



University
of Glasgow

**Outcome Agreement
Self-Evaluation
October 2018**

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Sign-off from the Principal

This report provides a self-evaluation of our performance to date with reference to our commitments in the Outcome Agreement (2018-19 to 2020-21) published in April 2018.

http://www.sfc.ac.uk/web/FILES/outcome-agreements-1819/University_of_Glasgow_Outcome_Agreement_2018-19_FINAL.pdf

A handwritten signature in black ink, consisting of a large, stylized initial 'A' followed by a series of loops and a long horizontal stroke extending to the right.

Professor Sir Anton Muscatelli
Principal and Vice-Chancellor

Priority 1: Widening Access

Priority 1: Widening access – learning that is accessible and diverse, attracting and providing more equal opportunities for people of all ages, and from all communities and backgrounds

We are pleased with our performance and continued progress in 2017-18 in widening access to the University of Glasgow, but also the HE sector generally, via our far-reaching pre-entry programmes and provision for vulnerable groups. Based on early 2017-18 data, our recruitment of MD20 students increased from 2016-17 levels. We recruited 425 (+19) SIMD20 entrants (13.4% (+0.0%) of all entrants) and 883 (+39) SIMD40 (27.9% (+0.1%) of all entrants) against targets of 405 and 825 respectively. Using the COWA methodology, early 2017-18 data indicates that we recruited 384 SIMD20 entrants (12.7% of all entrants) and 814 SIMD40 (27% of all entrants), against 2018-19 targets of 12.7% and 27.5% respectively. The targets proved challenging this year, but we worked hard to reach them against a background of less MD20 applications across the sector and less applicants achieving our Access Threshold tariffs. We believe these recruitment levels are a success and maintain our progress in this area.

MD20 retention for Full Time First Year SDUE rose from 87.6% in 2016-17 to 92.3% in 2017-18, based on early 2017-18 data, reversing the decrease the previous year. We have previously reported that MD20 retention has fluctuated between 80% and 90% since 2003, mainly because of the relatively small numbers involved. We are, therefore, pleased the trend has moved above 90% for the first time, but continue to put in place further provision to maintain this position and reach future targets.

Overall, we are very satisfied with our progress. This is the result of the continued development and expansion of our portfolio of WP and Access programmes, contextualised admissions policy, and monitoring and tracking on degree course, to allow targeted intervention and support to be implemented as appropriate. We maintain our institutional commitment to conduct this work in the correct manner with the interests of individual learners at the forefront. Raising aspiration, preparing learners for successful transitions and on course performance, and contextualised admissions which work with multi-exit options and agreements, encourage learners to consider HE in general, as well as recruiting directly for Glasgow, conducting work for the sector as a whole.

Our belief in widening participation, combined with effective partnerships with Local Authorities, schools, colleges and other partners, remains the key to widening access successfully on a regional and national basis and to the success of the CoWA recommendations going forward. UoG looks forward to continue playing a leading role in this work and transforming the life chances of those living within Scotland's most disadvantaged areas, 68% of which are in our target west of Scotland region. Updates on specific sections of Priority 1 are provided below:

Identify and address under-representation from protected characteristic and socio-economic groups.

On a national strategic level, we have worked closely with SFC and Scottish Government (SG) to implement the CoWA agenda. We expanded the initial findings of our Impact for Access research project, *How to engage with MD40 pupils in higher progression schools*, to incorporate the whole of Scotland, providing a cross-country picture of pupil performance by deprivation, expanding the evidence and knowledge base for the SFC Schools Engagement Framework (SEF) and the SG Access Data Working Group. Our research work was singled out by the Minister for HE, FE and Science in her update on Access to the Scottish Parliament in 2017.

We are further supporting national strategy development via institutional representation on the SG Fair Access Framework Delivery and Governance Groups, the SG Access Data Working Group and Universities Scotland work streams on Bridging Programmes and Admissions. We continue to work with SFC on the SEF.

At an institutional level, we increased entrants via our Top-Up Programme from 240 in 2016 to 260 in 2017, the highest number to date. This included entrants from the 37 west of Scotland Schools for Higher Education Programme (SHEP) schools, but also 31 LA-partnership funded schools, including pilots in higher progression schools, targeting MD20/40, care experienced and estranged pupils, informing the SFC School Engagement Framework of methods of targeting pupils across all Scottish schools.

We have now SCQF credit-rated all of our major WP programmes: Top-Up; Summer School; Reach; Access to a Career, in line with CoWA recommendation 4.

Recruit those from care experience backgrounds, and transitional and support arrangements to assist them complete their programmes of study

We have maintained all aspects of our care experienced provision as outlined in the Outcome Agreement, enhancing our partnerships with Local Authorities, SDS, Who Cares? Scotland, MCR Pathways and other stakeholders. Our Care Leaver Support Coordinator continues to chair the Care Experienced, Estranged and Student Carers West Forum (CEESCWF), which comprises named contacts in each college and HEI across the west of Scotland and collaborates with stakeholders in this area, driving forward collaboration. We contribute to national strategic thought in this area via institutional representation on the SFC Care Experienced Governance Group and the newly-formed Stand Alone Stakeholder Group Scotland.

Devised from our exemplary-rated Buttle UK Quality Mark Action Plan, our University Corporate Parenting Plan (CPP) sets out how we shall fulfil our responsibilities under the Children and Young People (Scotland) Act 2014: (https://www.gla.ac.uk/media/media_550726_en.pdf). We outline fully in this plan our provision for care experienced applicants and students from pre-entry, through application and admission to degree completion and beyond. We are currently reviewing the CPP via care experienced student focus groups.

Maximise opportunities for progression from college

We have significantly expanded our work to increase college learner opportunities. We very gratefully received funding from SFC in March 2018 to set up our new University of Glasgow HNC Articulation Programme. We worked closely with Glasgow Kelvin College to set up a new UoG HNC in Applied Sciences. This comprises 15 curriculum-matched HN units, plus additional elements completed on the UoG campus throughout the academic year, culminating in an academic Summer School. A cohort of 20 students, targeted by SIMD20/40 residence, care experience and estrangement, commenced study in August 2018, with successful students gaining Year 2 entry in 2019 to UoG. We have commenced creation of UoG HNCs to other subject areas: Engineering; Social Sciences and Technical Education, working with all the Glasgow colleges and D&G College. These HNCs will run in 2019-20 to articulate to Year 2 in 2020-21.

