



University  
of Glasgow

THE AWARDS  
2020

UNIVERSITY  
OF THE YEAR

**WORLD  
CHANGERS  
TOGETHER**

**WORLD  
CHANGING  
GLASGOW  
2025**



# PRINCIPAL'S INTRODUCTION

## I am delighted to share with you our vision for the next five years of our journey as world changers together.

This strategy is the result of extensive consultation amongst our community, starting in the winter of 2018-19 – a time in which the world looked very different. Much has changed in a year, and much will continue to change in ways that we cannot fully predict over the period of this plan. We know that on the domestic stage we will have to adapt – not only to the impact of a pandemic, but also to the consequences of our country's changing relationship with the rest of Europe. Globally, we will have to use the collective strengths of our disciplines to build coalitions, collaborations and partnerships to tackle the major societal challenges brought by increasing inequality, future threats to human health, the rise of technology and automation, and the existential threat of climate change.

Our vision is of a University characterised by the closeness of its community, the strength of its connections and the incredible potential unleashed by its collaborative spirit. Our response to the pandemic has shown that our University is more than a motto or a crest or even a tower on a hill: it is exceptional people brought together by a shared purpose, shared values and the desire to make a difference.

Together we have met the adversity of recent months with extraordinary dedication, courage and ingenuity, using our collective and diverse skills to support our civic partners and the wider Glasgow community in dealing with the resultant economic and social impacts. Over the next five years, we will build on these strengths and draw on the power of collaboration to make our University synonymous with discoveries, innovations and leadership of global importance, building:

- an outstanding student experience that reflects our diverse and internationalised community
- a world-class learning environment infused with interdisciplinary learning opportunities
- a world-leading research culture in which people and careers will thrive
- a resolutely international, innovative and partnership-led approach to changing our world for the better.

The University of Glasgow has left permanent footprints along the trail of history; it is the birthplace of modern economics, the crucible of the scientific and industrial revolution, and the wellspring of pioneers in the struggle for human rights and social justice. But more importantly, it is the home of the world changers of today and tomorrow – and I look forward to us walking the path ahead together.



**Professor Sir Anton Muscatelli**  
Principal & Vice-Chancellor

## OUR VISION

Our vision is to be The World-Changing University. Our inventions, interventions and innovations have helped to shape the social, cultural and economic prosperity of our city, our country and civilisation itself. We have been changing the world since 1451 – and we're just getting started.

## OUR PURPOSE

Our purpose is transforming lives through ideas and action. Our teaching inspires our students. Our research inspires the world. Working alongside one another at the forefront of discovery, our staff and students use their developing skills and newfound knowledge to educate, to heal, to fight for justice and equality, to advance global society and to flourish as purposeful individuals with the power to make a difference.

## OUR MISSION

Our mission is to bring a community of world changers together. We seek the finest minds from around the world to join Glasgow's growing international University community. Drawing strength from each other, and inspiration from the people, societies and cities we serve, our diverse body of staff, students and alumni come together as one Glasgow community, driven by a unifying desire to change the world for the better.



# VISION IN ACTION

We are already firmly established as part of the world's top 100 universities. Our vision for the next decade of our journey is to make Glasgow synonymous with discoveries, innovations and leadership of global importance: **The World-Changing University.**

Key to the realisation of this vision is our continuing success within the six strategic pillars of a world-changing University.

## INSPIRING PEOPLE

Our international community of staff, students and alumni represents a winning combination of talent and diversity drawn from almost every country, nationality, ethnicity and religion. The regular infusion of novel ideas, perspectives and passion from around the world into our community is vital to our success – bringing fresh insight to challenges old and new.

## GLOBAL PERSPECTIVE

Our extensive international network of people and partnerships enables us to connect and collaborate with leaders across academia, industry and society. In doing so, we develop a truly global understanding of the world's most pressing problems and grand challenges – and the means and relationships through which we can use knowledge to make a difference.

