We want students to come to UWS from home and around the world to enjoy a transformative, international learning experience that impacts fundamentally on their lives and helps them achieve their ambitions for the future.
UWS AMBITIONS:

Through leading-edge teaching and the provision of contemporary and inspirational learning environments, our person-centred approach to learning will prepare UWS students for a rewarding future.

We also understand that academic learning is only part of the experience of university life, and the availability of extra-curricular opportunities such as sport, volunteering and citizenship will help equip UWS graduates with the life-skills to make their mark across the globe and be advocates for the UWS learning experience.

UWS graduates will be work-ready, have globally relevant skills and be the employees of choice for businesses around the world because of their enthusiasm for learning and their ability to transfer knowledge into practice. Through this, UWS graduates will be leaders in the world.

The UWS international research presence and our partnership working with business will inform and propel our learning provision. We will foster a culture of enterprise that will support economic growth locally and globally.

With our students central to everything we do at UWS, together we will dream, believe and achieve.

Professor Craig Mahoney
Principal and Vice-Chancellor
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:

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

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

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

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

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

6. **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
STUDENT SUCCESS:

DREAMING
We will deliver personalised and transformative higher education and ensure that our students enjoy a rounded experience at UWS that includes exciting, extra-curricular activities such as sport, volunteering and citizenship.

We will achieve this through investment in, and enhancement of, our teaching methods, environments and technologies to put our students, and their success, at the heart of everything we do.

BELIEVING
To achieve our ambitions we will:

Deliver teaching that is based on contemporary approaches to learning and is constantly searching for improvements that make our students capable of transferring knowledge into practice.

Ensure our policies enable student success.

Work closely with schools and other educational providers (at home and internationally) to facilitate seamless transition to UWS.

Provide learning pathways that are student-centred and reflect students’ progress for the wider student, professional and academic support. Our students will have accessible opportunities for postgraduate and doctoral study.

Build partnerships with business that support the development and delivery of our programmes, placements for our students and encourage our commitment to our students being work-ready.

Invest in learning and teaching infrastructure including information technology, libraries and social provision that supports our ambitions to be a sector leader in personalised learning.

Embed employability, graduate attributes, volunteering and citizenship across all programmes.

Provide a supportive learning environment that ensures the health and well-being of our students and promotes pride in being a UWS student.

Facilitate student engagement in a life of the University through involvement in programme development, sport and volunteering initiatives through partnership working with our Students’ Association.

ACHIEVING
We will:

Transform opportunities for our students through the delivery of outstanding, distinctive and progressive higher education.

Secure a substantial change in our students’ level of success.

Ensure our graduates will be highly employable and able to make a difference locally and globally.

KEY PERFORMANCE INDICATORS
Students Success

- Indicator - % undergraduate students progressing from Level 9 (Ordinary Degree) to Level 10 (Honours Degree)
  Aim: 25% increase by AY 19/20

- Indicator - % FT first-degree students projected to receive an award
  Aim: 50% by AY 19/20

- Indicator - % graduates entering professional / managerial employment
  Aim: 80% by AY 19/20

- Indicator - % students expressing ‘overall satisfaction’ in the National Student Survey
  Aim: 95% by AY 19/20

- Indicator - % students undertaking postgraduate / doctoral studies
  Aim: 20% by AY 19/20

* where Honours available. By AY 19/20 intention to have Honours provision available for all UG programmes

^ Performance measure: For AY 13/14 to AY 15/16 progression from Level 9 to Level 10 for honours/degree courses.

~ Performance measure: For AY 13/14 duration to ten framework decline..

UWS IN ACTION:
UWS’s Thin Film Centre provides a unique service for industry and academia in research and development of thin film properties and applications. Researchers in the Centre are part of a collaborative Scottish research team seeking for gravitational waves - one of astronomy’s most elusive targets. These ripples in spacetime, predicted by Albert Einstein’s general theory of relativity, are thought to be caused by massive events, such as exploding stars or merging black holes. The techniques being developed in astrophysics have also been transformative in the area of stem cell differentiation, where the team has developed a new technique called “nanokicking,” which can grow bone in the lab from stem cells taken from adult patients.

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In collaboration with Alzheimer Scotland, UWS has established the Alzheimer Scotland Centre for Policy and Practice, and is playing a key role in developing its National Dementia Strategy (2013-16). UWS also aims to become a Dementia Friendly University; recognising and responding to its growing presence within the institution. This has been driven by the condition, dementia-related teaching, lived-integrated research, and dementia-friendly policies. UWS is a member of the Charter for Dementia-friendly University and is an active member of the Alzheimer Scotland Centre for Policy and Practice, which seeks to deliver new solutions for a fairer Scotland. The Centre is enhancing student experience by involving students with our local communities. It is also seen the creation of a hub of charities to act as a first point of contact between students and the third sector, presenting them with valuable work experience whilst also giving charities the chance to tap into the skills acquired by the students themselves.