We have maintained our articulation routes to the Dumfries Campus, our BA in Childhood Practice and our BA Community Development on the Main Campus and are strengthening the latter via the new Articulation Programme.

In 2017-18, we maintained our recruitment of adult returner entrants via Access Courses at the 300 mark: SWAP, UoG and several smaller routes. We were again the university with SWAP entrants across the widest spread of subject areas, including Medicine, Dentistry, Veterinary Medicine and Law. We maintain Access routes with adjusted offers of entry to every subject area.

SFC National Aspirations for Widening Access

We continue to develop and expand our portfolio of WP and Access programmes to increase the pool of WP applicants and entrants not only to University of Glasgow, but to HEIs across the sector. We increased the participants in our WP programmes from 2016-17 to 2017-18 as follows: Top-Up Programme – 1,900 to 2,100 (the only in-school WP programme in Scotland of this type and scale); University of Glasgow Summer School – 430 to 460 (the biggest in Scotland); Early Secondary Programme – 16,000 to 20,000; UoG Access courses – 260 to 280.

We maintained participants in Reach West and Access to a Career at 3,200. The 900 SWAP students in FE Colleges have University of Glasgow as an option. We engaged with over 25,000 pupils and adult learners via our programmes, an increase of 5,000 from 2016-17. No other HEI works on this scale in widening participation.

Our programmes also prepare WP learners for entry to other HEIs and aid their entry via contextualised admissions. Numbers entering other Scottish HEIs via UoG WP Programmes in 2016-17 were as follows: Top-Up – 1,000; Summer School – 60; Reach – 60.

In this way, our broad multi-exit programmes conduct significant work for the sector, aiding other HEIs, particularly in the west of Scotland, to meet their Outcome Agreements. We conduct much of the work of the national SFC-funded programmes in the west of Scotland, which contains 68% of MD20 postcode residents: SHEP (via Top-Up), Reach and SWAP. This combination of facilitating a suite of multi-exit WP programmes alongside conducting research to form an evidence base for widening access, contributes significantly to the SFC National Aspirations for Widening Access.

Widening Access and Retention Fund

University of Glasgow does not receive any funding via the WARF, but we have maintained and strengthened the work outlined in our Outcome Agreement to improve the retention of MD20 students in future years. We believe our comparatively high MD20 numbers warrant a share of the WARF.

Contextualised Admissions and Care Experienced Leavers

We develop and improve our WP Contextualised Admissions Policy annually and have utilised Access Thresholds (adjusted entry requirements), as recommended in the CoWA Final Report, for many years. We have negotiated and operated the Admissions Progression Agreements with HEIs across Scotland for the SHEP FOCUS West partnership, via the Top-Up Programme, since 2001. Importantly, our contextualised admissions offers at Access Threshold levels, are directly linked into our WP pre-entry programmes. We have 15 years longitudinal research demonstrating the efficacy of this methodology in recruiting talented WP students who will be successful on course. The combination of quality outreach via the WP programmes, with contextualised admissions via the Access Thresholds, works in raising aspirations via an aspirational entry tariff and preparing students to be successful on course; WP students who enter UoG via a pre-entry programme on an adjusted tariff perform as well as their peers.

Promote access to high demand courses and professions

Widening access to professional degrees is an area to which we have contributed significantly in recent years and we have built on this further in 2017-18. We remain the only university with access routes to all professional degree areas for school leavers and adult learners and we have expanded our provision to open up real opportunity to more applicants for whom these subject areas would otherwise have been out of reach.

This was recognised nationally when we were awarded the Diversity Through Education Award for the Reach West Programme at the Herald Diversity Awards in 2017, and also when the General Medical Council singled out University of Glasgow as the example of best practice for widening access to Medicine in its National review of medical education and training in Scotland, 2017-18.

We maintained our high-level SWAP Access courses for Medical Studies (Medicine, Dentistry and Veterinary Medicine) in Glasgow Kelvin and Glasgow Clyde Colleges. For Law, Accounting & Finance and Business, our course in West College Scotland was supplemented by links to a new course in New College Lanarkshire in 2017-18, increasing opportunity and capacity for adult returners.

The impact of the sector-leading Reach West Programme continues to increase. The programme is firmly embedded within our professional degree areas, with cohorts of 80+ Reach students now graduating annually in Law, Medicine, Dentistry and Veterinary Medicine, having performed as well as the overall student cohort. These students would not have progressed to study these subject areas without the combined school outreach and contextualised admissions offers at Access Thresholds set up from 2012 at Glasgow, evidencing the methodological approach taken for the programme in the West has been correct. In 2017, 75 pupils residing in SIMD40 areas and 87 Reach West school pupils progressed to UoG. The impact of Reach West nationally has also been significant; 60 Reach West pupils progressed to professional degrees across the other four Reach partners, with others progressing elsewhere in 2017. Reach West has a profound effect on the national picture for the Reach Programme, our entrants numbers enable Reach to be a successful national programme. Against the 10 additional widening access places for Medicine for 2018, we have recruited 13 entrants (11 SIMD20 and 2 SWAP).

We maintained our expanded facilitation of Reach, utilising UoG core funding for pupils interested in: Accounting & Finance, Education and Engineering, with adjusted contextualised offers of admission at our Access Thresholds. We expanded our Reach remote and rural island cluster: this now incorporates all islands in the west and north-west of Scotland and includes Dentistry alongside Medicine. Discussions are scheduled with SFC and Scottish Government in early 2019 to investigate widening access further to Veterinary Medicine for remote and rural residents.

We expanded the number of schools engaged by Reach from 100 to 112 in 2017-18, piloting new delivery models of targeting pupils by specific WP criteria (SIMD20/40, care experience, estrangement, Free School Meals). This has provided further evidence of what works for the SFC School Engagement Framework (SEF) and will be expanded further in 2018-19. We shall be well-placed to work in a targeted and evidenced way which has real impact in terms of HE entrants, with all 163 secondary schools in the west of Scotland by 2020, when the SEF is scheduled to commence.

We are delighted to report the unmitigated success of the Glasgow Medical School Access Programme. We were awarded 20 places for this pre-med programme in April 2017 and had to recruit within a very restricted period, strictly targeting MD20, care experience or remote and rural Reach island cluster residents. We initially hoped that GAP would produce 10 entrants to Year 1 Medicine for 2018 entry, with the other 10 progressing to Year 2 Science. However, all 20 students performed at the standard required to be offered a Medicine Year 1 place; 19 chose to study Medicine and 1 Zoology. This was an outstanding achievement by our students; 18 SIMD20 and 1 remote and rural resident who would have had no route to Medicine without the GAP course.