## WORLD-CLASS RESEARCH

Our researchers are drawn from the best of global academia, with our disciplinary areas benefiting from internationally recognised experts in their fields. Whether working side by side or as part of large-scale multinational efforts, our teams explore the very edges of human knowledge and understanding – and bring world-changing discoveries within reach.

## LASTING IMPACT

Our discoveries are only the starting point. Through innovative partnerships with industry, policy engagements with governments and our role as a regional civic anchor, we work to transform our ideas into action, using our skills to make a difference in everything from local problems to the global grand challenges of our age – changing the world at every scale.

## OUTSTANDING TEACHING

Our internationally renowned degree programmes are shaped by our rich, dynamic research environment which connects learning with global challenges. Adopting evidence-based approaches that are supported by world-class physical and digital learning environments, we work in partnership with our students to co-create knowledge and to develop the next generation of global thinkers and leaders – creating a living legacy of future world changers.

## LIFE-CHANGING EXPERIENCES

Our graduates get more than a degree. We curate an enriching world of social events, sport, volunteering, internships, international experiences and more in which students can connect, develop new skills and enhance their prospects. More importantly, we give them the space, time and guidance to forge their own path – and take their first steps as future world changers.

# OUR VALUES



The future holds innumerable challenges for our sector, our society and our world. We will have to adapt and change what we do and what we offer if we are to navigate these successfully. Our strategy and approach may evolve as the landscape changes, but our values will remain constant – a fixed point of certainty in uncertain times.

We have identified our values in consultation and partnership with our staff and student community. Living and upholding these values will ensure that we remain true to the spirit of our community and ourselves.

## AMBITION & EXCELLENCE

- We strive for excellence through our work
- We defend academic freedom globally
- We recognise and celebrate shared success
- We have an unrelenting focus on development

## CURIOSITY & DISCOVERY

- We innovate and solve problems together
- We lead by influence and example
- We engage with lifelong learning and personal development
- We learn from our mistakes

## INTEGRITY & TRUTH

- We uphold honesty, integrity and fairness
- We share our work widely and generously
- We do the right thing, not the easy thing – or we don't do it
- We take responsibility

## AN INCLUSIVE COMMUNITY

- We are one Glasgow team, and we care for and respect one another
- We advocate for diversity and believe in variety as a vital part of a healthy university
- We champion education as an engine for social progress
- We practise and advance sustainability



# STRATEGIC CONTEXT

**The coming strategic period must leave our University better positioned for the challenges of the five years after. Over the past two years, we have consulted extensively with our community and our partners to understand the expected drivers of global change within our sector and our society over the next decade – preparing our path to 2030 and beyond.**

**Our strategy responds to four major challenges facing higher education and wider society.**

## BUILDING A SUSTAINABLE FUTURE

The COVID-19 pandemic has given us all a glimpse of the fragilities and interdependencies underlying global society. Now more than ever, it is deeply apparent that our common prosperity depends on humanity's ability to cooperate and address the most pressing problems of our age – including the existential threat posed by climate change.

Over the next strategic period, we will seek to build a better future for humanity through our knowledge and action, using the full spectrum of our multidisciplinary research expertise to address global challenges – advancing the United Nations' Sustainable Development Goals globally while also leading the way locally by changing our day-to-day working practices to become a sector-leading carbon neutral organisation by 2030.

## CREATING A FAIRER SOCIETY

The past decade has been characterised by widening inequality, diminishing prospects and rising populism worldwide. Universities too have suffered from an erosion of public trust in their work and relevance, but our sector's pivotal role in the public and scientific response to the coronavirus pandemic has proven that we can be a powerful force for social good.

Over the next strategic period, we will work to reinforce public trust in universities by actively and empathetically engaging with the needs and challenges of our local and global communities, using our research and outreach activities to promote social inclusivity, wellbeing and social justice, and serving as the anchor institution of an innovation-led response to fostering inclusive economic growth for Glasgow, Scotland and the world.

