



University
of Glasgow

Professional Services Staff Conference

10 January 2020

#UofGProfessional

**WORLD
CHANGING
GLASGOW**





Collaborating to deliver excellence in Professional Services



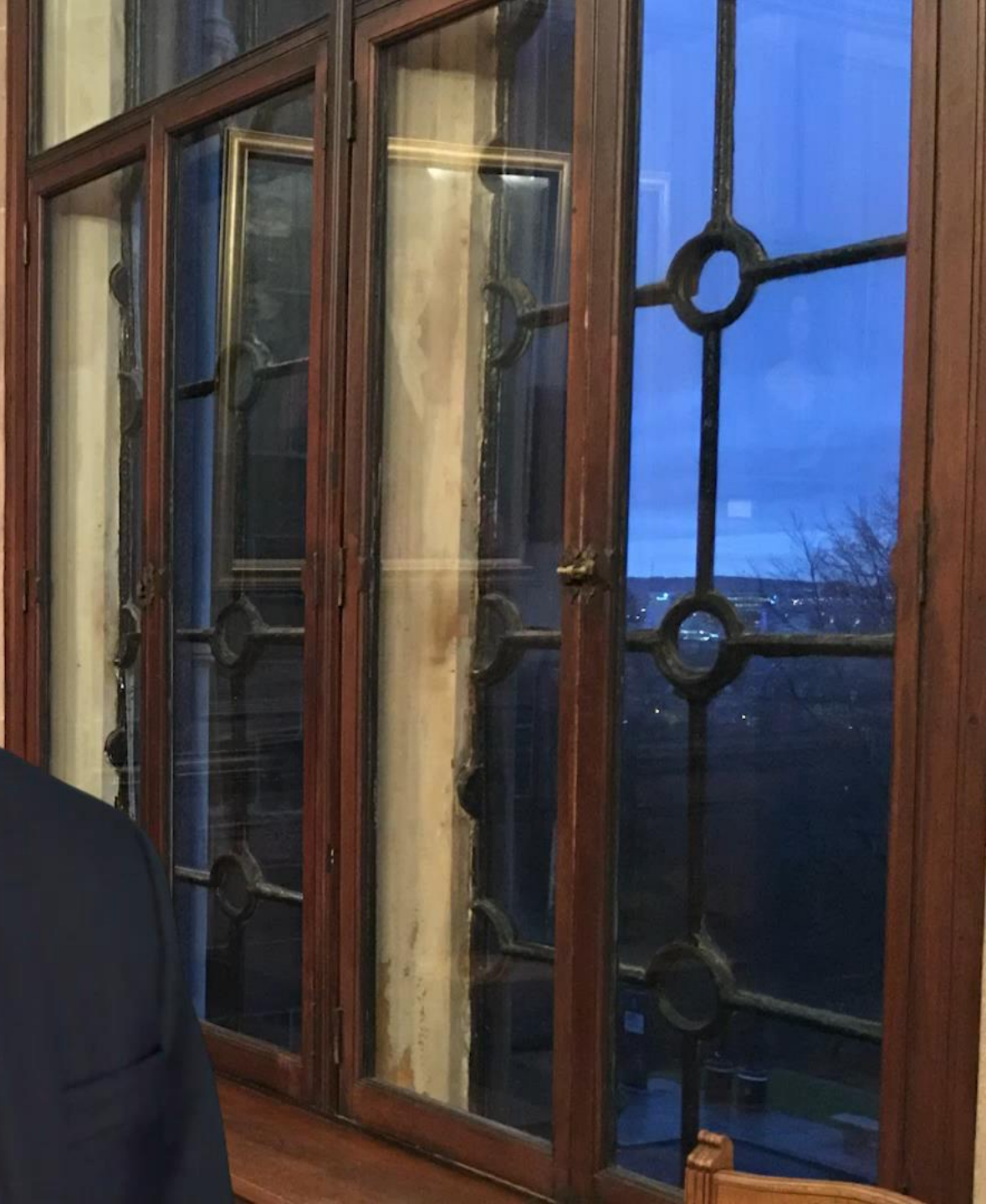
University
of Glasgow

Dorothy Welch

Deputy Secretary



#UofGProfessional





University
of Glasgow

Neal Juster

Senior Vice Principal and Deputy Vice Chancellor

Frank Coton

Vice Principal (Academic Planning & Technological Innovation)

#UofGProfessional



Got a question for Neal?

Please go to www.slido.com

Use Event Code #4993



University
of Glasgow

Euan Smith

Director, Sport

#UofGProfessional

April Logan

Active Lifestyle Programme
Lead, Sport

UofG
SPORT





University
of Glasgow

Lesley Cummings

Director of Performance & Reward



#UofGProfessional



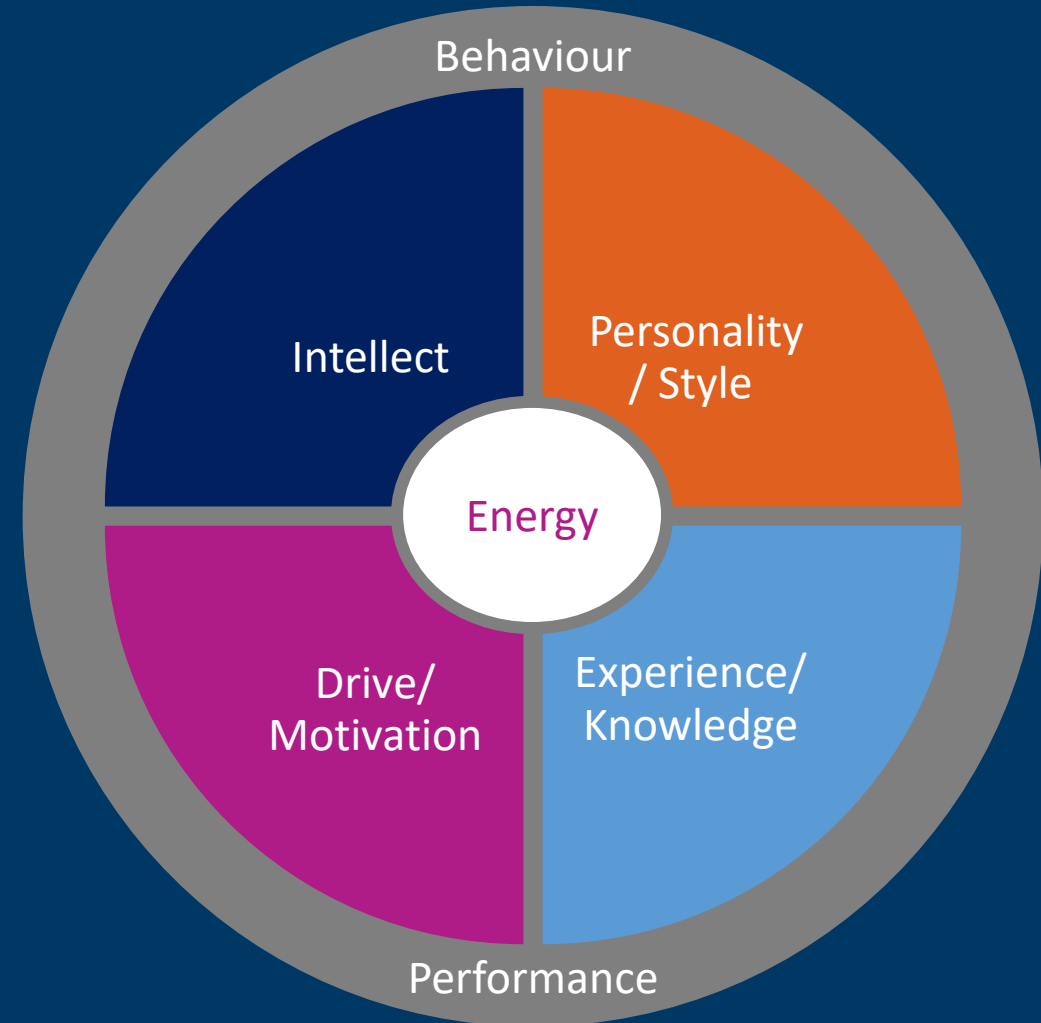
Our Values





Behavioural Competencies...

... are key behaviours that underpin effective performance



Behavioural Framework Development...



**25 interviewers
trained**



**152 interviews with
over 300 hours of
detailed
conversations
conducted**



**3000 Post It
notes used**



**36 hours of
analysis**



Our Behavioural Competencies

CUSTOMER FOCUS

We are committed to increasing customer satisfaction and ensuring our commitment to customers is met. We assume responsibility for resolving customer problems, soliciting opinions and ideas and responding to the needs of our customers. A customer is any colleague or team you rely on to complete a task or someone who provides you with information so that you can reach your objectives. It could also mean that anyone you interact with while doing your job is your customer

EVERYONE

- I consistently strive to provide a quality service
- I engage with customers so they always feel valued and informed
- I act on feedback and suggestions to improve customer service
- I am courteous even when customers are difficult or demanding
- I respond promptly to customer requests and queries
- I assess customer needs accurately by listening /sensitive questioning

MANAGER

- I actively seek feedback and suggestions to improve customer service
- I champion customer service improvement initiatives
- I respond promptly to customer requests and whenever possible within agreed timeframes
- I assess customer needs accurately by listening /sensitive questioning
- I keep promises made to customers
- I ensure my team are aware of who our customers are

SENIOR LEADER

- I anticipate my customer's future needs and identify their key strategic issues
- I create a culture of professionalism in dealing with customers at all levels
- I structure my Service to focus on customers' needs
- I create mutually supportive and loyal relationships with all major customers
- I understand the levels of service that are valued by customers and ensure that these are my priority
- I understand and apply agreed sector-wide standards within my professional specialism

ENGAGING WITH CHANGE

We rapidly adapt to our constantly changing environment, demonstrating creativity and developing new ways to solve problems and overcome challenges. We continually develop ourselves, seeking out opportunities to learn and grow.