This programme has introduced a real step-change to widening access to Medicine. We have created a tiered contextualised admissions system combining Reach, SWAP and GAP. Our Access Threshold for Medicine changed from AAABB in S5 to AABB by the end of S6 for pupils and from a distinction to a merit in SWAP for adult returners, significantly increasing the applicant pool and widening access to SIMD20 learners who were hitherto barred from entry to Medicine. The course delivery model has proved successful and has been improved further. For 2018-19, we recruited 23 students against the 20 funded places: 20 SIMD20 residents, 2 via the island cluster and 1 care leaver. 3 entrants are asylum seekers, for whom we receive tuition fee payment at the Scot/EU rate via a partnership with the Carnegie Trust for the Universities of Scotland. UoG gives these students a maintenance bursary. We were pleased to recently receive confirmation of funding for GAP for the next four years with an increased 25 annual places. This will allow us to continue our pioneering work in this hitherto hard to access professional subject area.

Support learners from disadvantaged and under-represented groups complete their programmes of study

Our Transitions and Retention Working Groups meet regularly. The latter conducted an audit of all subject areas and student groups within the subject cohorts to highlight retention issues. This highlighted mature students as being particularly at risk of non-continuation. An institution-wide Action Plan is being created to put in place more support and provision for mature students to address this.

Demonstrate current and future commitment to students (and staff) who are carers

The University continues to apply relevant policies in support of Carers for those staff and students impacted.

The University is working towards gaining the Carers Trust 'Going Higher for Student Carers Recognition Award'. A working group composed of both staff and student representatives will put this in place for the 2019-20 academic year.

We have expanded our provision for student carers by appointing a second member of our Widening Participation team as a nominated point of contact for carers.

Care experienced leavers have been guaranteed an adjusted offer of entry at our Access Threshold tariffs since 2010. Since 2016, we have advertised clearly that this guarantee also applies to estranged applicants. MD20 and MD40 applicants have been guaranteed such an offer since 2012. The level of adjustment varies by subject area, but can be up to 8 grade points at Higher Grade, very significant adjustments.

We advertise our adjusted entry requirements in our printed prospectus and online. We also produce an Adjusted Entry Requirements booklet – the latter can be found at: <https://www.gla.ac.uk/study/wideningparticipation/admissionssummary/>

Priority 2: High Quality Learning and Teaching

Priority 2: High quality learning and teaching – an outstanding system of learning that is accessible and diverse, where students progress successfully with the ability, ideas and ambition to make a difference

We continue to progress with the strategies outlined in Priority 2 as intended. Our programme of ongoing teaching space refurbishment remains at a level of £2mil per annum. Our approach has been consolidated through the creation of a multidisciplinary University group that has developed design principles for teaching spaces and has incorporated standardised AV/IT specifications for each type of space. This will improve the consistency and quality of experience for students and staff in teaching spaces. Students and staff have been deeply involved in co-creating new facilities and the lessons and insights are being fed into all new capital projects on campus. The new multi-million pound teaching facility has just been named after the American abolitionist and medic James McCune Smith following a University report on the institution's historical links with racial slavery which includes a programme of reparative justice. This development has been very well received by students and staff at the University as a visible commitment to our educational values.

The University continues to invest in support for outreach activities and buddy schemes. A University Mental Health Action Plan has been developed, and increased investment made in central provision of counselling and psychological services. There are also new initiatives focusing on promoting student health and wellbeing. We continue to develop our priority area of student mobility having now met our 2020 target in relation to short-term mobility, with 24.7% of final year undergraduates having had an international placement in the last 5 years. This has been supported by a new language strategy.

The University has created a new Student Experience Committee that is co-chaired by the President of the Student Representative Council and the Chief Operating Officer of the University. With a focus on non-academic aspects of the student experience, it seeks to enhance provision across areas such as accommodation, health and wellbeing, security, etc. and has developed an action plan in support of its work. Reporting directly to University Court and Senate, it has considerable scope to direct resources towards key priority areas.

The NSS action plans have been revised from 1-year plans to 3-year plans in recognition of a commitment to making sustainable changes that will lead to improvements in the NSS and the student learning experience more generally. This year's NSS results showed a slight improvement against our assessment and feedback KPI, but a drop in overall satisfaction of 1%. Although this was disappointing, it reflects a drop across the sector as indicated by the fact that our relative position actually improved. Glasgow is joint 1st in the Russell Group for Overall Satisfaction, joint 2nd in Scotland with Dundee and Joint 11th in the UK (using the Guardian League Table Non-Specialist HEI list).

Based on early 2017-18 data, the proportion of SDUE returning to study in year 2 in 2017-18 was 94.2%, towards an 2018-19 milestone target of 95%.

Priority 3: World-leading Research

Priority 3: World-leading research – world-leading universities, nationally and internationally connected with a global reputation for their research

Activities to strengthen research quality:

- i. In November 2016 we completed a systematic external review of each of the 32 Units of Assessment (UoA) returned to REF2014. By November 2018 we will have completed a second external review of the outputs and environment of each UoA, and a separate review of each of the impact case studies that are being developed for submission to REF2021.
- ii. Our strategic recruitment schemes continue to attract talent to the University at different career stages, as Postgraduate Researchers, Independent Fellows, Readers, and Senior Professors.
- iii. The 'Glasgow Research Beacons' represent six areas in which the combination of place and people creates a unique set of globally excellent activities. Our Beacons were externally launched in November 2017: <https://www.gla.ac.uk/research/>
- iv. Our provision for research integrity has earned us external recognition, most recently from the Royal Society: <http://ukrio.org/wp-content/uploads/UKRIO-Royal-Society-Integrity-in-Practice.pdf>

Benchmarked evidence of progress:

Our progress is evidenced both by the performance in our externally benchmarked institutional key performance indicators (KPIs) and our position in international league tables:

Three of our research KPIs are currently ahead of, or have met, the 2020 targets of our 2015–2020 strategic plan: PGR/FTE is 2.03 (4rd in the Russell Group (RG); up from 6th the previous year); Research Output Quality, based on a basket of citation-based metrics, is 10th in the RG (up from 11th the previous year), Research Income/FTE is £156K/FTE (we are holding our previous position as 5th in the RG). In addition, our International Research Income is progressing at a rate that would mean that the 2020 target will be met. We are currently 12th in the RG for international income, and 9th in the RG for international research income/FTE. We are top in Scotland and 7th in the UK for the volume of funding received from the Global Challenges Research Fund (2014–2018) and 10th in the RG for the number and value of ERC awards (2014–2017).