## REIMAGINING THE LEARNING EXPERIENCE

The rapid evolution of technology is poised to disrupt every facet of our society, from the way we connect to one another to the nature of employment itself. This will carry implications for the learning experiences and studying modes that students of the future will expect, as well as the preparation they will need to succeed as future leaders within a changing world.

Over the next strategic period, we will strengthen our digital capabilities to give our students a first-class online experience alongside our physical offering, while also enhancing our curricula and postgraduate development programmes with a new emphasis on the cultivation of digital skills, a global context and a challenge-oriented mindset – preparing our graduates to make a positive impact in a variety of post-graduation destinations.

## DIVERSIFYING THE STUDENT BODY

A truly global university must reflect the society it serves. While our student population is one of the most diverse in the world by nationality, there is still tremendous scope to broaden our reach and impact further by making our University a more inclusive environment – both locally through our leadership of widening participation activities in the greater Glasgow region, but also overseas in emerging markets and online through new models and modes of study, including short-form and upskilling courses for returning learners.

Over the next strategic period, we will bring our signature research-led teaching and innovative learning experiences to a broader and more diverse student body than ever before – broadening our transnational education partnerships, expanding our range of alternative qualifications and diversifying our curriculum to ensure that the Glasgow learning experience evolves in tandem with our international and inclusive student community.

# OUR STRATEGY: WORLD CHANGERS TOGETHER

As individuals  
we can achieve  
the incredible:  
together we  
can change the  
world.

In recent years, our outstanding disciplinary breadth and expertise has enabled us to make world-changing advances in fields as diverse as medicine, physics, linguistics, public policy and global development. The key to our success has been consistent: talented staff and students pushing back at the boundaries of knowledge and understanding together.

Our **World Changers Together** strategy supports the long-term realisation of our vision by recognising the fundamental importance of a culture of open cooperation – not just as colleagues and mentors or students and teachers, but as a community of discovery that reaches beyond its walls and draws inspiration and strength from its connections and partnerships worldwide: excellence that's part of something bigger.

The strategy is articulated across three themes.



## COMMUNITY

PEOPLE CENTRED,  
GLOBALLY ENGAGED

- **Leading with our values** and putting our people first
- **Engaging with our civic mission** via our local and global communities
- **Strengthening our partnerships** to amplify our local and global impact



## CONNECTIVITY

COLLABORATIVELY  
MINDED, DIGITALLY  
ENHANCED

- **Creating space to connect** through new collaborative and social space on campus
- **Investing in our digital realm** to enhance the staff and student experience
- **Adopting collaborative technologies** for frictionless and flexible work and study



## CHALLENGES

SOLUTION FOCUSED,  
IMPACT ORIENTED

- **Embracing challenge-led research** to address the needs of global society
- **Reimagining our curriculum** to prepare students for a challenging and changing world
- **Building a sustainable future** through our research, education and actions



# COMMUNITY

## PEOPLE CENTRED, GLOBALLY ENGAGED

World-changing ideas begin with world-changing people – and we believe that ideas flow more freely when our staff and students feel valued and supported. We want to work together to build a community with a culture of being values-led with people at its centre – and play our part as global citizens engaged in a shared endeavour to make tomorrow better.



### LEADING WITH OUR VALUES AND PUTTING OUR PEOPLE FIRST

We will:

- develop our culture alongside a new generation of values-led university leaders
- invest in the physical and mental health and wellbeing of our staff and students
- make the University an exceptional place to work and build fulfilling careers
- further diversify our community and set challenging targets for ethnic minority inclusion.

### ENGAGING WITH OUR CIVIC MISSION VIA OUR LOCAL AND GLOBAL COMMUNITIES

We will:

- accelerate innovation and inclusive economic growth across the greater Glasgow region through our leadership of the Glasgow Riverside Innovation District
- actively engage with the broader needs of our civic partners and local communities
- develop new learning and knowledge transfer partnerships around the world.

