

Strategy 2030



UNIVERSITY OF THE
WEST of SCOTLAND
UWS

**CREATING AND APPLYING
NEW KNOWLEDGE**

**MAXIMISING OUR
STUDENTS' SUCCESS**



**GROWING OUR
GLOBAL IMPACT**





Professor
James A. Miller FRSE
PRINCIPAL AND
VICE-CHANCELLOR

Foreword from the Principal and Vice-Chancellor

At the University of the West of Scotland (UWS), community means two things: the regions and nations of our campuses in Scotland and London; and our global reach.

As a community, we are energised by our impact. Our pride and passion stem from our unwavering commitment guided by:

- **OUR PURPOSE:** why we do what we do
- **OUR GOALS:** what we aim to achieve
- **OUR VALUES:** how we accomplish it, together

UWS is where we all find our place. As a university, we are a hub of connection, collaboration and growth – a place where global communities of like-minded individuals come together to transform lives and positively shape the future.

Our students find their place here by building skills, cultivating ambitions and preparing for successful graduate careers.

Our colleagues – academic, professional and support services – find their place by advancing knowledge, fostering innovation and creating stronger, more inclusive communities through education and research in conducive and supportive environments.

Our local and global partners find their place by working with us to co-create solutions to today's pressing societal challenges.

Over the next five years, we will be driven by:

- **Focusing on skills needs**
By engaging with a diverse range of employers and sectors, we will identify and deliver the skills needed now and in the future. Together, we will shape a distinctive, forward-looking approach to learning and teaching that equips our graduates to thrive and contribute to sustainable economies.
- **Centring on people**
As a significant employer, we are dedicated to the highest standards of colleague engagement and well-being. Our environment champions equality, diversity and inclusion, ensuring every voice is valued, and every talent is nurtured.
- **Innovating**
As a powerhouse of innovation, we will continue to lead excellent, collaborative and impactful research. By applying knowledge across the private, public and third sectors, we will drive transformative change both nationally and globally.
- **Convening change-makers**
Wherever we are, UWS will bring people together to address challenges creatively, aligning our efforts towards addressing the United Nations' Sustainable Development Goals (UN SDGs).
- **Living our values**
Through our graduates, colleagues and partners our values will shine in every corner of the communities we touch. Together, we will build a legacy of integrity, ambition and purpose.

At UWS, our students' success is our success. Everything we do – through innovative learning, teaching and wraparound student support – is aimed at empowering our students to fulfil their potential. Together, we make the difference so they can be the difference, creating a better future for Scotland and the world.

By 2030, UWS will be recognised as a leader in forging partnerships to co-create solutions to the challenges facing our society. Together, with our colleagues, students and partners, we will strengthen communities, empower individuals and transform lives.

Welcome to Strategy 2030: *shaped by us all and for us all.*

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Our purpose

The University of the West of Scotland is a placemaker within our communities, driving social inclusion and reducing inequalities through education, research and knowledge exchange.



Our values

Together, the four UWS values guide how we work as a community to achieve our goals and purpose:

Integrity ~ we uphold integrity through transparency, adherence to values, and sound decision-making, even in challenging times.

Respect ~ we treat everyone with dignity, act with awareness, collaborate effectively, and respect our environment.

Inclusivity ~ we promote inclusivity by celebrating diversity, amplifying voices, and empowering communities through shared knowledge and skills.

Accountability ~ we foster accountability, take pride in our work, trust each other, and own our actions to achieve shared goals.



Our goals

Driven by our purpose and aligning with our values, Strategy 2030 sets out three key goals on which we focus:

- **Maximising our students' success**
- **Creating and applying new knowledge**
- **Growing our global impact**

The University's risk appetite is expressed through its tolerance to risk across these key strategic goals, rather than in a single all-encompassing statement. This will inform strategic and operational decision-making across all areas of the University.

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Our goal: Maximising our students' success

UWS is a place
where education
is for all.

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We are proud that UWS colleagues and learners form a diverse, global community of people united by our purpose of social inclusion and reducing inequalities in Scotland and around the world.

Over the five years of Strategy 2030, we will shape our inclusive learning opportunities to support student success, as we become recognised for our excellence in securing success for students from all backgrounds.