EVERYONE

- I take an adapting mindset to my work
- I develop and address change
- I am open and have challenge
- I identify more effort
- I am reflective and learn from mistakes

MANAGER

- I take an adapting mindset to my work
- I develop and address change
- I am open and have challenge
- I identify more effort
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SENIOR LEADER

- I take an adapting mindset to my work
- I develop and address change
- I am open and have challenge
- I identify more effort
- I am reflective and learn from mistakes

HOW DO I USE THE FRAMEWORK?

The Framework is designed to articulate the behaviours we should be striving to embody in all our activities, and should be referenced continually in relation to key people activities, such as recruitment, training and the annual Performance Development Review process.

The Framework is made up of eight clusters

Each cluster outlines the behaviours that are essential in order to be successful in your role

Additional behaviours that are expected of Managers and Senior Leaders are detailed

Unhelpful behaviours are also outlined

COLLABORATION AND TEAMWORK

We work effectively together in a collegiate and supportive manner, respecting the needs and contributions of colleagues.

EVERYONE

- I resolve problems by listening and offering solutions
- I am honest in my approach
- I treat everyone with openness, honesty and respect
- I use creative ways to build relationships and resolve issues
- I approach challenges, constructively and proactively
- I make valuable suggestions and share my knowledge

MANAGER

- I always treat colleagues with respect and value other's opinions
- I recognise when there is a need to compromise
- I value other's views and take on-board differing opinions
- I build trust by relying on individuals' strengths and capabilities
- I recognise what has been achieved and give praise where it is due
- I recognise and encourage improvement through training and development

SENIOR LEADER

- I encourage open dialogue through openness and inclusivity
- I create a culture which places high value on collaboration and teamwork
- I work with others to build a common vision, aligned to the University strategy
- I facilitate successful alignment between teams across the University
- I build effective, formal and informal teams and networks which deliver significant value
- I recognise that others may view people and their environment differently
- I take a collaborative and constructive approach, seeking input from others in the decision-making process

I AM LESS SUCCESSFUL WHEN...

- I am reluctant to resolve issues when I know I'm wrong
- I always prefer to work alone rather than collaborate with others
- I focus only on my own priorities and do not take a fair share of the workload
- I take the credit for the work of the team and I criticise other team members
- I am reluctant to take ownership of problems when things go wrong
- I do not trust, respect or engage constructively with my colleagues

COMMUNICATING AND INFLUENCING

We communicate clearly for all our staff and stakeholders, making sure we listen, understand and inform.

EVERYONE

- I influence the actions of others in a positive way by sharing knowledge and expertise
- I am aware of my approach and adapt it to suit different people and circumstances, according to their preferred style
- I use positive language to motivate and encourage others
- I communicate information clearly and accurately using a variety of channels
- I use evidence and real examples to influence and persuade, rather than expecting people to understand my views
- I am always respectful of the backgrounds, opinions and differences of others, and maintain necessary confidentiality

MANAGER

- I run productive and constructive team meetings where everyone is given an opportunity to get involved
- I am open and honest with my team, and deliver difficult messages in an appropriate manner
- I know when to escalate issues to senior staff and consider the best method of communicating to them
- I provide instructions and briefings clearly and concisely
- I think through in advance how I will communicate with staff and colleagues
- I talk to my team regularly, keeping them up-to-date on relevant issues

SENIOR LEADER

- I make time to communicate, listen and respond to staff and stakeholders
- I deliver difficult messages sensitively and in a timely manner
- I persuade and influence colleagues through trust and open dialogue
- I articulate risks and challenges for the University
- I seek back management decisions confidently
- I establish what is important and find ways to communicate this across the organisation

I AM LESS SUCCESSFUL WHEN...

- I focus on the negative rather than being constructive
- I keep quiet if I am unclear, rather than asking for clarification
- I avoid challenging conversations
- I gossip or complain about other people or their work, without confronting the issue
- I quickly jump to conclusions and don't give people the time to explain



I AM LESS SUCCESSFUL WHEN...

- I am unhelpful when interacting with customers
- I take an inward-facing focus on keeping my team happy
- I keep things to myself and strive to appear in control at all times
- I rely on others to manage customer expectations and service delivery



- I focus only on my own priorities and do not take a fair share of the workload
- I take the credit for the work of the team and I criticise other team members
- I am reluctant to take ownership of problems when things go wrong
- I do not trust, respect or engage constructively with my colleagues



Behaviours





Applications and Benefits



“

I don't trust **anyone** who's nice to me but **rude** to the **waiter**. Because they would treat me the **same** way if I were in that **position**.

MUHAMMAD ALI

American Professional Boxer

Glasgow Professionals Through the Ages....



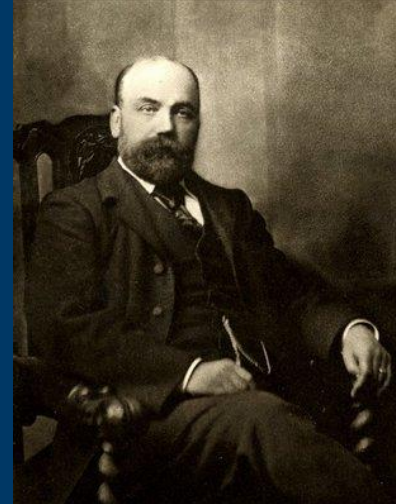
Zachary Boyd

1585 - 1653



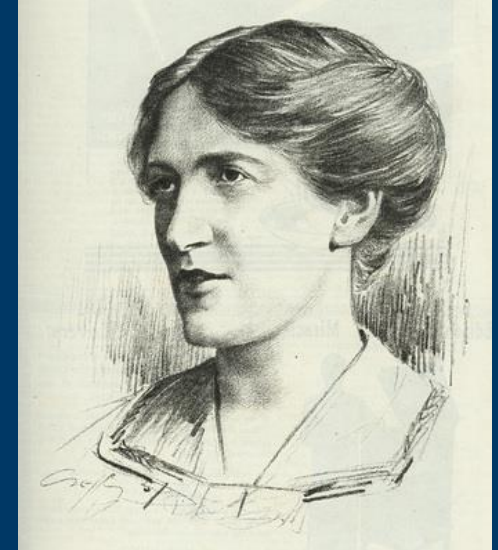
**Janet Anne
Galloway**

1841 - 1909



**William Innes
Addison**

1857 - 1912



**Frances Helen
Melville**

1873 - 1962

Famous Glasgow Professionals



Alastair Sim

Director,
Universities
Scotland

Previously worked
in Planning Office
2004 to 2006

Lisa Ballantyne

Author of 'Guilty
One', 'Little Liar',
'Redemption Road'

Worked in the
International Office
for nearly seven
years, until 2012



Iain Robertson

Senior
Commercial
Manager at
Statkraft

Previously Senior
Recruitment
Manager
2003 to 2007

Gail Honeyman

Author of 'Eleanor
Oliphant is
Completely Fine'
won the 2017
Costa First Novel
Award

Previously worked
in MVLS as a
Administrative
Officer
2012 to 2015



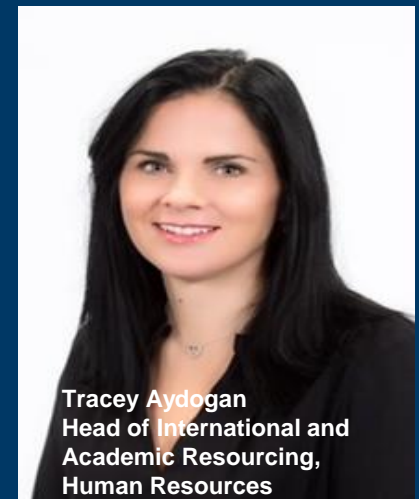
James Lapsley

Production Designer
Winner of countless
awards for
Bodyguard,
Fearless, Murdered
for Being Different,
Kill Command

Worked as a Project
Manager
1999 to 2001

Our current Glasgow Professionals

Margaret Anne McParland
Donations Manager



Panel and Q&A



Got a question for the Panel?