### STRENGTHENING OUR PARTNERSHIPS TO AMPLIFY OUR LOCAL AND GLOBAL IMPACT

We will:

- augment support for external partnership and engagement activities and remove organisational barriers to frictionless collaboration
- expand our transnational education partnerships and explore new delivery opportunities in emerging overseas markets
- develop major innovation, knowledge exchange and graduate employment partnerships with industry, government and third sector organisations worldwide.

## WE'RE SMASHING THROUGH BARRIERS

A major new initiative to open three learning centres in some of Scotland's most deprived communities will help us do more to offer access to university to young people from disadvantaged backgrounds.

In partnership with the University of Edinburgh and the education charity **IntoUniversity**, the centres will support young people to achieve their ambitions in education and progress to positive destinations thereafter.

Two centres, in Govan in Glasgow and Craigmillar in Edinburgh, opened in October 2021 and a third centre, in Glasgow's Maryhill,

will open in early 2022. All three areas have high levels of socioeconomic deprivation.

As well as learning in their own community and taking part in work experience and internships, young people will visit the University of Glasgow to develop an awareness of university life and the opportunities higher education can offer.

The University has a long history of tackling social inequality and the hope is that establishing a permanent presence in communities such as these will offer benefits to attainment and employment which could have a ripple effect through generations.



# CONNECTIVITY

**COLLABORATIVELY MINDED,  
DIGITALLY ENHANCED**  
Creativity feeds on stimulation. Ideas improve when students and colleagues work together, challenge their assumptions and inspire one another with fresh insights and approaches. We want to make Glasgow a nexus of collaboration and innovation – a first-class physical and digital environment that brings people together whenever and wherever inspiration strikes.

## CREATING SPACE TO CONNECT THROUGH NEW COLLABORATIVE AND SOCIAL SPACE ON CAMPUS

- We will:
- expand our social space provision to make campus a welcome home away from home
  - create an ecosystem of collaborative spaces on campus, including touchdown hubs to facilitate agile working and spaces for short-term collaborative projects
  - develop facilities on campus for externally facing partnership activities including start-ups, spinouts and co-location of corporate partners
  - broaden public access to and use of our campus locations and assets.

## INVESTING IN OUR DIGITAL REALM TO ENHANCE THE STAFF AND STUDENT EXPERIENCE

- We will:
- upgrade our digital systems and services to create higher quality user experiences
  - expand our network to offer pervasive connectivity across our campuses
  - roll out smart campus technologies to create an empowering and user-responsive environment.

## ADOPTING COLLABORATIVE TECHNOLOGIES FOR FRICTIONLESS AND FLEXIBLE WORK AND STUDY

- We will:
- equip staff for agile working wherever feasible to increase effectiveness, employee satisfaction and work-life balance
  - augment and enhance our digital learning tools and resources to empower students with freedom of when, where and how they learn
  - make it easier to connect and collaborate virtually with the international academic community, our networks and our external partners.

## OUR CAMPUS IS GETTING SMARTER

5G is the newest and most advanced global wireless technology standard. At Glasgow, we are embracing this new technology and making 5G a reality for the University community. According to Muhammad Imran, Professor of Communications Systems, the University is one of the leading developers of 5G technology both in Scotland and worldwide. Our 5G centre at the James Watt School of Engineering contains an experimental network providing indoor and outdoor coverage across campus, which is helping researchers and commercial companies to trial new-use cases and applications of 5G.

- Some of these innovative applications include:
- **teaching and learning:** using special virtual reality technology, students will be able to watch operations or visit “clean rooms” remotely and change individual perspective
  - **remote work and labs access:** using low latency and high bandwidth communication and remotely controlled robotic arms, students and staff will experience more immersive remote working by using holographic tele-presence 5G technology
  - **space management:** estate managers will be able to see remotely which areas on campus are being utilised more than others, where energy efficiency is low, and make instant adjustments.

# CHALLENGES

## SOLUTION FOCUSED, IMPACT ORIENTED

To truly change the world, we need to engage with its most pressing challenges. We will reach beyond our boundaries and strengthen our international networks and perspective to create real-world impact for industry, employers, governments and the global citizenry through our work – while also preparing our students to make a positive difference.