Glasgow is in the top 100 highest ranked HEIs in both the QS and THE Global rankings. Our strong performance is underpinned by strong research citations and other indicators of research quality. For example, we are 10th in the RG for the proportion of our outputs that are in the top 1% most highly cited in the world (2014–2017).

Priority 4: Greater Innovation in the Economy

Priority 4: Greater innovation in the economy – a national culture of enterprise and innovation leading to a more productive and sustainable economy

An update to our September 2018 UIF report has been attached as Annex B, providing detailed updates across the range of innovation focussed outcomes.

Extracts from the UIF report, illustrating these key outcomes:

Outcome: Demand Stimulation

University has signed a MOU with Glasgow City Council and Scottish Enterprise aimed at developing an innovation district linked to its £1Bn campus investment and its role in taking forward clinical and scientific excellence at the £800 M Queen Elizabeth University Hospital.

Outcome: Simplification/Commercialisation

Continued to participate in Universities Scotland RCDG Contracts Sub-Group (Strathclyde Led) to develop and test simplified standard contracts (with Interface) to be made available on a central website. This initiative arose from the original Universities Scotland Innovation Action Plan. The Group is now working to pilot the suite of template agreements with representative business groups.

Outcome: Simplification/Greater Innovation

QuantIC (led by UoG) has (i) funded 33 industry-led (with £2.5m contribution) technology development projects, all collaborative with Scottish universities, using its £3m Partnership Resource Fund (PRF); (ii) partnered (to date) in over 50 externally funded collaborations (EPSRC, Innovate UK, CDE etc.) with industry totalling over £22.5M; (iii) worked with several Scottish-based businesses including Leonardo, Thales, M Squared Lasers, Kelvin Nanotechnology, Clyde Space, Chromacity, PYXL and Photon Force.

Outcome: Entrepreneurism

EPSRC IAA Funding (£1.7m) has supported 24 early stage commercialisation projects which has led to 7 technology demonstrators, licence agreement and incubation of 4 spin out company opportunities.

Outcome: International

Strategic Partnership Agreement signed with Smithsonian Museums in the US. This relationship will support staff research collaborations and exchanges as well as student internships and work placements.

Outcome: Inclusive Growth and Social Impact

The legacy of the What Works Scotland project, which has developed techniques for assessing the effectiveness of social policy interventions, involving both Glasgow and Edinburgh Universities and the Scottish Government, will be taken forward via Policy Scotland, in conjunction with researchers from other academic units within the University

Outcome: Equality and Diversity

Gender Equality Steering Group continues to monitor the implementation of the University's Athena SWAN Bronze action plan. The University is aiming to apply for Athena SWAN Silver award in 2020.

Priority 5: High-performing Institutions

Priority 5: High-performing institutions – a coherent system of high-performing, sustainable institutions with modern, transparent and accountable governance arrangements

Governance and Senior Women

The gender balance on Court is consistent with the figure reported last year (44% f: 56% m), which fits with our commitment of 40:40:20.

There has been an increase in female Professors from 25% in 2017 to 26% in 2018.

The University will report on progress in relation to the Public Sector Equality Duty by the 30 April 2019 in line with the legislative requirements.

Climate Change

CO2e values for 17/18 and associated commentary are currently being compiled and will be reported by the end of November, in line with the reporting timescale for annual Public Sector Climate Change Reporting duties.

Annex A: University of Glasgow Dumfries Campus

School of Interdisciplinary Studies

Our School of Interdisciplinary Studies places a high value on its engagement with the other institutions on the Crichton campus, the leadership it provides and the contributions it makes to working in collaboration with them. An example of this is a joint initiative to raise the aspirations of young people; the 'Planning for Your Future' residential event has now been delivered for two successful, successive years to 100+ pupils from schools across the region. In addition to delivering part of the programme UoG is undertaking longitudinal evaluation.

School of Interdisciplinary Studies

UG Students Numbers **University of Glasgow**

Programme	2017-18	2016-17	2015-16
Primary Education with Teaching Qualification	163	155	150
Environmental Science and Sustainability / Environmental Stewardship	82	76	71
Health and Social Policy (Formerly Health and Social Studies)	54	71	68.5
Non-graduating		3	3
Science Without Borders			-
Study Abroad			1
Erasmus		2	1
UG Total	299	307	294.5

Source: UoG Headcount Model

Widening access is also a key priority. SoIS launched UoG's first HNC → HE articulation program in November 2012. Since 2013/14, 18 students have enrolled. The continuation rate is 100% and all graduates have achieved positive destinations including PGR study.

Shared Facilities

Significant progress has been made in identifying the strengths and weaknesses of the current model of service delivery; where improvements are needed and how they might best be delivered with a view to ensuring the best possible student experience on the Crichton campus. We anticipate that the Universities will be in a position to bring concrete proposals forward within the next 6 months.

A Connected PGR Experience

UoG/SOIS have reinstated their weekly research seminar series 'The Solway Seminar Series' with a programme in place to the end of AY2018/19. Each session is a mix of staff and PGR presentations. This has been circulated to all partners and to CCLG, with an open invitation to participate.

We are working with the Dean of Graduate Studies to deliver PGR training here and will invite partners' PGRs based here to participate.

Our post-graduate hub is 'up and running' and partners have been asked to inform their PGRs that they are welcome to use the common space.

One overall difficulty in providing a connected experience is that there are few PGR's on campus beyond our own. SRUC has a small number on their off-campus dairy farm and we are not aware of any within UWS or the OU.