Please go to www.slido.com

Use Event Code #2686



University
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Break





University
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Cordelia Ditton

Director, voicebusiness

www.voicebusinessstraining.co.uk



#UofGProfessional



Lunch





University
of Glasgow

Miles Seecharan

Senior Associate, Next Action Associates

miles.seecharan@next-action.co.uk



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gtd[®]
GETTING THINGS DONE

GETTING THINGS DONE CALENDAR

MAY - 2014

/DAY/WEEK/MONTH/YEAR/5YEAR

MONDAY SUSAN OUT OF THE OFFICE

TUESDAY SALES SUMMIT

Time	Monday	Tuesday
8:00		
9:00		
10:00	10-3PM Staff Meeting (Board Room)	
11:00		
12:00		
1:00		
2:00		
3:00		
4:00		
5:00		
6:00		
7:00		
8:00		



**YOUR MIND IS FOR HAVING IDEAS,
NOT HOLDING THEM.**

—David Allen

A man with glasses, wearing a dark jacket and blue jeans, is sitting in a wooden Adirondack chair in a lush garden. He is smiling and looking towards the camera. The garden is filled with green plants and white flowers. In the background, there is a wooden bench and a dog lying on the grass.

GETTING THINGS DONE

Thirty years of research, millions of users around the world.

Getting Things Done
the art of stress-free
productivity
from the New York Times bestselling author
David Allen

A brand new
edition for
2015 ✓



C R E A T E S P A C E

FIVE
STEPS

FIVE
STEPS

01

CAPTURE

COLLECT WHAT HAS
YOUR ATTENTION

02

CLARIFY

PROCESS WHAT
IT MEANS

03

ORGANIZE

PUT IT WHERE
IT BELONGS

04

REFLECT

REVIEW FREQUENTLY

05

ENGAGE

SIMPLY DO

01

CAPTURE

COLLECT WHAT HAS YOUR ATTENTION

01

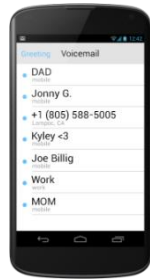
CAPTURE

COLLECT WHAT HAS YOUR ATTENTION

ACTIVITY



MIND SWEEP





BRAINTOSS

Your thoughts straight into your inbox.



02

CLARIFY

PROCESS WHAT IT MEANS

WHAT'S
THE NEXT
ACTION?



DEFER IT



DELEGATE IT



DO IT



TRASH IT



REFERENCE IT



INCUBATE IT



NEXT ACTION

The very next physical, visible action
that will move the situation forward

ACTIVITY

CLARIFY MIND SWEEP



02

CLARIFY

PROCESS WHAT IT MEANS

2 MIN RULE



03

ORGANIZE

PUT IT WHERE IT BELONGS

ACTIONABLE



PROJECTS



CALENDAR



NEXT ACTIONS



WAITING FOR

04

REFLECT

REVIEW FREQUENTLY



05

ENGAGE

SIMPLY DO



FIVE
STEPS

01

CAPTURE

COLLECT WHAT HAS
YOUR ATTENTION

02

CLARIFY

PROCESS WHAT
IT MEANS

03

ORGANIZE

PUT IT WHERE
IT BELONGS

04

REFLECT

REVIEW FREQUENTLY

05

ENGAGE

SIMPLY DO

miles.seecharan@next-action.co.uk

NE>>T ACTION
ASSOCIATES

gtd
GETTING THINGS DONE



Break





University
of Glasgow

Euan Smith

Director, Sport

#UofGProfessional

April Logan

Active Lifestyle
Programme Lead, Sport

UofG
SPORT



University
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World-Changing Glasgow - a story well-told

Rachel Sandison

Vice Principal, External Relations



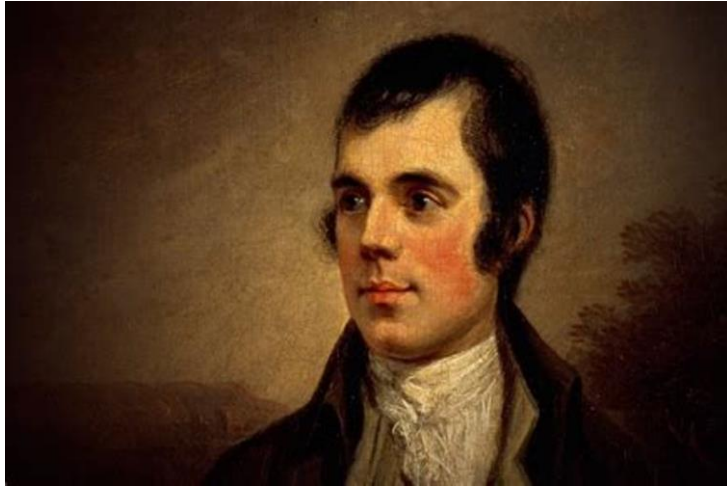
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- **Our brand proposition**
- **Our brand in action**
- **Developing our brand toolkit - what resources you need to tell your story**



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“O wad some Pow'r the
giftie gie us
To see oursels
as ithers see us!”

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Emerging Themes

- Coherent and consistent branding is important
- Only by working together to build a *shared* reputation would anyone succeed
- Branding needs to offer some flexibility BUT a degree of brand control is necessary
- Audience-focussed branding is paramount

#UofGProfessional



Why Brand is important

- ✓ communicate our vision
- ✓ consistent presentation
- ✓ articulate our story in a structured way to target audiences
- ✓ communicate our points of distinction
- ✓ champion our world-changers
- ✓ secure attention with scale and focus
- ✓ build reputation and profile



Brand model

Vision

A world-class, world-changing university.

Values

Passionate. Professional. Progressive.

Brand Attributes

A history of changing the world

The people that make it happen

Today's real-life success stories

An iconic place of learning
and research

Excellence in teaching
and research

Connections and
collaborations

The vibrant city
of Glasgow

Personality traits

Confidence

World-class quality

Personality

Vibrancy

Historic

Brand essence

Where people inspire people to change the world



University
of Glasgow

OUR BRAND PROPOSITION

**WORLD
CHANGING
GLASGOW**

OUR INVITATION

**WORLD
CHANGERS
WELCOME**

OUR COMMUNITY



#UofGProfessional



University
of Glasgow



ongoing digital
transformation



authoritative
voices



audience
focussed



harnessing the
power of
community and
influencers

WORLD
CHANGING
GLASGOW

PEOPLE,
PERSONALISATION
& POWER



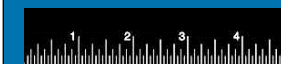
key messages
- points of
distinction



content
marketing



strong brand
positioning &
integrated
planning



smart
measurement

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University of Glasgow

COULD YOU BE A FUTURE WORLD CHANGER?



FUTURE WORLD CHANGERS

Meet our inspirational students

Our Future World Changers have diverse talents and ambitions to make the world better.

We are supporting and celebrating their goals, helping them to achieve their ambitions alongside their studies.

Follow their stories as they work to change lives.



Sofiat Olaosebikan

→ Empowering young scientists



Jamie Dalgoutte

→ Reforming Scotland's care system



Zu Filipuik

→ Seeing disability differently



Kenneth McElroy

→ Building a broch



Rachel Krofcheck

→ Treating immigrants with dignity



Razeen

→ Ending water scarcity



Laurel Anne Brenton

→ Improving animal welfare



Eli Szydlo

→ Exploring cultural identity loss



Sarah Mills-Hicks

→ Aid the integration of asylum seekers



Matthew Staitis

→ We need a revolution

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University of Glasgow @UofGlasgow

Mehwish is the first woman from her community in #Pakistan to attend University. We sent her on a trip to London to meet with @RUSI_org to help her fulfill her ambition of making the world a safer place. Read her story here: ow.ly/fQG030jtn2r #UofGWorldChangers



Making our World Safer

Future World Changer and UofG student Mehwish has an ambition to join the growing number of talented women working to counter terrorism.

University of Glasgow @UofGlasgow

Women have been overlooked in #history: PG student Danielle is on a mission to change this. #UofGWorldChangers



A Woman's Place Is...

University of Glasgow @UofGlasgow

History is written about men. In every field men dominated: #Science, #Art, #Literature, #Philosophy, #Economics and #Engineering... all men. #UofGWorldChangers



University of Glasgow @UofGlasgow

Join UofG student Chloe as she tackles the stigma around mental health. #UofGWorldChangers



Future Mindfulness Master

Chloe has an ambition to improve mental health by promoting mindfulness, and reducing the stigma of asking for help.

University of Glasgow @UofGlasgow

It's OK to not be OK sometimes. UofG student Chloe searches #Glasgow for space that benefits your #mentalhealth. #UofGWorldChangers ow.ly/9gip30h3gXV



Future Mindfulness Master

Finding time out for yourself is important for your mental health.



IS THERE SOMETHING HOLDING YOU BACK?

Achieving success takes ambition and hard work. But sometimes, to reach your potential, you have to learn to relax. Newfoundlander Chloe Walsh has an ambition to improve student mental health by promoting mindfulness and reducing the stigma of asking for help.

[Follow Chloe's world-changing journey](#)

FUTURE WORLD CHANGERS

Psychology postgrad Chloe is part of the **UofG Future World Changers** group: students with ambitions that could improve the lives of many.