## EMBRACING CHALLENGE-LED RESEARCH TO ADDRESS THE NEEDS OF GLOBAL SOCIETY

We will:

- consolidate the strength of our core disciplines and areas of world-class expertise
- invest in major emerging areas of research to create new critical masses of expertise and build the research beacons of tomorrow
- augment our translational capabilities and facilities to accelerate real-world impact
- harness the Advanced Research Centre to develop a new generation of challenge-ready researchers.

## REIMAGINING OUR CURRICULUM TO PREPARE STUDENTS FOR A CHALLENGING AND CHANGING WORLD

We will:

- evolve our approach to learning and teaching to support graduate skills development
- introduce new interdisciplinary core curriculum content to equip students as global citizens with the skills and challenge-focused mindset necessary to change the world
- scale up our distance, online, upskilling and international collaborative course options to meet the needs of a changing global economy and society.

## BUILDING A SUSTAINABLE FUTURE THROUGH OUR RESEARCH AND ACTIONS

We will:

- actively adopt and advance the United Nations' Sustainable Development Goals
- create greener, healthier and more sustainable campuses within our communities
- evolve our operations and ways of working to meet our commitment of being a carbon neutral organisation by 2030.

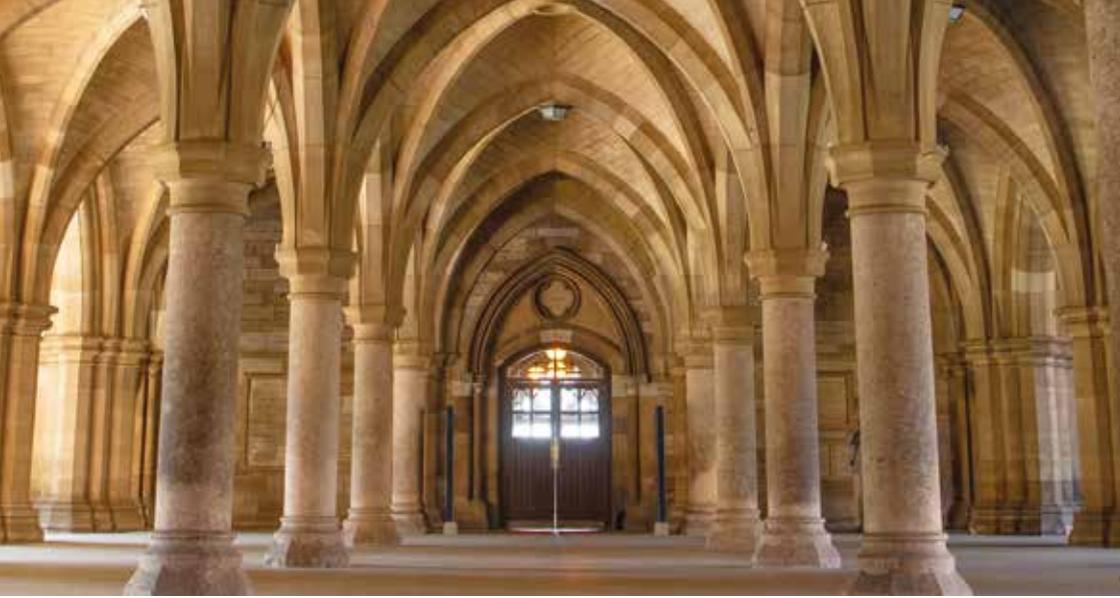
## RESPONDING TO THE CLIMATE EMERGENCY

Global challenges require a global response and it falls to governments and institutions to lead the way. At Glasgow we recognise that given the scientific and academic expertise at our disposal, and as a world-changing centre of educational and research excellence, we have a duty to lead from the front.

