

# CORPORATE STRATEGY REFRESH

2017/20



**DREAMING / BELIEVING / ACHIEVING**

A 21ST CENTURY UNIVERSITY

**UWS.AC.UK**



# OUR CORPORATE STRATEGY REFRESH:

Welcome to this refreshed version of our Corporate Strategy, originally launched in 2014 but updated for the period 2017-20.

Since the launch of this Strategy, the University has made significant strides towards many of the challenging aspirations and markers of performance we set ourselves. The Annual Review, published in November each year and available on our website, will give you an insight into many of those amazing achievements.

In the past three years, significant changes across the world have impacted on economic growth. Universities, known to be a catalyst for recovery from recession, therefore have a huge role to play in enabling the creation of skills and knowledge for emerging economies. UWS is well placed to innovate through research and enterprise, learning and teaching, global engagement and by using its workforce effectively to change the shape and delivery of higher education. Enhancements we have completed in pedagogy, improved learning spaces, research achievements, estates

development, student retention, student achievement and global reach are all wonderful examples of the progress we are making.

I am extremely proud of the way in which UWS continues to develop, with the support of our staff and the University Court. The international higher education landscape is constantly shifting and UWS is playing its part in this exciting, ever-changing and dynamic environment. Faced with opportunities linked to funding, student recruitment, immigration and the UK's position in the new world beyond Europe, will require universities like UWS to be agile and flexible so we remain relevant and purposeful and this refreshed Strategy is part of that process.

The refreshed Strategy was created following extensive consultation with staff, students and external stakeholders, to improve its focus and take account of new external factors impacting our aspirations.

The same philosophy and strategic direction underpins the Strategy's aims and objectives and it will continue to be

delivered through Enabling Plans. What you may notice is we have aligned the Key Performance Indicators to three clear thematic aspirations: Student Experience and Academic Quality; Research and Enterprise; Global Engagement. These are logically underpinned by a focus on people, sustainability and technology to support learning, pedagogy, research, innovation, qualifications and partnerships.

I look forward to working with all our key stakeholders in reaching our shared goals, with a focus on delivering high quality learning and teaching, research and enterprise and a fantastic student experience. I want UWS to be the very best it can be through constant improvement as we seek to **Dream, Believe, Achieve** what a contemporary 21st Century university does.

PROFESSOR CRAIG MAHONEY  
PRINCIPAL AND VICE-CHANCELLOR

# UWS PURPOSE:

Our purpose is to change lives, transform communities and encourage enterprise through outstanding, distinctive and progressive higher education.

Our focus is on personalised learning experiences supported by internationally recognised research.

UWS graduates will be work-ready and contribute locally and globally.

## WE WILL DO THIS BY:

**01** Providing student-centred, personalised and distinctive learning and teaching experiences underpinned by professionally relevant research, knowledge exchange and enterprise

**04** Making a difference to the communities we serve - in Scotland and across the globe

**02** Fostering the resilience and learning skills of our students by providing a supportive, encouraging and inspirational learning environment

**05** Taking managed, intelligent risks to benefit our student experience and organisational performance

**03** Developing a culture where our people are supported to be highly motivated, creative and collaborative

**06** Being a proudly different university where ambition and success are at the heart of what we do

## AT UWS WE ADHERE TO A SET OF TRUTHS IN ALL THAT WE DO:

- / We are here for our students
- / Our teaching is our passion, and it reaches to the future
- / We understand that a graduate career is important to our students
- / We are a knowledge-rich organisation
- / We believe in partnership with business (private, public and global)
- / We are an international university
- / UWS is a great place to work and study
- / We are an inclusive organisation that welcomes and values diversity
- / UWS is a university that dares to be different

# UWS TRUTHS





# UWS STUDENT SUCCESS:

## DREAMING

We will invest in and enhance our teaching methods, environments and technologies putting students, and their success, at the heart of everything we do.

## BELIEVING

We will:

- / Deliver teaching informed by research and contemporary approaches to learning
- / Work closely with schools and colleges to facilitate seamless transition to UWS
- / Provide student-centred learner pathways where an honours degree is the norm for undergraduates
- / Deliver student-focused and efficient marketing, recruitment and admissions activity
- / Build partnerships with business
- / Invest in our learning and teaching infrastructure
- / Embed employability, graduate attributes, and citizenship across all programmes

## ACHIEVING

We will continue to:

- / Transform opportunities for students through the delivery of outstanding, distinctive and progressive higher education
- / Secure substantial further change in our students' level of success
- / Ensure UWS graduates are highly employable and able to make a difference

## KEY PERFORMANCE INDICATORS

- / Indicator – % FT first degree students projected to receive an award\*  
**Aim: 90% by AY 19/20**
- / Indicator – % graduates entering professional / managerial employment or further study  
**Aim: 85% by AY 19/20**
- / Indicator – % students expressing 'overall satisfaction' in the NSS and PTES  
**Aim: 95% in both by AY 19/20**

\* OR FORMALLY TRANSFER

# RESEARCH AND ENTERPRISE:

## DREAMING

Our internationally recognised research excellence will address 21st century challenges of Health, Society and Sustainability. Partnerships and collaboration with stakeholders will inform and propel our academic provision and create an enterprise culture that will support economic growth.