#UofGworldchangers





University of Glasgow

EveningTimes

Glasgow University student helps to train young scientists in Africa

FUTURE WORLD CHANGER



Student takes her computer coding skills to Africa to 'raise an army of intellectuals'

THE SCOTSMAN

Glasgow University student empowers African scientists with tech training

THE NATIONAL THE NEWSPAPER THAT SUPPORTS AN INDEPENDENT SCOTLAND

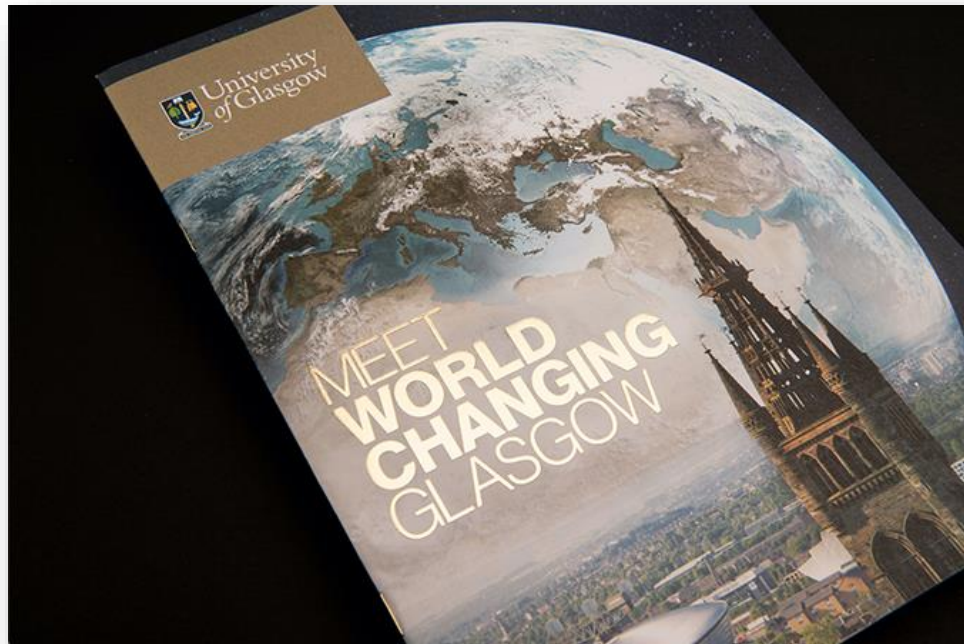
Glasgow University student empowers African scientists with tech training



University
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Reputation Management

MEET WORLD CHANGING GLASGOW



MEET WORLD CHANGING GLASGOW



Meet Glasgow

- Established in 1451
- Ranked in the top 100 of the world's universities (QS World University Rankings 2020)
- 81% of our research judged to be internationally excellent (REF 2014)
- Seven Nobel laureates connected to the University



World changing research

Glasgow is a place where people make discoveries that change the world. Our six cross-disciplinary areas of world-class research are shining examples of what we do best at Glasgow. Explore our Research Beacons.



Connecting globally

We are continuing our tradition of world-changing scholarship by working in partnership with others across the globe.



Building our future

A £1 billion investment in our estate over ten years to expand our world class campus and facilities.



Future World Changers

Our students of today are the world changers of tomorrow.

#UofGProfessional

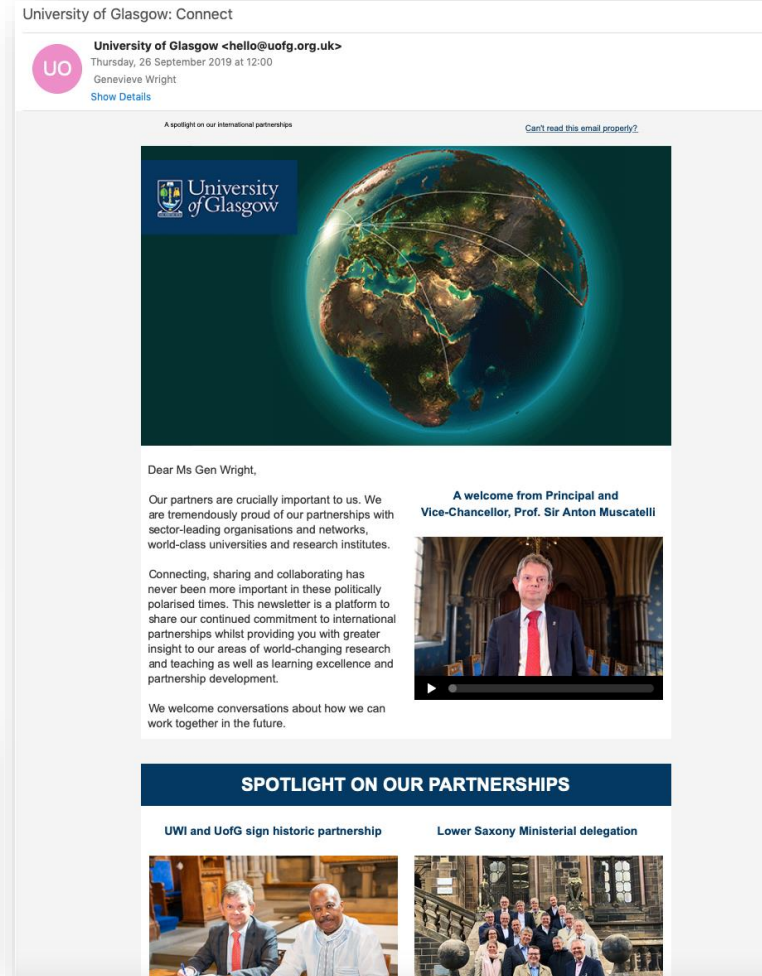
Reputation Management



The Chronicle of Higher Education, October 2019



THE, QS and The Chronicle digital ad example, Ongoing



University of Glasgow Connect Newsletter to International Partners, September 2019



THE, QS and The Chronicle digital ad example, Ongoing

Sustainable Development Goals



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD





University
of Glasgow

SUPPORT ALONG THE WAY

WE'RE COMMITTED TO CONNECTING YOU WITH THE RIGHT RESOURCES, FROM PROFESSIONAL CAREERS ADVICE TO AN EXCELLENT LIBRARY WITH LONG OPENING HOURS. WE SPEND MILLIONS ON OUR EQUIPMENT AND ACADEMIC SUPPORT SERVICES TO CREATE A WORLD-CLASS ENVIRONMENT WHERE YOU CAN FEEL INSPIRED.

Library

Open daily from 7.15am to 2.00am with 12 wifi-enabled floors, the University Library has one of the largest collections in Europe. Additional facilities include flexible study space; family study lounge; reflection, prayer and wellbeing space; music room, and a cafe. For more information, see glasgow.ac.uk/library.

Maximise your academic abilities

Advisers in the Learning Enhancement and Academic Development Service (LEADS) can help you develop your academic skills by offering classes and one-to-one consultations on essay writing, exam preparation, and Maths and Statistics support. For more details, see glasgow.ac.uk/leads.

Help when you need it

Our Student Services Enquiry Team is here to help you make the most of your time at Glasgow, from Council Tax queries to advice on support services available to you. We can help with the following:

- assist with the registration and enrolment process
- provide information, guidance and resolution on financial enquiries and provide information on financial aid options
- provide assistance and production of academic documents (certifying letters, HEAR and references) and Campus Cards
- assist with enquiries on all elements of the student record (MyCampus)
- support with appointment diagnosis and appointment bookings with services
- guidance and information on how to access and use all Student Services resources and how to understand University procedures
- support and information to assist with welfare and pastoral issues

For a full list of all our student services, see glasgow.ac.uk/students.

The Students' Representative Council (SRC) provides high-quality, impartial advice on a range of welfare and academic issues, in addition to a Welcome Point, second-hand bookshop, and printing and binding services.

For more details, see glasgowstudent.net.

Build your career

Our Careers Service can help you to find work experience and advise you on getting your dream job. Support includes:

- one-to-one guidance from professionally trained managers
- access to thousands of potential employers for work experience, internships and jobs
- training and coaching in job-hunting techniques including CV building
- opportunities to meet global recruiters on campus and take part in an internship through the Internship Hub, which facilitates 400 exclusive opportunities each academic year, for students at all levels of study

For more information on the Careers Service, see glasgow.ac.uk/careers.

Ask a Student

Contact our Ask a Student service to be put in touch with current students who provide impartial information on student life at Glasgow. Send in your questions at glasgow.ac.uk/askastudent.

OUR LIBRARY
OPEN DAILY FROM
7:15AM – 2:00AM
12 WIFI-ENABLED FLOORS
FLEXIBLE STUDY SPACE
FAMILY STUDY LOUNGE
REFLECTION, PRAYER
& WELLBEING SPACE
MUSIC ROOM
CAFE





University
of Glasgow

MARKETING 20:20



#UofGProfessional



stay **connected**

peer to peer
communications

multiple platforms
and messages –
how to stand out

What's in
it for me ?