That is why in 2014 we became the first UK university to commit to fully divesting from fossil fuels. Why in 2017, we signed the Sustainable Development Goals Accord, committing us, among other things, to combatting climate change and environmental degradation. And why in May 2019, we became the first Scottish university to declare a climate emergency.

Since then we have launched *Glasgow Green*, the University's response to the climate emergency, which commits us to the ambition of achieving carbon neutrality by 2030.

We understand that meeting this target will be challenging. But working in concert with partners from industry, the third sector and local and national government, we are determined to continue to play our part in tackling the environmental crisis, both in terms of reducing our own carbon footprint and by acting as a centre for ideas, initiatives and innovative research which will help accelerate Scotland's transition towards becoming a low-carbon economy, particularly as we build back from the pandemic.



# DELIVERING OUR VISION



**We launch this strategy against a backdrop of challenges and changes within the higher education sector and wider society. While we face the future from a position of strength, we must continue to ensure that we use our people and our resources as effectively as possible.**

All of our teams – academic, professional, technical, specialist or operational – will need to perform at the highest levels of excellence and use their expertise and ingenuity to deliver real value and impact as we pursue our vision to be The World-Changing University.

The implementation of World Changers Together will be a genuine partnership of top-down strategic direction and distributed bottom-up delivery across the organisation. Recognising the diversity of our community and our organisation, local leaders will be empowered to implement the strategy in the ways that work for their staff, students and other stakeholders. We will do this without losing sight of our shared vision by developing our implementation plan with reference to nine delivery principles organised within three change themes.

## PEOPLE CENTRED

### User led

We will prioritise actions which hold the greatest transformative potential for the student and employee experiences, delivering real and perceptible improvements from the outset.

### Inclusive

We will develop solutions with the full diversity of our stakeholders in mind, paying particular attention to meeting the needs of underrepresented and minority groups.

### Seamless

We will deliver on both the physical and digital experience for our staff, students and stakeholders, making thoughtful use of both to create an engaging blended environment.

## AGILE

### Streamlined

We will optimise our governance and decision-making processes to enable faster and more responsive action, reducing the time to deliver benefits to our staff and students.

### Affordable

We will use our resources wisely, identifying poor-quality activity and transactional waste that we can alter or stop to reinvest in our core academic mission and user experience.

### Empowering

We will delegate decision making downwards to local leaders wherever possible, including strengthening the relationship between Units' performance and their control of resources.

## IMPACTFUL

### Bold

We will foster an entrepreneurial and less risk-averse approach to implementation, encouraging our staff to take calculated risks and accept failures along the way.

### Outcomes focused

We will change our managerial culture to recognise and reward the outcomes and impact of our work, delivering better value to students, staff, stakeholders and global society.

### Distinctive

We will set ourselves apart from our peers through creative, engaging and distinctively Glasgow solutions to implementing our strategy – the world-changing difference.



**If you want to find out more, see [glasgow.ac.uk/strategy](https://glasgow.ac.uk/strategy).**

# OUR JOURNEY 2010–20

Over the past 10 years we have ...

... expanded and internationalised our community

↑ **29%**

We've increased our student population by 29%

↑ **35%**

We've grown our academic population by 35%

**147**

We've welcomed staff and students from 147 of the world's 195 nations

**8,000**

We've graduated more than 8,000 students from economically deprived backgrounds

... changed the face of our campus



We've built major new facilities for cancer and virus research, the training of doctors and vets, and the storage and conservation of our archives and collections

We've started a £1bn programme of investment in the development of our campus, including the construction of our flagship 'Hub' buildings: the James McCune Smith Learning Hub and the Research Hub

... made waves across the world

**X2**

We've more than doubled our research income to £195m

**+3.2k**

We've grown our overseas teaching to more than 3,200 Glasgow students every year through our transnational education partnerships in Singapore, Chengdu and Tianjin



We've won the Queen's Anniversary Prize twice, recognising the excellence, innovation and public benefit inherent in key examples of our world-leading work



We've made major contributions to global academic endeavours, such as the century-long search for confirmation of Einstein's theory of gravitational waves