our teaching must be research-led, forward-looking and adaptable to the needs of students worldwide. We will:
• Prioritise the learning, understanding and progression of our students.
• Provide the leadership, time and resources needed for staff to develop their teaching skills and enhance course content.
• Streamline the course design and approval processes.

UNDERGRADUATE SATISFACTION
We will achieve at least 91% overall satisfaction in the undergraduate National Student Survey

91%

ASSESSMENT & FEEDBACK
We will enhance student assessment and feedback to achieve at least 75% in questions 5 & 6 of the National Student Survey

75%

UNDERGRADUATE PROGRESSION
We will work to ensure that over 90% of our students progress in their studies

90%

JOB PROSPECTS
At least 94% of our students will be in employment or further study six months after graduation

94%
RESEARCH

WORLD-CLASS RESEARCHERS WITH WORLD-CHANGING IMPACT

Glasgow has truly exceptional expertise within each of its colleges. Bringing our multidisciplinary talent together creates teams capable of tackling the most pressing challenges facing local and global society.

PRIORITISING EXCELLENCE
Pursuing research excellence demands focus within strategically defined areas. We will:
• Attract, retain and foster excellent researchers through targeted investment.
• Value, recognise and reward quality over quantity of outputs.
• Create analytical criteria to monitor, assess and shape our profile over the long term.

EXPANDING SUPPORT
World-class research requires first-class support. We will:
• Secure additional large research and training centres to drive clusters of excellence.
• Extend our excellent mentoring and career development opportunities for postgraduate research students and early career researchers.
• Invest in the digital infrastructure necessary for managing modern research datasets.
• Promote knowledge exchange activity and enable academics to enhance the relevance and impact of their research.

DIVERSIFYING INCOME
Broadening our pool of funders minimises risk and maximises sustainability. We will:
• Prioritise the sourcing of additional external research funding pathways.
• Proactively drive the funder agenda and shape funder strategies.
• Provide coordination and support to teams seeking larger grants.
• Develop new mechanisms to promote interaction with industry and other external stakeholders using funding from Innovate UK and European sources.

ENGAGEMENT

A CIVIC UNIVERSITY FOR A GLOBAL SOCIETY

The University of Glasgow was founded for the benefit of the city and its people. Today, we remain committed to helping Glasgow to flourish – but we are also looking beyond the local area to engage a broader global community in our work.

LEADING SOCIETY
Our prosperity is intimately connected with the city of Glasgow. We will:
• Work in partnership with the city and its people to investigate the causes and remedies of local and global social, economic and health inequalities.
• Promote a culture of public and societal engagement through working with communities, educators, the voluntary sector and policy makers in Glasgow, nationally and worldwide.
• Continue to be national leaders in widening participation within elite higher education.

FACILITATING ENTERPRISE
Glasgow is a world-famous city of industry. Reflecting this heritage, we will:
• Grow our external engagement and establish at least one industrial, governmental or third sector strategic partnership per college within the next five years.
• Expand our commitment to knowledge exchange through innovative and flexible approaches to commercialisation and industry collaboration.
• Provide space and opportunities for staff and students to work with industry, SMEs, start-ups and spin-outs.

ADVANCING UNDERSTANDING
We want to change the world for the better and serve our global communities. We will:
• Engage in major knowledge transfer and exchange partnerships worldwide.
• Tackle complex humanitarian issues in the areas of health, the economy and the environment.
• Commit to long-term cooperation and partnership with allied institutions in emerging areas of the world.

RESEARCH INCOME
We will achieve an average research income per academic that places us in the top 5 of the Russell Group 65%

STAFF HOLDING GRANTS
At least 65% of staff will hold research funding

PGR POPULATION
We will grow our research postgraduate population to achieve a PGR:academic ratio of 1.9 by 2020

RESEARCH OUTPUT QUALITY
We will support our staff to produce world-class work and thereby increase the number of outputs considered to be world leading each year

DIVERSIFYING INCOME
Broadening our pool of funders minimises risk and maximises sustainability. We will:
• Prioritise the sourcing of additional external research funding pathways.
• Proactively drive the funder agenda and shape funder strategies.
• Provide coordination and support to teams seeking larger grants.
• Develop new mechanisms to promote interaction with industry and other external stakeholders using funding from Innovate UK and European sources.
IMPLEMENTATION

The ambitions of our strategy require a step change in our culture and the way we work. We have created three key work streams, each led by a member of senior management, and drawing on staff resources across the University, to drive the strategic change necessary to secure our world-class status.

WORK STREAM

FOCUS

We are proudly broad-based, and we have expertise in almost every field of human endeavour. Achieving world-class excellence requires us to be bolder about our strategic direction and commit greater investment in areas of research and teaching where we have the capability to lead the world. We will determine where these strengths lie and change the way we operate to align our resources with our strategy.