UWS’s international activity includes collaborative delivery in Nanjing, China with Nanjing University of Information, Science and Technology; under an agreement set up in 2010, UWS academics deliver module studies in Nanjing to our partner institution students to help prepare them for future study in Scotland. UWS students have also visited Nanjing on exchange to gain valuable insight into life and study in China and to build closer links with their Chinese peers.

Teaching passion

A creative vision

The Business School’s Volunteering Academy is enhancing student experience by involving students with our local communities. It is improving the employment prospects of the long-term unemployed by offering training courses run entirely by students. Students have already been delivered at UWS Hamilton Campus helping to improve the skillset of participants and assist in their professional development. The Academy has also seen the creation of a hub of charities to act as a first point of contact between students and the third sector, presenting them with valuable work experience whilst also giving charities the chance to tap into the skills acquired by the students themselves.

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AN INTERNATIONAL UNIVERSITY

Computing delivery in China

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DREAMING

Our international research presence and our partnership with business will inform and propel our learning provision and create an enterprise culture that will support economic growth locally and globally.

Through the strengthening of our academic excellence and application of our academic expertise we will significantly increase turnover, broaden income streams and contribute to the international development of knowledge.

BELIEVING

To achieve our ambitions we will:

- Promote vibrant research communities, underpinning the student learning experience and providing a stimulating environment in which staff and students can work and develop
- Concentrate our research activities so that we make best use of expertise and promote applied and inter-disciplinary research
- Support staff to share their research outputs in order to maximise impact and contribute to the international development of knowledge
- Improve the success ratio of grant applications to awards by enhancing our support for academics
- Pursue enterprise, research and business development activity that will drive our aspiration to become a more diverse and entrepreneurial organisation, helping us to significantly increase turnover
- Re-focus our business development, consultancy and knowledge exchange capacity to promote more international activity. We will ensure that we become the ‘go to’ institution for knowledge exchange, support (including CPD), consultancy and the broader needs of our regional stakeholders and businesses
- Create engagement approaches and infrastructure that ensure a more customer-focused experience for our business and industry stakeholders at home and internationally
- Promote an environment where innovation is transformed into action and business opportunities for the University and its staff and students

ACHIEVING

- We will have an international research presence that contributes significantly to income generation and our academics will contribute to the international development of knowledge through increased peer-reviewed research outputs
- We will build a strategic partnership portfolio with businesses (public, private and global) and other higher education establishments providing services of value and which contribute to the prosperity of the University

KEY PERFORMANCE INDICATORS

(Research, Enterprise and Engagement)

- Indicator - number of peer-reviewed outputs

  AIM: Increase the number of peer-reviewed outputs to 200 per annum by 2015, and thereafter continue to extend this in terms of numbers and significance (i.e. citations, impact and quality)

- Indicator - spread of peer-reviewed outputs across academic staff

  AIM: 100% of academic staff to contribute to peer-reviewed outputs by AY 19/20

- Indicator - enterprise activity

  AIM: Create at least 15 UWS start-up and spin-out businesses through incubator support by AY 19/20
DREAMING
We will be an international university that provides a springboard for all our learners to contribute globally. We will deliver an academic portfolio that provides our 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 ensuring it is central to the transformative impact we wish to have on the lives of our students, our staff and our communities locally and globally
/ Create capacity and a dynamic new focus for our international activity. By identifying and prioritising international markets and partner institutions, we will provide strong in-country delivery options. We will also offer an increased range of transnational education (TNE) provision and enrolments
/ Nurture UWS’ global brand and provide opportunities for international learners to become part of UWS by promoting international scholarships and flexible approaches to the learning experience
/ Prioritise and invest in a cultural, qualitative and quantitative shift in the opportunities for our home students to undertake international study visits or international work experience
/ Internationalise and enhance the learning experience through broadened language provision
/ Develop and support our staff (academic and professional services) to deliver an internationalised curriculum, learning experience and TNE
/ Enhance and support international collaborative activity across all areas of our learning, teaching, research and enterprise
/ Ensure that our professional support services are configured and resourced to support our global reach ambitions

ACHIEVING
/ As an organisation, we will make a global contribution
/ We will have an internationalised organisational culture and student body by AY 19/20
/ We will raise the aspirations, confidence and employability of our students and make them more able to play their part in global society
/ We will have an internationalised curriculum that reflects a culture of global outlook and transforms the life-chances of our graduates

KEY PERFORMANCE INDICATORS
(Global Reach)

/ Indicator - % non-EU students enrolled (at our domestic campuses)
Aim: 20% of total student population by end AY 19/20
/ Indicator – number of students enrolled on UWS degrees through TNE / online arrangements
Aim: 3000 students enrolled by end AY 19/20
/ Indicator – % undergraduate and taught postgraduate students undertaking a scholarly or professional international experience
Aim: 80% uptake by end AY 19/20 (from 100% offer)
/ Indicator – % staff undertaking a scholarly or professional international experience
Aim: 80% by end AY 19/20 (100% offer)
UWS PEOPLE:

DREAMING
UWS will achieve its strategic ambition through its 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.