Annex B: University Innovation Fund

1. AY 2017-18 (excluding various of the updates provided in March 2018)
2. AY 2018-19 (to date)

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| <p>1. Outcome (Demand Stimulation): working with Scotland’s enterprise agencies, Scottish Government, business networks, Interface, and others, Scottish HEIs will have helped to increase the demand and quality of engagement from businesses and the public sector for university services.</p> |
| <ul style="list-style-type: none">• University has signed a MOU with Glasgow City Council and Scottish Enterprise aimed at developing an innovation district linked to its £1Bn campus investment and its role in taking forward clinical and scientific excellence at the £800 M Queen Elizabeth University Hospital. Also the University is engaging Scottish Government, the Glasgow Chamber of Commerce and key business stakeholders in the innovation district to develop new partnerships to maximise the economic benefits of its own investments, the Glasgow city deal and the business opportunities that are emerging as a result of the regeneration of the West End and Waterfront area of the city.• Building on the Science & Innovation Enabling Technologies Audit a Strength in Places Fund (SIPF) bid was submitted for the Clyde Waterfront Innovation Campus totalling £80m (£28M, SIPF, £28M UoG, £27.5M Glasgow City Region City Deal) to co-locate, in a single building, the Universities nano and quantum device fabrication facilities alongside industrial innovation space (outcome pending). The initiative will enable collaborative R&D, business co-location, employment, entrepreneurship and skills development.• Established a consortium of partners including University of Glasgow, NHSGG&C, Glasgow City Council and six industry partners (multinationals and SMEs) to submit an Expression of Interest to the Strength in Places Fund to implement the ‘Living Lab’ concept (outcome pending). The Living Lab will translate science and innovation excellence into a real world clinical setting. By implementing and evaluating novel precision medicine approaches at the campus, industry will be able to stimulate and evidence market demand, thus accelerating precision medicine adoption and the growth of the local life sciences cluster.• University led, for Scotland, a BEIS Science & Innovation Audit (SIA) in Precision Medicine. The report is due to be published by BEIS before the end of the year. It sets out how precision medicine will improve patient outcomes; deliver £bn savings to the NHS and create economic growth /jobs in Scotland. The First Minister’s Precision Medicine Summit, held in Perth in September was early outcome of the SIA. It also was key to stimulating SIA the Strength in Places Fund application referenced above• Examples of industry/public sector engagement initiatives include: Biomedical Engineering Industry day held May 2018 engaging with ~40 companies; SoftMech (Multiscale Soft Tissue Mechanics) held industry engagement workshops which have resulted in new partnerships and funding from industry; Rankine Chair of Energy Engineering joined the Oil & Gas Technology Centre Academic Panel to strengthen our engagement with the Centre; establishing the Promoting Partnerships network which brings together academics, clinicians and industry (~20 companies) to support the development of diagnostics (molecular and imaging); MVLS Collaboration for Innovation Industry day held in June 2018 engaged with 42 companies; Glasgow Molecular Pathology Node annual symposium held in September 2018 engaged with 28 companies. |

- University's success in the BBSRC Excellence with Impact competition, has led to the University developing the first Massive Open Online Course (MOOC) on delivering research Impact. The three-week on-line course is aimed at those working in the Higher Education sector, including all academic and non-academic research professionals as well as postgraduate students.
- Developed and delivered workshop/training to improve academic/research staff skills in industry engagement. This has been delivered to College of Science & Engineering (CoSE) and College of Medical, Veterinary & Life Sciences (MVLS) and a similar program will be delivered to the College of Arts (CoA) and College of Social Sciences (CoSS) in late autumn. Held College KTP workshop August 2018 to raise profile of the scheme - ~30 academic staff attended.
- EPSRC Impact Acceleration Account (managed by the University) funded 3 Knowledge Exchange Associates in: semiconductor photonics, 5G technologies, industrial biotechnology and medical engineering to work with research staff to increase industry engagement and entrepreneurship activity; supported 17 researchers to participate in industry focused events including: Aeronautical Technology Institute Annual Conference; Materials Research Exchange 2018; Automotive Council Lightweight Technology Roadmap / Preparing for the Grand Challenge events; International Conference on Raman Spectroscopy 2018.
- 11 Centre for Doctoral Training (CDT) bids with over 60 Scottish companies/organisations participating who have all committed to support student training and engage in collaborative activities.
- Led £m AHRC Doctoral Training Partnership (2019-2023). Up to 20% of studentships will be Collaborative Doctoral Awards (industrial PhDs). UoG secured 2 x industrial doctoral studentships in AI; 3 x doctoral graduate NPIF Placements at National Theatre of Scotland, Think Where and Auchendrain Museum; Applications for 2 x Creative Economies Fellowships at UoG pending – outcome announced end Oct.
- Co-funded Research Development Manager post with Glasgow Life (GL) to work across GL and CoA to identify and develop strategic areas of collaboration.
- Relaunch of 'The Gaitherin' (bi-monthly academic-business informal networking event) to align with Clyde Waterfront Innovation Campus initiative. This has been done in partnership with Govan based incubator partners Rookie Oven; Meet Up membership grown to over 280.
- ESRC Impact Acceleration Account Business Boost funding won. This is being used to build capacity to grow engagement between business and the social sciences: a program of social science specific business engagement training for 2018/19 agreed; 6 new social science business collaborative projects have received funding; sector-specified 'Discovery Day' events with business are planned for early 2019.
- School of Engineering has committed to and participated in activities to develop the National Manufacturing Institute through the Scottish Research Partnership in Engineering.
- University and NHS Greater Glasgow and Clyde have signed an MOU to form the Glasgow Health Sciences Partnership (GHSP). The aim of the GHSP is to better integrate world-leading research, top quality education and expertise in clinical practice between the university and NHSGGC.
- University is supporting the development of the city region's economic strategy and its inclusive growth thinking via the Glasgow Commission for Economic Growth chaired by the University's Principal. Glasgow academics have also made significant inputs to both