## BELIEVING

We will:

- / Establish vibrant research and enterprise environments
- / Make best use of resources and expertise
- / Support staff and students to engage with industries, policy makers and end-users to maximise research impact
- / Enhance the quality, extend the breadth and depth of knowledge and emphasise our role as global research citizens
- / Enhance pre- and post-award support to increase volume, improve quality and boost success rates of grant applications
- / Pursue enterprise, research and business development activity
- / Re-focus business development, commercialisation of IP, consultancy services, knowledge transfer capacity and spin-offs to deliver customer-focused solutions to real-world problems

## ACHIEVING

We will continue to:

- / Have a national and international research presence, with world-class outputs and impacts
- / Support our academics and students to actively contribute to the development of knowledge and advancement of science with purpose and relevance
- / Build strategic collaboration portfolios with businesses and stakeholders, and other higher education institutions offering mutually beneficial partnerships and services of value

## KEY PERFORMANCE INDICATORS

- / Indicator – Improved performance in the 2020/1 Research Excellence Framework  
**Aim:** Increase the number and quality of outputs and impact cases, increasing research and enterprise applications to deliver **£11m of research income** per annum by 2020
- / Indicator – Enterprise and commercialisation activities  
**Aim:** To establish a combined total of **50 industrial partnerships**, start-ups and spin-off businesses by 2020
- / Indicator – Research Environment  
**Aim:** To **increase the number of research students by 10% each year** with 100% postgraduate research students complying with institutionally devised full and part-time PhD registration periods

# GLOBAL ENGAGEMENT:

## DREAMING

We will be an international university providing a springboard for our learners to contribute globally.

We will deliver a portfolio that provides students with globally relevant skills, is internationally attractive and contributes to global reach.

## BELIEVING

We will:

- / Internationalise our student body, our staff, our culture, our research and our academic portfolio
- / Provide strong in-country delivery options and support international collaborative activity across all areas of our learning, teaching, research and enterprise
- / Prioritise and invest in opportunities for our home students to undertake international learning or work experience, including broadened language provision
- / Develop and support our staff to deliver an internationalised student experience

## ACHIEVING

We will continue to:

- / Develop an internationalised culture and student body by AY 19/20
- / Ensure our students are able to play their part in global society
- / Have an internationalised curriculum that reflects a culture of global outlook and transforms the life chances of our graduates

## KEY PERFORMANCE INDICATORS

- / Indicator - % of international students enrolled on our UK campuses\*  
**Aim: 20% of total student population by end AY 19/20**
- / Indicator - % undergraduate and taught postgraduate students having an international experience  
**Aim: 80% uptake by end AY 19/20 (from 100% offer)**
- / Indicator - % staff engaging in activities with an international perspective  
**Aim: 80% by end AY 19/20**

\* HEAD COUNT OF NON-EU STUDENTS ENROLLED ON OUR UK CAMPUSES





# ENABLERS:

Achieving our ambitions around student success, research and enterprise, and global engagement depends on:

## PEOPLE

UWS will achieve its strategic ambition through our people.

We look principally to our staff to deliver educational empowerment, through teaching, learning and research - encouraging them to demonstrate intellectual and professional leadership. We see the values of independent critical thinking, intellectual challenge and debate as fundamental to our future. We operate in a supportive, disciplined and demanding environment where staff develop and contribute through self-motivation and inspiration and a shared drive for success and development.

We will present a new People Enabling Plan that will include a range of activities and success measures which will help us to ensure our people are engaged in the shared UWS vision, ambition and truths and are focused on supporting the success of our students.

## / OUR PEOPLE / FINANCIAL SUSTAINABILITY / ACADEMIC ENVIRONMENT

### FINANCIAL SUSTAINABILITY

Through growth and efficiency, UWS will ensure it is financially sustainable by significantly increasing turnover for the purpose of developing academic excellence, supportive teaching, research growth and global reach.

We will substantially increase our income and turnover through growth in our international development, enterprise and commercial activities. Through this we will achieve an operating surplus of 3-4% per annum and diversify our income to reduce the percentage of income received through the Scottish Funding Council.

We will do this through a financial plan that demonstrates the robust affordability of our ambitions and profiles the growth in income and investment in staff and infrastructure to secure success.

### THE LEARNING & RESEARCH ENVIRONMENT

Providing the right environment to underpin learning, research and enterprise activities is fundamental to our success. We plan to ensure our students and colleagues are provided with a contemporary, innovative and sustainable 21st century learning environment, including high-quality digital provision.

We will ensure our approach to information services and infrastructure is focused on being sector-leading in the provision of the personalised learning experience and our campuses will provide an appropriate blend of high-quality learning, research, work and social spaces so that our ambitions in student success, enterprise and research and in global engagement are supported in a sustainable environment.



**DREAMING / BELIEVING / ACHIEVING**





At UWS, we believe in our students' future.

We have a proud record in delivering work-ready graduates and developing effective partnerships with business, industry and the public and voluntary sectors.

With our cutting-edge courses, practical knowledge, and intelligent teaching, we help our students get ahead.

Through our innovative learning partnership we invest in people's potential to shape their future. Built on uniting students, professionals, industry and our communities, this partnership stretches from the West of Scotland around the world.

We believe in the transformative power of active learning and engagement. We treat our students as individuals, partners and potential leaders in their fields and professions, providing them with the globally relevant knowledge, skills and confidence to think critically and to challenge received wisdom.

**UWS – Dream, Believe, Achieve.**



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