How to engage on preferred
and
trusted **channels**

How to influence our
brand and **reputation**

personalised
information

How to create
compelling,
relevant and
timely content



University
of Glasgow

www.gla.ac.uk/brand



Brand Elements

- The Logo
- Colour
- Photographic and Video Guidelines
- Social Media Guidelines
- Font Guidance
- Tone of Voice
- Visual Elements (templates)



University Campaigns

- World Changing Glasgow
- World Changers Welcome



About our brand

- Our brand model
- Our brand attributes
- Our brand personality
- Our brand essence



Resources

- A selection of How-to guides and resources for Team UofG staff

Search

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University
of Glasgow

Please go to www.slido.com

Use Event Code #W259

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As a

I want/need to

So that I can



University
of Glasgow

Any questions?
brand@glasgow.ac.uk

#WorldChangingGlasgow



@UofGlasgow



University
of Glasgow

Robert Garnish

Director, Commercial Services



#UofGProfessional



University
of Glasgow

Commercial Services at UofG

A diverse offer, collaboratively delivered

**WORLD
CHANGING
GLASGOW**

#UofGProfessional



University
of Glasgow

Director, Commercial Services



#UofGProfessional



Commercial Services in 2017/18



Accommodation
£17.5m → £5.7m



Conferences & Events
£709k → £51k



Hospitality Services
£4.2m → £62k



Print Unit
£342k → £88k



Retail
£1.1m → £217k

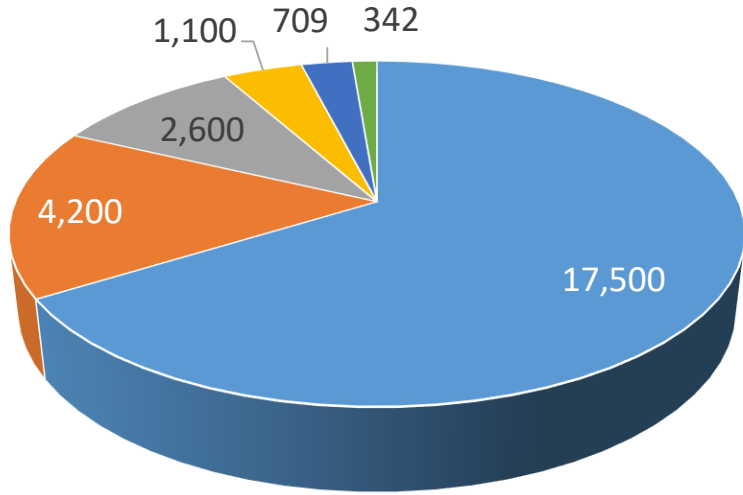


Sport
£2.0m → £103k



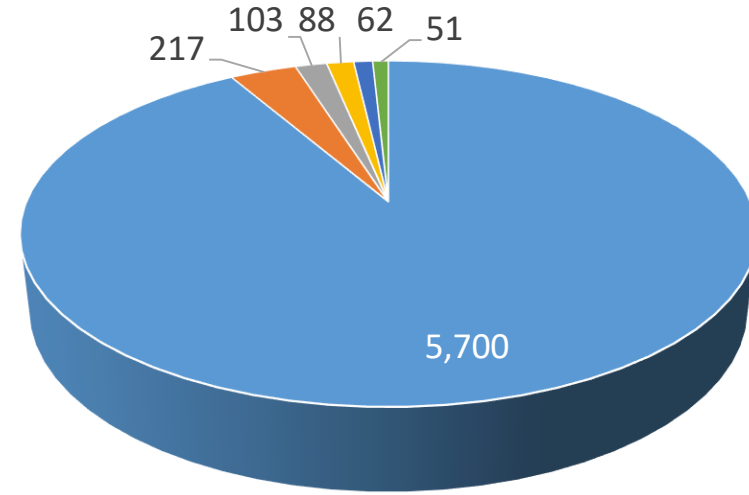
Show me the money...

Income 2017/18 (£k)



- Accommodation
- Hospitality
- Sport
- Retail
- Conferences
- Print

Surplus 2017/18 (£k)



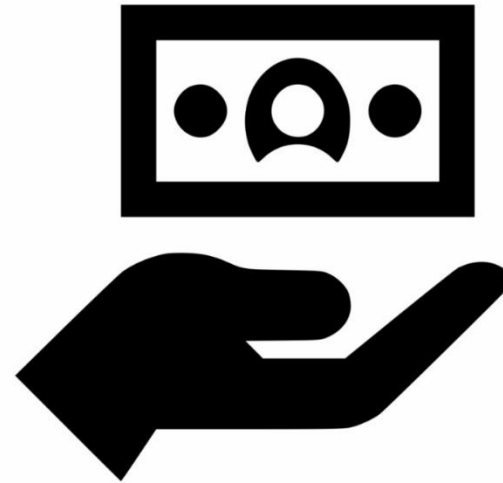
- Accommodation
- Retail
- Sport
- Print
- Hospitality
- Conferences



Commercial Services – golden threads



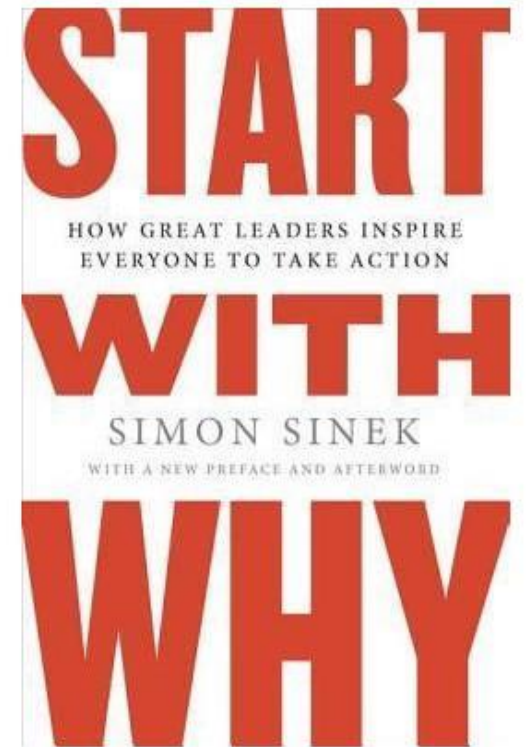
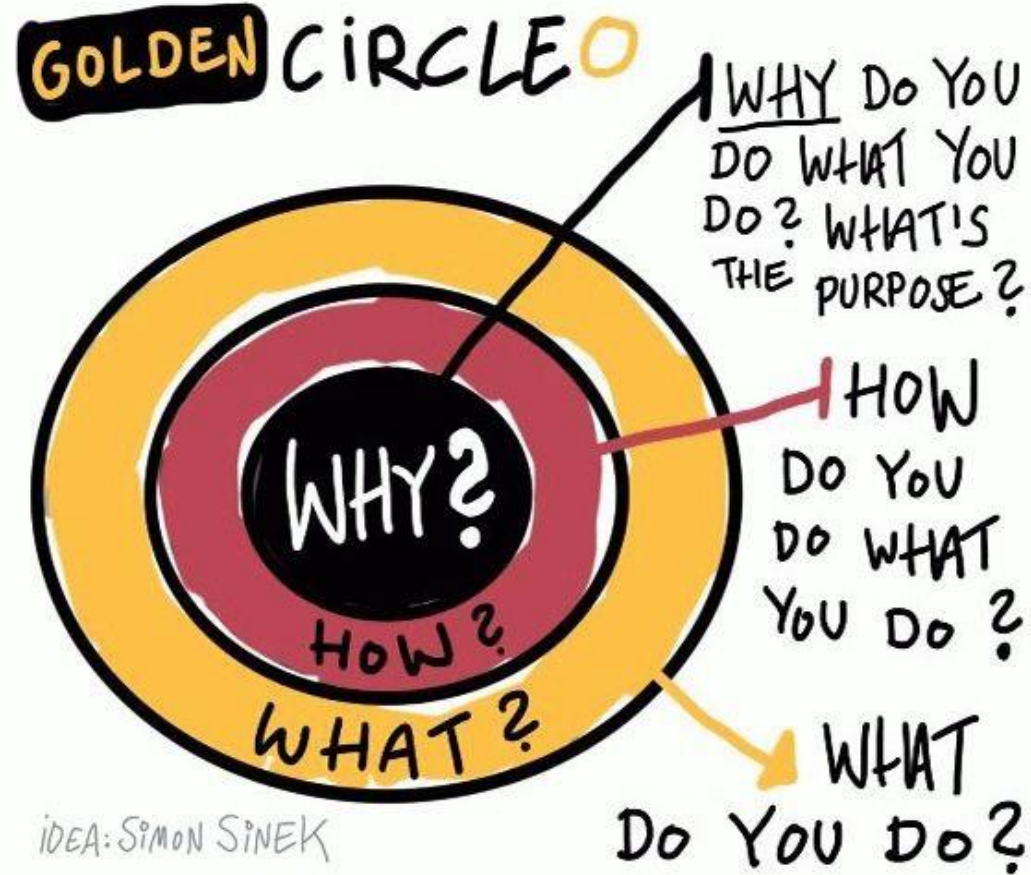
Service experience



Value for (money) quality



Leadership and purpose – start with ‘why’





Commercial Services – The Why...

Commercial Services:

*Delivering **diverse, thoughtful and engaging** services to enable a **World Class** experience & to deliver **value** for the University.*



Commercial Services – what's new?