<p>Scottish Government and Scottish Parliament. Consideration of City Deals and inclusive growth and to the work of third sector partners such as the Joseph Rowntree Foundation and Carnegie UK;</p> <ul style="list-style-type: none"> • The Clinical Innovation Zone (CIZ) at the QEUH now hosts a co-location of 200 clinical academic researchers, 32 core business/specialist support staff and currently 10 organisations employing over 43 FTEs. This includes several international companies Canon, Siemens, BioClavis, Spiritus Partners and MR Coiltech. The benefits of co-location for enabling University collaboration are growing, for example, Siemens is holding a national training event at ICE on the 28th – 30th November and Spiritus Partners have attracted an international conference on Blockchain, Internet of Medical Things and Clinical Trials/Research to be held in ICE on 13-15th November 2018, with between 80 - 120 delegates. • On behalf of Scotland, led the Industrial Strategy Challenge Fund application for an Industrial Centre for AI Research in Digital Diagnostics (iCAIRD) application which comprises 17 partners from NHS, academia and industry and will focus on the application of AI to digital diagnostics for the benefit of the UK. Results currently embargoed and will be announced in November 2018.
<p>2. Outcome (Simplification/Commercialisation): in partnership with the Enterprise Agencies (EAs) and Interface, Scottish HEIs as a sector will have demonstrably simplified business access to the knowledge and expertise in Scottish universities.</p>
<ul style="list-style-type: none"> • Continued to participate in Universities Scotland RCDG Contracts Sub-Group (Strathclyde Led) to develop and test simplified standard contracts (with Interface) to be made available on a central website. This initiative arose from the original Universities Scotland Innovation Action Plan. The Group is now working to pilot the suite of template agreements with representative business groups. • Continued to deepen the operational relationship with Interface. This includes the implementation of a new process with Interface to enable more focused and relevant business enquiries to be targeted to our academics • The university continues to refocus its approach to industry engagement for example in a formal industry visitor and referral triage system has been developed and deployed by MVLS for the Clinical Innovation Zone at the QEUH.
<p>3. Outcome (Simplification/Greater Innovation): in partnership with the EAs and Interface, Scottish HEIs will, at a national level, have made strategic use of their sectoral knowledge to promote greater innovation in the economy (including beyond non-STEM).</p>
<ul style="list-style-type: none"> • QuantIC (led by UoG) has (i) funded 33 industry-led (with £2.5m contribution) technology development projects, all collaborative with Scottish universities, using its £3m Partnership Resource Fund (PRF); (ii) partnered (to date) in over 50 externally funded collaborations (EPSRC, Innovate UK, CDE etc.) with industry totalling over £22.5M; (iii) worked with several Scottish-based businesses including Leonardo, Thales, M Squared Lasers, Kelvin Nanotechnology, Clyde Space, Chromacity, PYXL and Photon Force. • University trading subsidiary company, Kelvin Nanotechnology (KNT) Ltd, has continued to build industry engagement/utilisation of the James Watt Nano-fabrication Centre (JWNC). KNT has achieved its ambitious £m's turnover target for FY17/18 and employs 15 people.

£2M has been secured from EPSRC to invest in new tools that significantly enhance the capabilities of JWNC and consequent attractiveness to industry.

- UoG is a partner in the new Policy and Evidence Centre (PEC) which is an AHRC funded consortium set up as part of their Creative Economy Program. The PEC is led by NESTA, with university partners across the U. PEC will develop evidence to inform the policy and growth in the UK creative industries
- CCPR Professor Philip Schlesinger chaired RSE's response to the government's Culture Strategy. CCPR gave evidence on the use of data and statistics in the Screen Sector in Scotland at the Scottish Parliament's Culture, Tourism, Europe and External Relations Committee.
- Imaging Centre of Excellence is now fully operational for research purposes. Annual research income of ICE group in 2018 is on track to exceed 2017 by over 30%. The ICE programme has successfully completed a major review of project trajectory and wider benefits realisation plans, reviewed by both Glasgow City Region City Deal and Independent Commission for Economic Growth.
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4. Outcome (Entrepreneurialism): Scottish HEIs as a sector will have made a significant and positive change in the way entrepreneurial opportunities are promoted and delivered to students, HEI staff, and businesses.

- Continued support for under-graduate, post-graduate and graduate entrepreneurs which includes hosting of 2 Unlocking Ambition Fellowships, RAENG Enterprise Fellowship and RSE Edinburgh Enterprise Fellowships. Delivered the Summer Business Start-up Workshop Program 2018 (including the Santander Summer Company Program) to over 330 students / recent graduates. 30 student start-up companies receiving support
- Tier 1 Graduate Entrepreneur Endorsement – increasing number of international students applying for Tier 1 GE (36 in 2017 vs 56 in 2018). 18 endorsements approved in 2017 resulting in 13 start-ups. Expecting to approve 20 endorsements in 2018, which should result in an additional 15 start-ups. Highest Scottish HEI conversion of Tier 1 GE to Tier 1 Entrepreneur.
- Converge Challenge – 4 successful applications moving to second stage with 2 reaching the semi-finals and 1 reaching the Kickstart finals.
- EPSRC IAA Funding (£1.7m) has supported 24 early stage commercialisation projects which has led to 7 technology demonstrators, licence agreement and incubation of 4 spin out company opportunities.
- 12 new spin-out ventures to commercialise academic research are being incubated by the University. This includes support with business planning, opportunity validation, securing technology de-risking funds and investment in patent filings; Completed formation of joint venture drug development company with Canadian based Portage Pharmaceuticals Ltd; Developed relationships with investors including Advent Life Sciences; Medicxi Ventures; Juvenesence and Archangels;
- Early Career Development Programme and ECR network ran workshops and networking events to raise awareness of commercialisation and the support available at Glasgow from the IP & Commercialisation team.
- Innovate UK portfolio 26% from FY 2017 and 150% since FY 2015
- UoG only Scottish partner in the £5m Connecting Capability Fund project led by the London School of Economics (LSE) and including

Oxford, Manchester, Sussex, Sheffield and Cardiff. The project called ASPECT (A social sciences platform for entrepreneurship, commercialisation and transformation') aims to: clarify the social science value proposition to business; leverage the joint strengths of the seven RG partner Universities to promote greater social science- based innovation in the economy; launch a new generation of *scalable* 'tech for good' businesses. Program set up activities are currently underway.

- Various workshops for Post-Graduate Researchers and Post-Doctoral Researchers including Physics 2 days entrepreneurship workshop; Joint UoG / UoS Social Enterprise 1 day's workshop (business beyond the bottom line); BBSRC Biotech YES competition (annual); inspirational video case studies/blogs from staff and student entrepreneurs
- The £1.15m CiC, P2D and BBSRC funding AY2017/18 deployed has supported 31 projects in total, 18 of which were technology demonstrators. To date, this has resulted in 3 patent filings, 2 diagnostic prototypes, and a public health database for HEP C for Public Health England. This funding directly supported successful phase 1 application to Scottish Enterprise for High Growth Spin Out support scheme for exploring development of a company with a focus on novel Insecticides.
- Glasgow/Tel Aviv team successfully pitched joint technology to FutuRX (<http://www.futurx.co.il/>) which is Israel's leading biotechnology commercialisation accelerator. FutuRX partners are Israeli Government, J&J Innovation, Takeda and OrbiMed. FutuRX will invest in a new venture to exploit the joint IP with the University providing contracted services as required.

5. Outcome (International): in partnership with Scottish Development International, Connected Scotland and others, Scottish HEIs will have pooled their knowledge and networks, and shared good practice to promote and engage Scotland internationally (operating under Scotland's International Framework).