WORK STREAM

AGILITY

Research, innovation and enterprise are fast-moving fields of activity, and global tastes and trends in higher education can change overnight. We will streamline the way we work to ensure we are capable of keeping pace with the sea changes and emerging opportunities ahead.

WORK STREAM

EMPOWERING PEOPLE

We want to be regarded among the very finest higher education institutions in the world. For that to happen, all staff need to have a sense of ownership of their role and a responsibility for working towards the fulfilment of our strategic vision. We will create a culture of empowerment and provide tailored opportunities for staff at all levels to ensure that the University’s success is driven by everyone.
2020 TARGETS

Our systems and data provide us with more ways to assess the University’s progress and performance than ever. We have worked with our colleges, schools, research institutes and services to identify the core measures which will evidence our world-class quality.

<table>
<thead>
<tr>
<th>2020 TARGET</th>
<th>PRIMARY KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>90%</strong></td>
<td>STAFF ENGAGEMENT</td>
</tr>
<tr>
<td><strong>91%</strong></td>
<td>UNDERGRADUATE SATISFACTION</td>
</tr>
<tr>
<td><strong>75%</strong></td>
<td>ASSESSMENT AND FEEDBACK</td>
</tr>
<tr>
<td><strong>5,000</strong></td>
<td>INTERNATIONAL STUDENT POPULATION</td>
</tr>
<tr>
<td><strong>1.9</strong></td>
<td>PGT TO ACADEMIC RATIO</td>
</tr>
<tr>
<td>CONTINUAL IMPROVEMENT</td>
<td>RESEARCH OUTPUT QUALITY</td>
</tr>
<tr>
<td>CONTINUAL IMPROVEMENT</td>
<td>RESEARCH IMPACT</td>
</tr>
<tr>
<td><strong>£24.5m</strong></td>
<td>RESEARCH INCOME</td>
</tr>
<tr>
<td><strong>33%</strong></td>
<td>GENDER EQUALITY</td>
</tr>
<tr>
<td><strong>470</strong></td>
<td>UNDERGRADUATE ENTRY TARIFF</td>
</tr>
<tr>
<td><strong>4,500</strong></td>
<td>PGT POPULATION</td>
</tr>
<tr>
<td><strong>94%</strong></td>
<td>JOB PROSPECTS</td>
</tr>
<tr>
<td><strong>£29m</strong></td>
<td>INTERNATIONAL RESEARCH INCOME</td>
</tr>
<tr>
<td><strong>20%</strong></td>
<td>STUDENT MOBILITY</td>
</tr>
<tr>
<td><strong>39kT</strong></td>
<td>CARBON FOOTPRINT</td>
</tr>
<tr>
<td><strong>8th</strong></td>
<td>EFFECTIVE USE OF ESTATE</td>
</tr>
<tr>
<td>CONTINUAL IMPROVEMENT</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td><strong>90%</strong></td>
<td>UNDERGRADUATE PROGRESSION</td>
</tr>
<tr>
<td><strong>65%</strong></td>
<td>STAFF HOLDING GRANTS</td>
</tr>
<tr>
<td><strong>4th</strong></td>
<td>WIDENING PARTICIPATION</td>
</tr>
<tr>
<td><strong>MEDIAN</strong></td>
<td>KNOWLEDGE EXCHANGE</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2020 TARGET</th>
<th>SECONDARY KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>33%</strong></td>
<td>GENDER EQUALITY</td>
</tr>
<tr>
<td><strong>470</strong></td>
<td>UNDERGRADUATE ENTRY TARIFF</td>
</tr>
<tr>
<td><strong>4,500</strong></td>
<td>PGT POPULATION</td>
</tr>
<tr>
<td><strong>94%</strong></td>
<td>JOB PROSPECTS</td>
</tr>
<tr>
<td><strong>£29m</strong></td>
<td>INTERNATIONAL RESEARCH INCOME</td>
</tr>
<tr>
<td><strong>20%</strong></td>
<td>STUDENT MOBILITY</td>
</tr>
<tr>
<td><strong>39kT</strong></td>
<td>CARBON FOOTPRINT</td>
</tr>
<tr>
<td><strong>8th</strong></td>
<td>EFFECTIVE USE OF ESTATE</td>
</tr>
<tr>
<td>CONTINUAL IMPROVEMENT</td>
<td>SERVICE DELIVERY</td>
</tr>
<tr>
<td><strong>90%</strong></td>
<td>UNDERGRADUATE PROGRESSION</td>
</tr>
<tr>
<td><strong>65%</strong></td>
<td>STAFF HOLDING GRANTS</td>
</tr>
<tr>
<td><strong>4th</strong></td>
<td>WIDENING PARTICIPATION</td>
</tr>
<tr>
<td><strong>MEDIAN</strong></td>
<td>KNOWLEDGE EXCHANGE</td>
</tr>
</tbody>
</table>
Graduate Martin Patience (MA 2002) has reported from some of the most dangerous spots in the world. The BBC foreign correspondent, who is currently based in China, says, ‘It’s incredibly important to get in there, find out what’s happening and present it to the world in an impartial way.’