Two became one

**The creation of
Catering & Events**



Co-ordinated future focus

**Creation of a Business
Development role**



Uncovering opportunities

**Taking on the
University Nursery**



Leadership – Day to day

1



Monthly and quarterly time together

2



Development of the Voice group and conversation

3



Sharing of knowledge, especially financial



Making changes – learning through trial and error



**Prosecco for
Graduation**



Sport Café



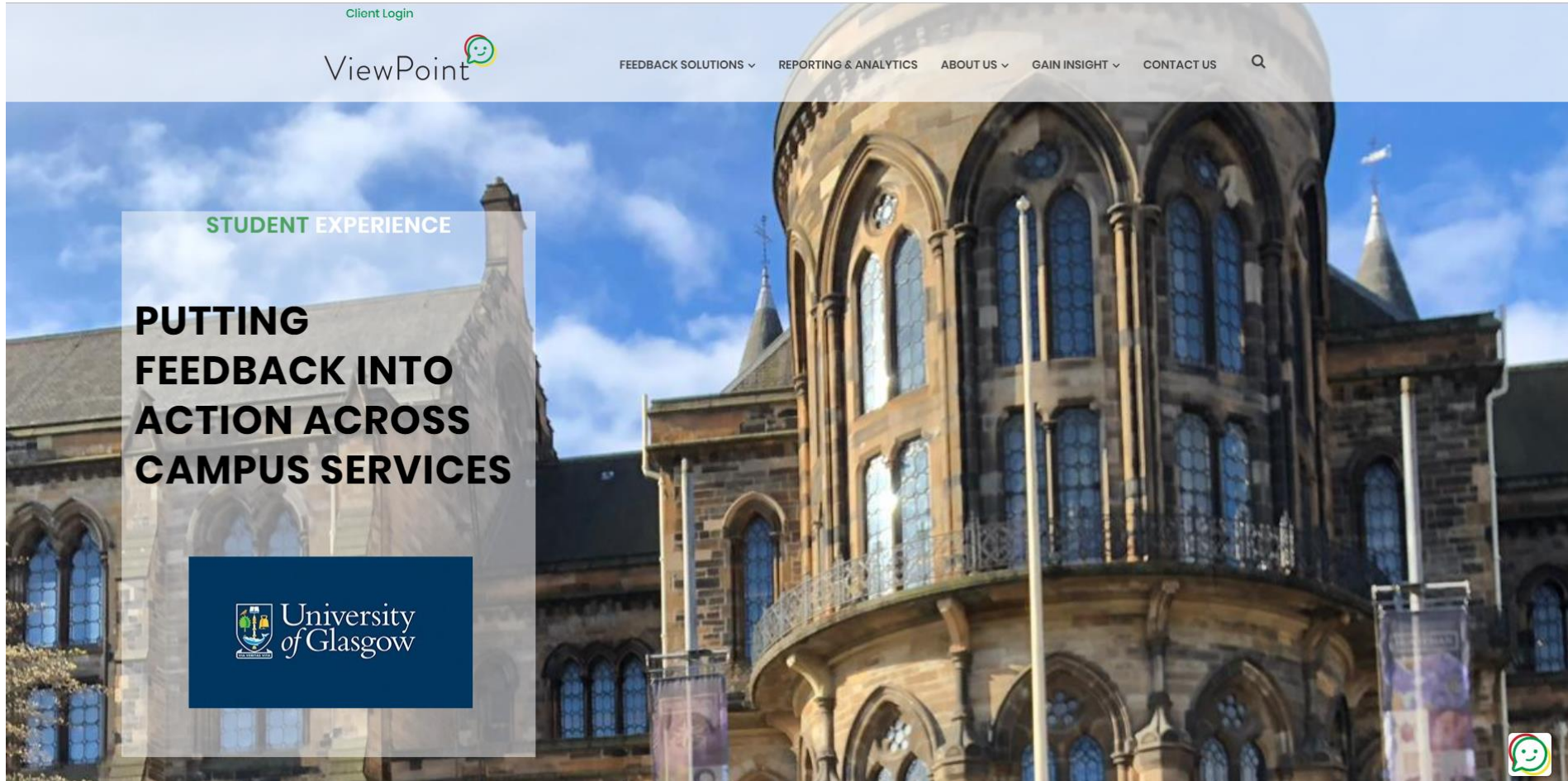
Food to Go App




3 + 1 case studies


- 1** Customer feedback
- 2** Student Residential Strategy
- 3** Retail evolution
- 4** Catering on the extended campus

1. Customer feedback




Client Login


ViewPoint 

FEEDBACK SOLUTIONS ▾ REPORTING & ANALYTICS ABOUT US ▾ GAIN INSIGHT ▾ CONTACT US 

STUDENT EXPERIENCE

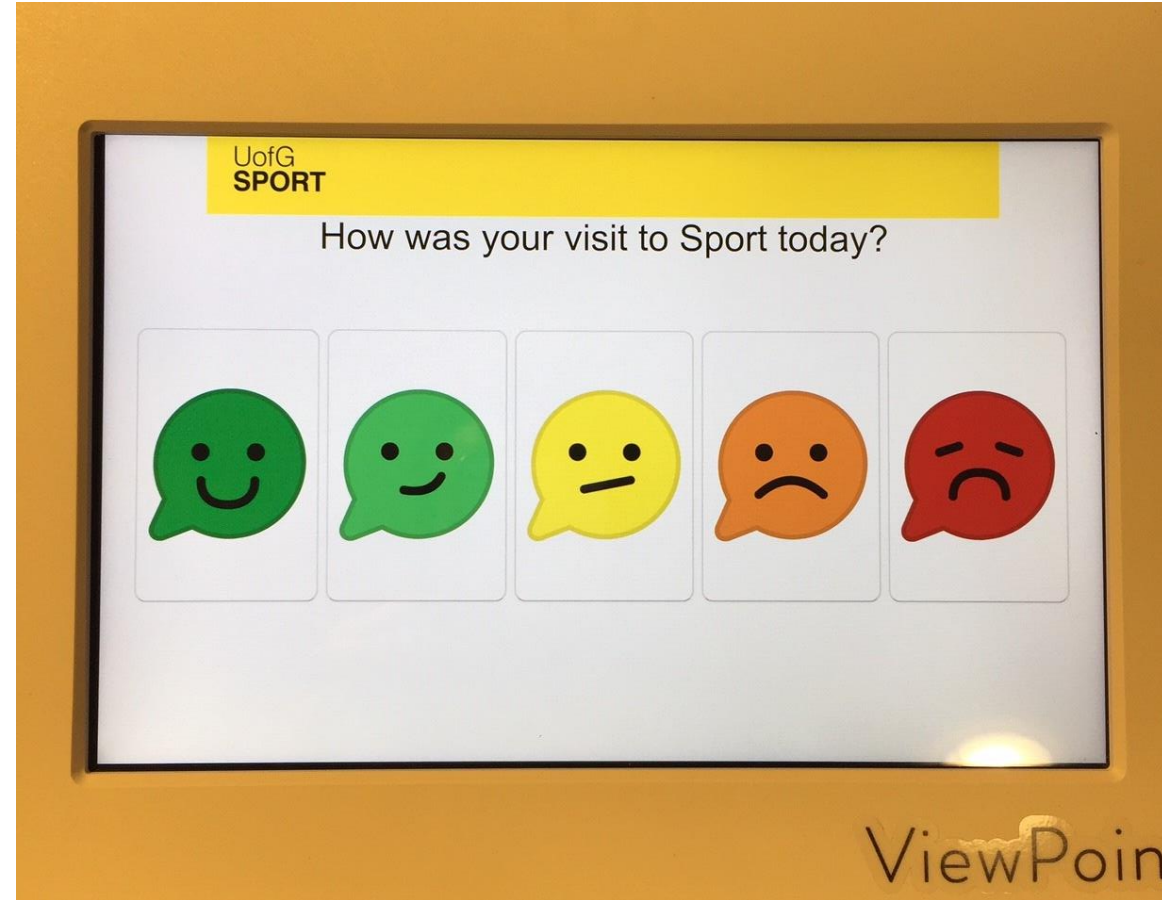
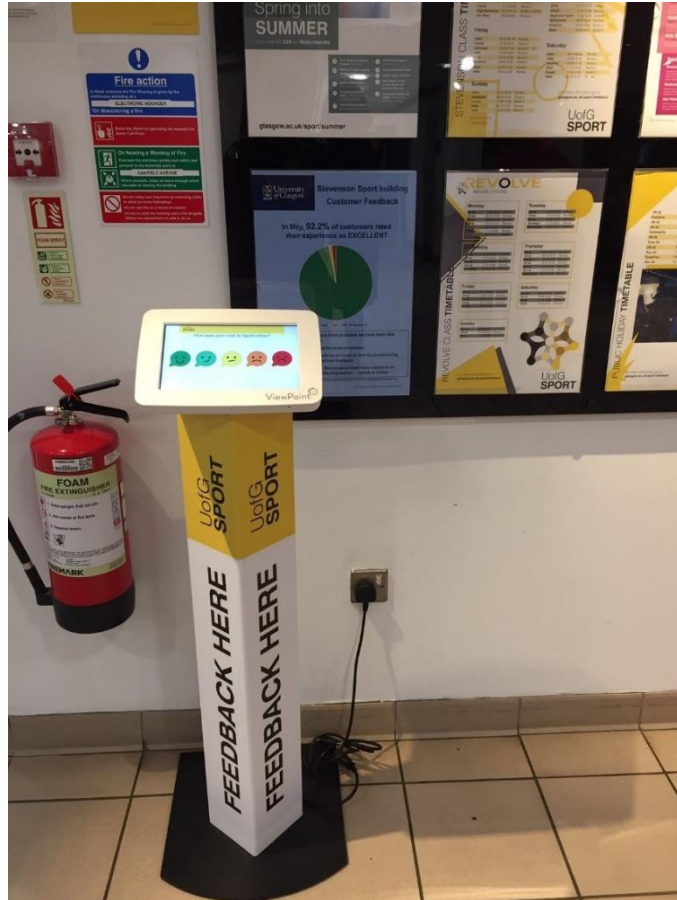
**PUTTING
FEEDBACK INTO
ACTION ACROSS
CAMPUS SERVICES**