- Strategic Partnership Agreement signed with Smithsonian Museums in the US. This relationship will support staff research collaborations and exchanges as well as student internships and work placements.
- BioClavis, a US-owned cancer diagnostics specialist is setting up a new base in the Clinical Innovation Zone, creating more than 40 jobs. The move is part of a £10.5m investment supported by Scottish Enterprise. A research and development grant of £4.5million has been provided by Scottish Enterprise to the firm to work in collaboration with the NHS and university researchers.
- The University, working in partnership with Strathclyde University, is exploring the lessons we can learn from one of the world's most effective university- innovation systems for economic growth which is around Tel Aviv University. A joint seminar with TAU ventures at the Technology Innovation Centre is being held on October 25th with representatives of, universities, local government and enterprise agencies from Tel Aviv and Glasgow.
- In partnership with Glasgow City Council, the University is involved in a number of international partnerships including Rockefeller 100 resilient cities and Metrolab, a US city-university partnership focusing on the use of data and data analytics to improve public services (Glasgow and Bristol are being invited to join as the first two non-US cities). Metrolab will afford opportunities to develop cross-Atlantic, city to city, projects where University expertise can be applied to solving urban issues through the more effective use of data.
- Strategic partnerships being developed around the topic of Smart Urban Infrastructure with PUCV (Chile); McGill (Canada) and Columbia (US)

- In response to BREXIT the University has initiated an internal programme to strengthen and maintain existing collaborative networks and participation in new EU funding opportunities;
- Continue to grow activity internationally, including, specifically, in period, in Asia, as follows (i) **Singapore:** Working with SDI we have developed research collaboration and consultancy in the themes of water, data and healthcare. We have worked with SDI on renewal of our co-investment including work in other SE Asian countries (ii) **China:** We have further developed our strategic partnership with the University of Electronic Science and Technology (UESTC) in Chengdu. Up to 540 graduate engineers are now trained per annum. Chinese Scholarship Council is supporting a six-year research programme between the University and UESTC in Biomedical Engineering, under which 15 students are funded for three years to come to Glasgow and work on research topics of interest to both partners; Chinese Ministry of Education funds to support collaboration in optoelectronics; Newton Funds secured for research exchanges. Members of staff have worked on projects directly with Chinese companies, including Huawei. Building relationships with international companies based in Chengdu e.g. Intel, TI. Discussions on-going with SDI on how to leverage these connections; September 2017, Prof John Marsh awarded a 'Chengdu Jinsha Friendship Award' *for contributions to the development of the economy and culture of Chengdu*. This is the highest honour a Chinese city can bestow on a foreign national
- The University has invested in the new post of International Development Coordinator in its Global Centre for International Development (GCID). This position will support responses to GCRF funding opportunities and build links with potential partners from across the globe looking to engage in international development activity;
- Locally the University has engaged with SFC and Universities Scotland on GCRF initiatives on building networks through participation as well as leadership of events/workshops; Internationally the University has used SFC GCRF funding to strengthen capacity in areas including food security, renewable energy, water and healthcare.
- The University has been successful in winning >£15m of GCRF funding in the period, including £7.1 million to set up a GCRF Centre for Sustainable, Healthy and Learning Cities and Neighbourhoods, lead by the College of Social Science.
- Strategic partnership with Leuphana University of Lüneburg, Germany. The agreement establishes a European Centre for Advanced Studies to be based in the German state of Lower Saxony. It will aim to assist with "the advancement of science, research and education" with a mixture of joint courses, research collaborations, and student and staff exchanges".
- University has entered a strategic partnership with Radboud University in Nijmegen, The Netherlands. The partnership will jointly invest in extending their areas of world-class research and enhancing their student experience.
- The University hosted a meeting of the of the Universitas 21 Research Collaboration Group. Delegates came from Pontificia Universidad de Chile, University of Maryland, University of Nottingham, University of Auckland, University of Melbourne, University of Johannesburg, University of Birmingham and the University of Edinburgh. The event allowed the University to showcase its world-leading research and opportunities that will arise from the campus redevelopment. Delegates then developed plans to increase the level of knowledge exchange, research collaboration and the funding opportunities available to each University.

6. Outcome (Inclusive Growth and Social Impact): Building on current and good practice Scottish HEIs will have scaled up their support of the Scottish Government's ambitions for inclusive growth.

- The ASPECT program (see Outcome 4) will bring together entrepreneurs, domain experts, developers, and investors, to launch new social science based, scalable businesses to solve **unmet needs** by **disrupting**, extending and improving existing services through new technologies and insights from research. ZINC Ltd, a business accelerator company, will work with ASPECT partners to incubate these ventures from the program.
- University's Olympia Social Research Hub in Bridgeton continues to expand the range of its activity. As well as being the base of CaChe, the ESRC's UK Housing research centre, Glasgow academics in partnership with the Glasgow Centre for Population Health have developed a £2.27 M Scottish Children's Neighbourhoods program which is due to start shortly. Through Policy Scotland and the Robert Owen Centre, the Olympia social research hub has become a focus for work on the implementation of 'inclusive growth', drawing on the expertise of GCPH and other partners as well as capitalising on research capability within the University. New approaches to knowledge exchange and engagement activity are being pioneered through the University GCPH partnership, linking activities at the Olympia with the local community in the East End of Glasgow. These will feed into thinking about developing our approach to inclusive growth within the West End and Waterfront Innovation District, which spans areas on both sides of the river.
- Dr David Waite has been employed exclusively to work on the economic impact of the Glasgow City Deal and is the main source of management information in support of the Economic Growth Commission linked to the City Deal. The Economic Commission, chaired by the Principal, has been advising the Glasgow City Deal cabinet on approaches to maximising inclusive growth, and via Policy Scotland, the University has been making significant inputs into Scottish Government thinking on this topic. Des McNulty is a member of the steering Committee which is overseeing the development of the Scottish Government's Centre for Regional Inclusive Growth
- Policy Scotland was commissioned to provide research support to the Scottish Government's Commission on Poverty and Inequality and its reports to the Commission paying an important part in Commission recommendations that fed into the Scottish Government's Child Poverty Action Plan
- The legacy of the What Works Scotland project, which has developed techniques for assessing the effectiveness of social policy interventions, involving both Glasgow and Edinburgh Universities and the Scottish Government, will be taken forward via Policy Scotland, in conjunction with researchers from other academic units within the University
- University has expanded and developed the widening access provision and partnership work, engaging with over 25,000 pupils and 1,200 adult returners to education in 2017-18 via our site of pre-entry widening access (WA) programmes. These programmes are multi-exit, serving the whole sector. In 2018, over 870 students progressed to University of Glasgow via our programmes, with over 1,100 progressing to other HEIs across Scotland;
- Awarded SFC funding to develop an HNC articulation programme, primarily from the three Glasgow Colleges, over the next 2 years. In August 2018, 20 students commenced HNC Applied Sciences at Glasgow Kelvin College, incorporating regular learning on the Gilmorehill campus and a summer programme, to aid transition into Year 2 of a Life Science degree in September 2019. Intended expansion includes Engineering and Social Science programmes, BTechEd and Community Development.