BELIEVING
We will:
/ Ensure our people are engaged in the shared UWS vision, ambition and truths and are focused on supporting the success of our students
/ Strengthen our reputation as a great place to work and study
/ Enhance our leadership and management capability
/ Promote creativity and empower our people to be the best they can be
/ Develop an enterprise culture through a new people and organisational framework, which recognises and rewards creativity, entrepreneurship and professional practice

ACHIEVING
We will:
/ Be recognised as a university that is sector-leading in developing its staff
/ Recruit and retain the best people with a creative reward and recognition framework
/ Develop our systems, processes and approaches to ensure they are customer focused, efficient and flexible

KEY PERFORMANCE INDICATORS

/ Indicator - UWS to receive national recognition for staff engagement
  Aim: Achieve a national award for staff engagement by end AY 19/20
/ Indicator - UWS to receive national recognition for advancing women’s careers in academia
  Aim: Achieve Athena SWAN Silver accreditation by end AY 19/20
/ Indicator - % academic staff with HEA Fellowship
  Aim: 100% by end AY 19/20
/ Indicator - % new academic staff with Doctoral qualification (or time-limited commitment to complete a Doctoral qualification)
  Aim: 100% from AY 14/15
/ Indicator - % all academic staff with Doctoral qualification (or time-limited commitment to complete a Doctoral qualification)
  Aim: 70% by end AY 19/20
/ Indicator - % staff with a Continuing Professional Learning (CPL) Plan
  Aim: 100% by end AY 19/20
DREAMING

Through growth and efficiency, UWS will significantly increase its turnover for the purpose of developing academic excellence, supportive teaching, research growth and global reach. UWS will have contemporary and sustainable learning environments, great students and excellent staff.

BELIEVING

We will:

- Increase substantially our income and turnover through academic excellence and international development
- Ensure our students undertake their studies in a contemporary and sustainable 21st century learning environment
- Develop a 7-year financial plan that demonstrates the robust affordability of our ambitions and profiles the growth in our income and investment in our staff and infrastructure to secure success
- Deliver an estates maintenance and development master plan that stretches sector norms to develop progressive learning environments
- Ensure our approach to information services and infrastructure is focused on being sector leading in the provision of the personalised learning experience
- Embed sustainability in our estates and make changes to how we work to minimise environmental impact
- Ensure our regulatory and organisational governance arrangements are structured as enablers for change and success

ACHIEVING

- Double our income by AY 19/20 to enable us to invest in our learners, our staff and our environment
- Provide sustainable 21st century learning environments
- Ensure our approach to information services and infrastructure is focused on being sector leading in the provision of the personalised learning experience
- Embed sustainability in our estates and make changes to how we work to minimise environmental impact
- Ensure our regulatory and organisational governance arrangements are structured as enablers for change and success

UWS MONEY AND INFRASTRUCTURE:

KEY PERFORMANCE INDICATORS
(Money and Infrastructure)

- Indicator – turnover
  Aim: £200m p.a. by end AY 19/20
- Indicator – % of income spent on staffing
  Aim: % of income spent on staffing to reflect selected benchmark institutional norms by AY 19/20
- Indicator – estates (maintenance)
  Aim: By 2020 ensure through a robust planned and preventative maintenance programme that the estate is operationally fit for purpose
- Indicator – estates (learning environment)
  Aim: The UWS estate presents a contemporary and high quality learning environment by 2020
- Indicator – % reduction in carbon emissions
  Aim: 20% reduction by AY 19/20*  
  * on AY 13/14 baseline
UWS: DREAMING, BELIEVING, ACHIEVING

TRANSFORMING

UWS has a proud record in delivering work-ready graduates and effective partnerships with industry and the public sector.

We believe in the transforming power of active learning and engagement. We treat students as individuals, active partners in learning, and potential leaders in their fields or professions.

We offer pathways to learning which are not merely vocational or subject-based, but develop students’ wider ability to think critically, challenge received wisdom and develop independently in their future careers.

We empower people to share knowledge; our goals are high academic attainment and research excellence.

We are constantly developing practical ways in which academic success can inspire and benefit others - individuals, the professional communities we are connected to and the region to which we belong.

We empower people to lead. We equip our students to be the mentors of the future – to exercise leadership, inspire others, and share learning and globally relevant skills.