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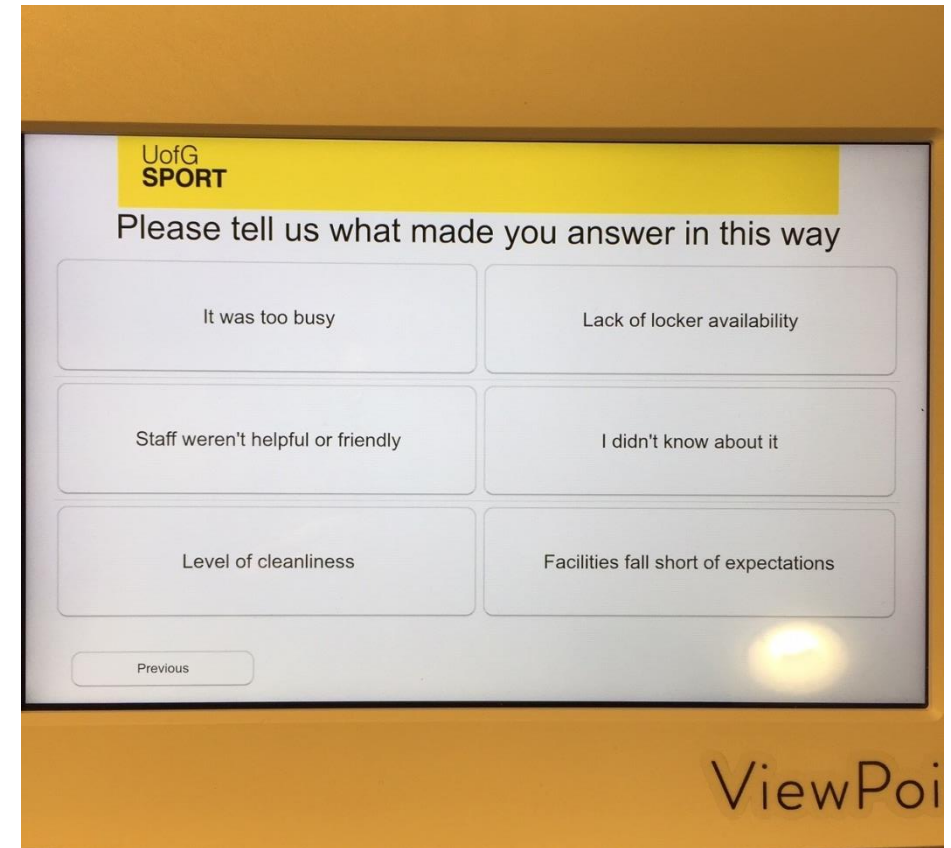
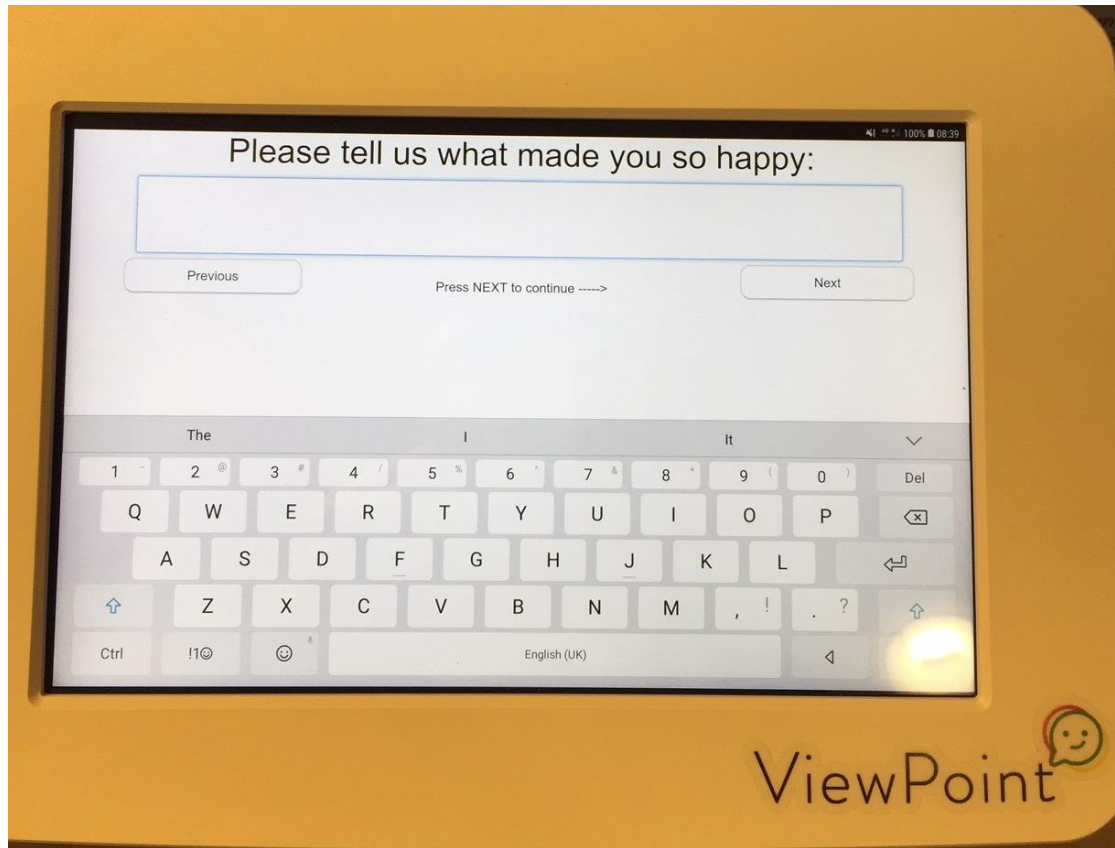
University
of Glasgow