7. Outcome (equality and diversity): Building on current and good practice HEIs will have ensured positive promotion of equality and diversity in staff and all who are affected by the use of the UIF.

- School of Engineering led proposal to the EPSRC titled 'Inclusion Matters' was successful. The joint project with Edinburgh and Strathclyde will design and implement new strategies to tackle gender imbalances as well as other equality and diversity matters for ECRs in Engineering.
- Gender Equality Steering Group continues to monitor the implementation of the University's Athena SWAN Bronze action plan. The University is aiming to apply for Athena SWAN Silver award in 2020.
- Equality and Diversity Strategy Committee reviews the completion rates for Equality and Diversity Essentials training three times a year, completion rates in May 2018 were 77%.
- *Participation in the 'Ingenious & Enterprising Women' Program. This is a Scotland-wide program funded by SFC and Scottish Government that is aimed at empowering women in STEM roles to take control of their professional development and careers*
- Exception of the Institute of Health & Wellbeing (Gold Accreditation), all of MVLS' seven Institutes and three Schools have attained Bronze or Silver Athena Swan accreditation. MVLS College Equalities Committee champions the consideration of equalities implications during the development and implementation of college-wide strategy and policy. The Committee has overseen the roll-out of many initiatives aimed at supporting those with caring responsibilities including the provision funds to support academic staff returning from carer's leave and to fund additional child care for attendance at conferences or training.

Appendix: Cross Cutting Themes

Equality and Diversity

The University will report on progress in relation to the Public Sector Equality Duty by the 30 April 2019 in line with the legislative requirements, this includes the highlighted Equality Outcomes relating to Disability and Ethnicity.

Gender

The University continues to implement the Gender Action Plan, and this is monitored by the Gender Equality Steering Group in a six monthly basis. The participation gap for male SDUE students in 2017/18, based on early data, has increased to 22%.

The University has had a joint Gender Based Violence Strategy group with the Glasgow Caledonian University, Rape Crisis Scotland and Police Scotland since 2015. This group has supported the development of a number of initiatives including, the Student Representative Council to train student peer trainers, delivering training to students for three years developing and implementing a Personal Relationships Policy, rolling out online reporting for students, and training first responders to support survivors of GBV.

British Sign Language (BSL)

The University has developed a British Sign Language (BSL) Plan, aligned with the Scottish Government National Plan, this will be published by the end of October.

Gaelic

The University has established a new Gaelic Language Plan for the period 2018-2021, building on the achievements of our first Gaelic Language Plan and enabling us to make a significant contribution to the protection, maintenance and advancement of Gaelic language and culture, both in Scotland and internationally. This plan will be published in November.

We are committed to exploring new approaches to language learning including in our Gaelic degree programmes, leadership in research and knowledge exchange in the area of Gaelic language corpus planning, the visibility of Gaelic in the development of our estate, meaningful civic engagement with key partners across the City of Glasgow, and the promotion of Gaelic to national and international stakeholders.

UK Departure from EU

In his capacity as Chair of the Standing Council on Europe that advises the Scottish Government and as Chair of the Russell Group, the Principal and Vice-Chancellor of the University of Glasgow, Professor Anton Muscatelli has broad visibility of developments as part of the role.

Major challenges identified and university responses are detailed below:

Major challenges

- The Department for Exiting Europe has, at the moment, no senior reporting line on research and universities. This makes it difficult to communicate the challenge and urgency of the matter. Despite numerous efforts to persuade them to do so this lacuna remains.
- Securing ongoing funding for some of our extant partnerships and collaborations despite the goodwill of many of our European colleagues. Reporting in the April 2018 OA, the University of Glasgow had some 30 ERC grants and secured in excess of £13m pa in EU research funding. The number of grants held has risen to 37 and we also hold 7 Erasmus Mundus Masters grants (the largest number in Europe), each worth c.€4mn. Many of those in receipt of what is now considered the most prestigious and competitive grants globally are colleagues from other European nations.
- The loss of the ERC funding stream could cause reputational damaging. This in turn may have an effect on our global rankings which could also impact student and staff recruitment in markets sensitive to global rankings.
- The loss of Erasmus funding will make it more challenging to secure outward mobility where the funding, you could argue, compensates for poorer language skills in Scottish students

University responses

The University of Glasgow;

- is represented on the Russell Group EU Advisory Group and is currently in discussions with another member of the group on potential collaboration in Europe; it is also engaged in lobbying Ministers and the Department for Exiting Europe to remain in the Research Framework and Mobility programmes.

- has established the European Institute of Advanced Studies as a stiftung in collaboration with Leuphana University (nr Hamburg), which is being supported by the government of Lower Saxony. It will provide a platform for close research collaboration with German colleagues as well as large scale exchanges of staff and students.
- is continued to have conversations with other regions in Europe about possible research collaboration
- created and is a founding member of the Guild of European Research Intensive Universities and we have been actively engaged with the Guild in lobbying Brussels and Westminster to retain the two programmes critical to European university collaborative success. The Guild is assisting in looking at how future relations in research and teaching may be maintained. Discussions are advanced on a second European presence
- has created a substantial programme of summer school exchanges with individual Guild partners
- has a long tradition of mobility collaborations with European partners and will seek to maintain these through bilateral collaborations. To this end we have initiated discussions with each of our European partners so as to secure bil-lateral exchange even if we lose access to Erasmus.
- has also recently developed and currently funds a language strategy, designed to support students with mobility into Europe.
- has an active policy of reassuring European colleagues that we will continue to support them with any post hoc visa regulations. We keep colleague updated on a regular basis and Human Resources is carefully considering and developing plans to support incoming European academics post-Brexit. These include some financial and administrative support to secure indefinite residency.
- has an internal Monitoring Group to develop strategies and responses as the negotiations unfold. And, as matters progress towards the end game, regular reports are received by SMG on key aspects of our European engagement.