Our inclusive learning and teaching and assessment approaches, informed by the voice of our student community, are targeted to meet the skills needs of the places we serve and will maximise our students' success, by focusing on:

- **Graduate skills, with all UWS degrees integrating professional skills for the workplace and essential knowledge and understanding of digital technologies and artificial intelligence**
- **Work-related learning, with all students benefitting from authentic assessment that measures real-world skills**
- **Work-based learning, with innovative learning models that enable students to combine full-time work with integrated study**
- **Pathways for modular, programmatic continuing professional development and degree study that will enable flexibility within a framework to coach students to success**
- **Wraparound student support to deliver a learner-centred approach, empowering students to understand their learning path, and empowering confidence to apply their skills, knowing that they are supported at all stages**



By 2030, UWS will be known for its innovative and transformative learning experiences for a diverse student body from Scotland, the UK, and around the world.

Through Strategy 2030, we will further enrich the diversity of our student body and will continue to ensure our students develop a sense of belonging and have a successful supported journey from admission to employment.

UWS learning and support is informed by world-class research, with UWS becoming a leader in the field of pedagogical research, practice-based research in inclusion and student support, and diversity in higher education.

Our goal: Creating and applying new knowledge

UWS is a place where the application of knowledge and skills has a positive impact on our communities.



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We are driven by a culture of curiosity which binds together our students, colleagues, and collaborators as we develop and apply new knowledge to bring about social and economic transformation.

Our collaborative approach recognises that our greatest impact comes from uniting talented partners across the developed and developing world to support growth in our local communities in Scotland and global communities that share our values.

We will use our convener power within our communities and adopt a challenge-model to tackle the economic and social complexities we face, bringing partners together to ask big questions, to pool knowledge and resources, and to co-create solutions, locally and globally.

To develop and share new knowledge and skills, informed by our communities' needs, we will focus on:

- Research outputs and impact linked to the UN SDGs, driving forward discovery in our recognised areas of excellence whilst exploring new areas to create a research-rich environment
- Developing entrepreneurship in our student community, ensuring that UWS graduates emerge as change-makers with the skills to drive innovation
- Interdisciplinary work that recognises that the social and economic challenges we face require creative engagement between disciplines from across UWS and beyond
- Being a hub of innovation – in and for our communities – enabling creative collaboration on our entrepreneurial campuses, creating innovation zones, and driving application of knowledge into industry through Knowledge Transfer Partnerships
- Enriching a culture of curiosity beyond the boundaries of our campuses, working in partnership with the communities we serve to co-create sustainable solutions, leading to innovation and improved outcomes for all



By 2030, UWS will be known for its impactful research and entrepreneurial enhancement and for building and sharing new knowledge to allow UWS to grow sustainably, and develop and transform opportunities for partners and collaborators around the world.



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Our goal: Growing our global impact

UWS is a place where local action has global impact through our research, education and knowledge exchange.

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We are a global university, proud of our roots in the West of Scotland and the opportunities for learning, research and innovation we have provided in Scotland since our foundation in 1897. Since our origin, the knowledge and skills of our graduates and colleagues have supported educational development and promoted prosperity across the world.

We will build on our domestic expertise to be global leaders in social inclusion and reducing inequalities by welcoming students from all backgrounds; by working in communities across the world; and by being proud leaders in values-based education and research across the globe.



By 2030, UWS will be known for its long-lasting impact in communities around the world as an anchor institution and a key driver of placemaking partnerships wherever it operates.

As placemakers working with partners, we build the capacity for strong global economies, fair work, equality and sustainability, focusing on:

- Working collaboratively, with a spirit of co-creation to build education and research capacity in the OECD developing nations, to support and strengthen our communities and communities that share our values around the world
- Growing transnational education, to enable students from across the world to be UWS students in their home nation
- Collaborating in global research, building international co-authorship and consortia for research grants, to deliver research benefitting from diversity of experience, perspective and context
- Building cohesive communities by bringing international students to our Scottish and London campuses, valuing the creative diversity of students on campus, and supporting our students to undertake international mobility experiences
- Being recognised for excellence and expertise as a leader in life-changing opportunities for education and research

Committed to the United Nations'



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Strategy **2030**



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