#UofGProfessional

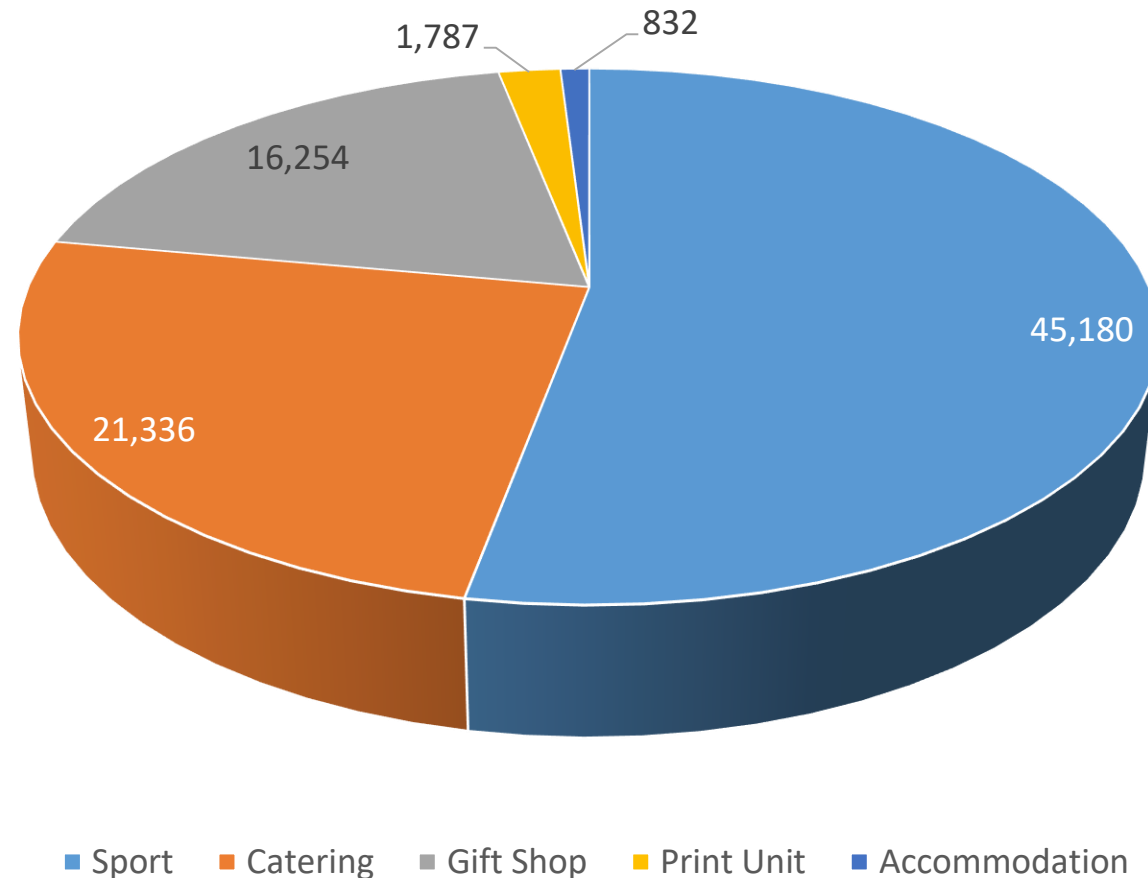


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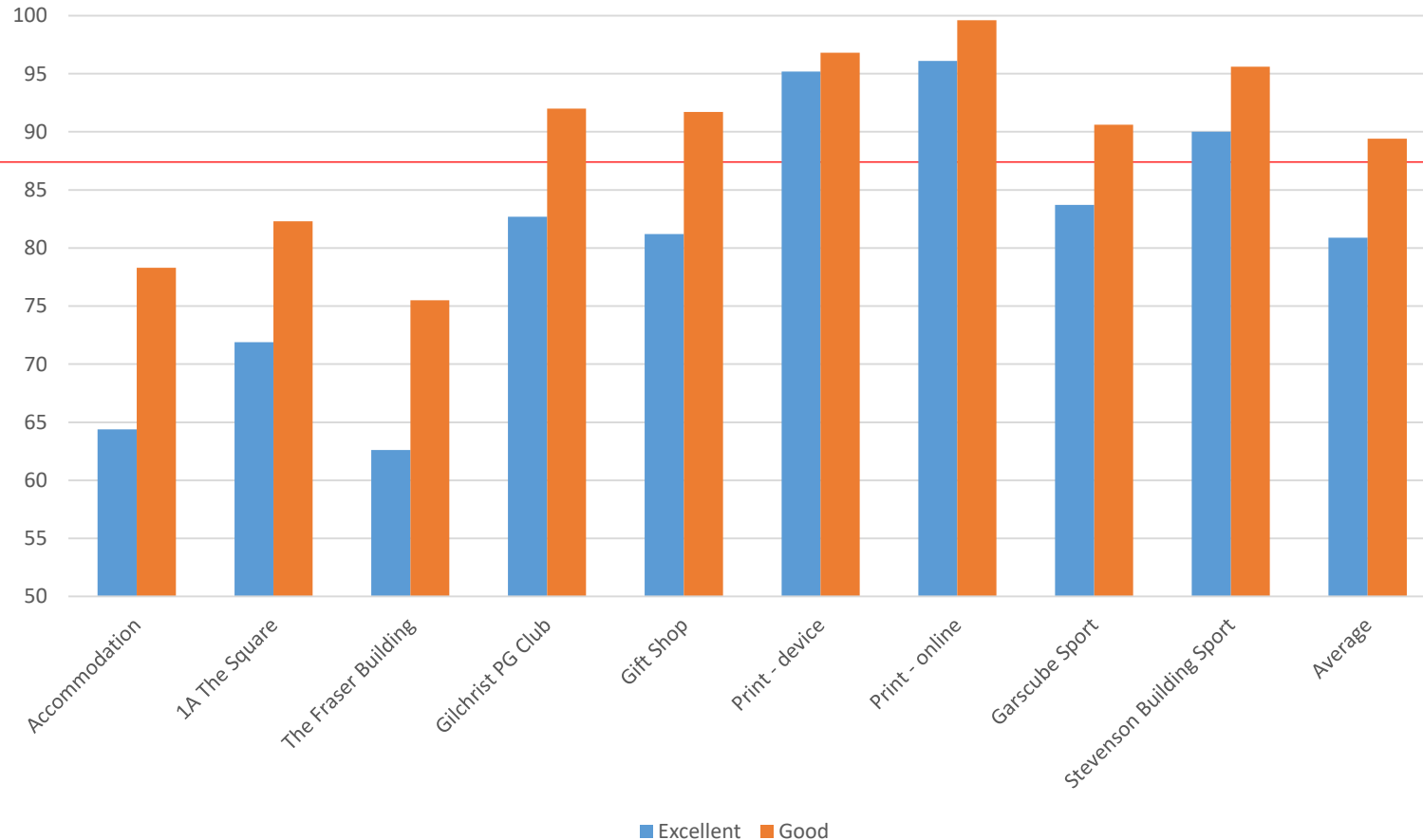
“Excellent” responses – Jan-Dec 2019





Percentage of responses scoring “Very Good” & “Excellent”

87% KPI





2. Student Residential Strategy

Provide a high quality, student-focussed, Glasgow experience

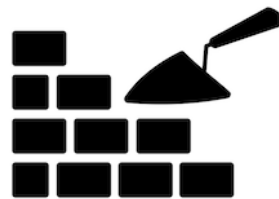


Recommendations

Refurbish and improve existing



Developing the estate



Short to medium term additional capacity



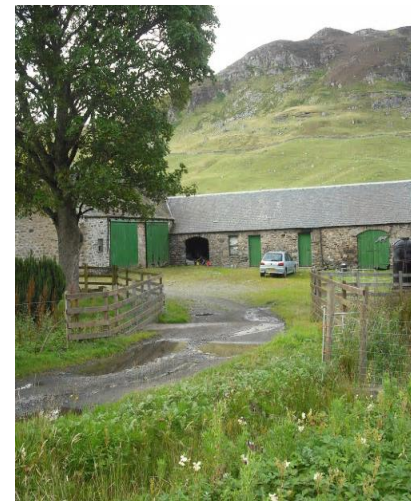
Spirit of community and social welfare





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3. Retail evolution



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4. Catering on the extended campus



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4000-5000 people da

3 outlets

No crockery

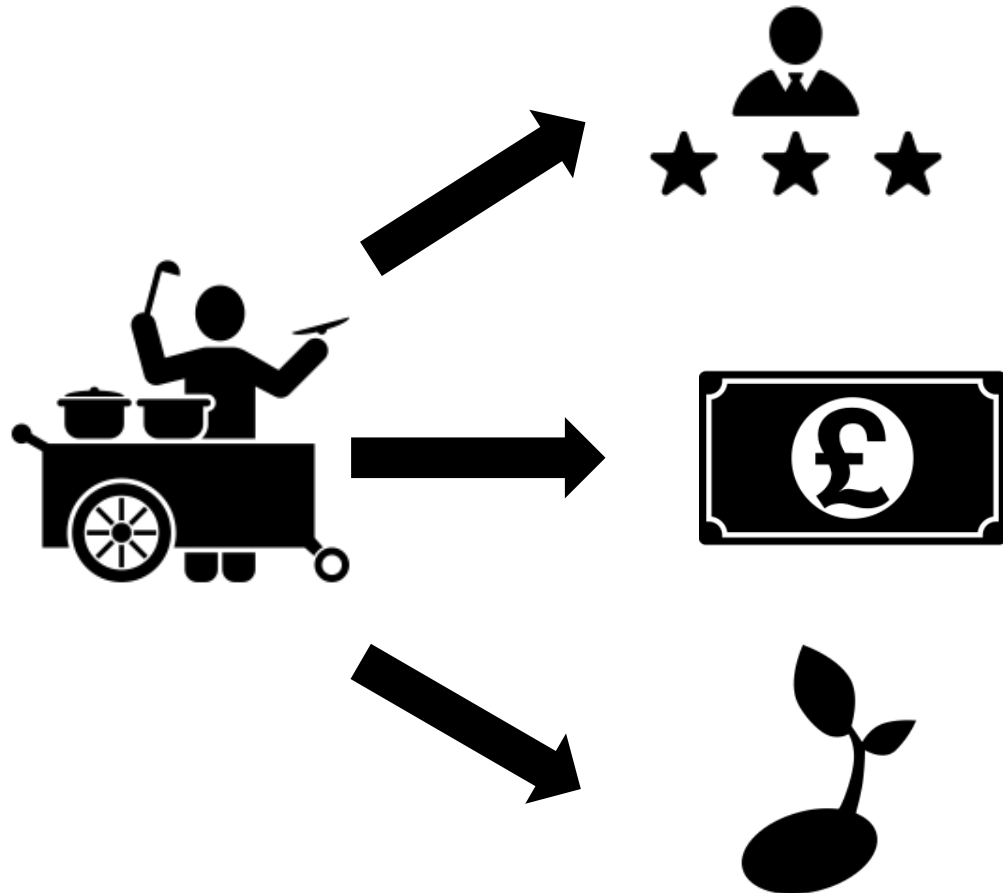


Health & Wellbeing

outlet

Inclusion and diversity

[#UofGProfessional](https://twitter.com/UofGProfessional)



Satisfaction – employee and customer

**Financial return – University
and employee**

Future opportunities



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Further afield...Dumfries



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Carol Clugston

COO, MVLS

Christine Barr

Executive Director of
HR

Chris Green

Chief Transformation
Officer

Sharon McGregor

Director of Professional
Services, College of Social
Sciences

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Got a question for the team?

Please go to www.slido.com

Use Event Code #Z480

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Dorothy Welch

Deputy Secretary



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Please go to www.slido.com
Use Event Code #X027

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THANK YOU

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