Since graduating from Glasgow in 2009 with a BSc in Neuroscience, singer/songwriter Emeli Sandé has topped the UK singles chart and won numerous awards. In 2011 the University named her Young Alumnus of the Year.

Graduate Karina Atkinson (BSc 2007) has established a conservation organisation dedicated to discovering and protecting new species in Paraguay. She says, ‘I saw a real need for more conservation in the country and I thought, someone has to do something about this, and so I decided to try myself.’

In 2008 graduate Mark Beaumont (MA 2006) became the fastest man to circumnavigate the globe by bicycle, completing the 18,297-mile cycle in 194 days and 17 hours. As well as setting a new Guinness World Record, Mark used his cycling to raise awareness and money for charity.

As a Chemistry PhD student at the University, Jamie Gallagher became the winner of the first Universitas 21 Three Minute Thesis Competition in 2013. The following year he was named as one of the ‘100 leading UK practising scientists’ by the Science Council. Jamie is now Public Engagement Officer in the University’s Research, Strategy & Innovation Office.

Professor David Clark’s work is having an impact on how we care for people at the end of their lives. His research on palliative care around the world is being used by bodies such as the World Health Organization and the Worldwide Palliative Care Alliance to shape international strategy on end-of-life care.

Professor of Oral & Maxillofacial Surgery Ashraf Ayoub was recently named the best research supervisor in the 2015 Student Teaching Awards. His students described him as ‘an inspiration when it comes to research, a father when it comes to life problems and a mentor when it comes to professional skills, truly a role model’.

In 2015 Ann Allen, Director of Estates & Buildings, is driving forward the University’s new estate development plans in a project larger than the University’s move to Gilmourhill in 1870. She says, ‘This project is about much more than buildings. Ultimately, it will be an inspiring place for our world-changing students and staff, as well as for the community.’

Janitor Graeme Kane is highly regarded by staff and visitors to the main building. They say, ‘Graeme is always willing to help’, ‘a great ambassador’, ‘his contributions keep the wheels of the University turning’, ‘he’s all about people and customer service’.
**Fiona Dunn, the University’s first Gaelic Language Officer, has transformed the way staff and students have engaged with the language, such as with the pioneering Gaelic Residency Scheme for Gaelic-speaking students, Taigh na Gàidhlig.**

‘Tha sàr lèirsinn aig Fiona airson leasachadh na Gàidhlig,’ a hér Rob O Macalalag, Ollamh na Gàidhlig agus Ceannaire Choilis nan Ealain. ‘Tha i na fior thaighean agus na deagh eilmean do Ghàidhileag oga agus lùnadh-ìònsaighdheachd.’

‘Fiona has exceptional vision and passion for Gaelic language development,’ says Rob O Macalalag, Professor of Gaelic and Head of the College of Arts. ‘She is an inspiring model for young Gaels and learners.’

A team of seven inspiring students organised the first TEDx event at the University in 2014. TEDx events bring together the best ideas and experiences to inspire world-changing thinking. For Glasgow’s first event, speakers delivered thought-provoking talks on the theme of connectivity. Although the students are now in different corners of the world, they are, of course, still connected.

**Fiona Dunn, the University’s first Gaelic Language Officer, has transformed the way staff and students have engaged with the language, such as with the pioneering Gaelic Residency Scheme for Gaelic-speaking students, Taigh na Gàidhlig.**

**Professor of Metabolic Medicine Naveed Sattar features in the Thomson Reuters Highly Cited Researchers 2014 list. He is one of ten Glasgow researchers recognised for exceptional impact in their field, based upon the number of individual papers published and the number of citations received.**

---

**As a winner in the 2015 Student Teaching Awards, Dr Raymond McCluskey has been described as ‘one of the most enthusiastic tutors I’ve ever known’, Raymond says. ‘Excellence in teaching is a continuum. I’ve been inspired by my teachers in the past. Now I’m inspired by the students and professionals of the future.’**

---

**Graduate Steven Moffat OBE (MA 1983) is the lead writer and producer of television favourites Sherlock and Doctor Who. As a past member of Glasgow University Student Television, Steven values the opportunities this gave him to carve a career in broadcasting.**

---

**Inspired by the Apollo moon programme, engineering graduate David Mackay (BSc 1979) has always wanted to be an astronaut. He’s set to make his own and other people’s dreams come true when, as Chief Pilot for Virgin Galactic, he will be one of the first captains to fly commercial passengers into space.**

---

**Dr Vivien Williams moved to Glasgow from Italy to study for a PhD in English Literature. After completing her degree in 2013, Vivien stayed on at the University to be part of a project at the Centre for Robert Burns Studies. Vivien’s role focuses on research dealing with Burns’ songs and musical work. She describes her job as a ‘wonderful experience working with an incredible team.’**