

strategy
2025
dream. believe. achieve.



Our Truths

We are here for our students

We are a global university

We are a knowledge-rich organisation

UWS graduates are world-ready

We value our people and UWS is a great place to work



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UWS achieving excellence on the world stage

FOREWORD FROM PRINCIPAL & VICE-CHANCELLOR



Strategy 2025 sets out the ambitions for the University of the West of Scotland (UWS) for the next five years, and lays the foundation for the University towards 2050.

UWS has been delivering higher education in Paisley since 1897. Our reach across the south and west of Scotland, together with our London campus, means UWS is a significant force in global knowledge creation, innovation and a leading provider of undergraduate, postgraduate and research degree education. Our degrees provide students with a transformational experience resulting in highly sought after graduates in world-leading sectors, industries and businesses.

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By 2050, UWS will be recognised as a world-leading university ranked inside the top 200.

UWS has significant economic impact in Scotland. In 2018, UWS added £816m to the Scottish economy - an increase from £576m in 2014 - a major achievement in a challenging political, social and economic environment.

UWS' employer-focused degrees align with business, community, third sector, government and international priorities and provide the perfect springboard to create economic benefits across Scotland and the UK, enabling UWS growth and brand recognition globally.

To stay ahead in a rapidly changing world, UWS will capitalise on technological advances to enhance learning and teaching, research and innovation, and our institutional efficiency to generate investment-enabling surplus.

UWS is ready to take advantage of opportunities for expansion in the coming decade through collaboration with alumni, world-leading academics, institutions, and global networks to create dynamic partnerships which provides scope for development and enriches lives.

With a focus on wellbeing, and led by our commitment to equality, diversity and inclusion, UWS will continue to shape practices and procedures to create a culture where everyone is able to succeed.

PROFESSOR CRAIG MAHONEY
PRINCIPAL AND VICE-CHANCELLOR

**UWS ECONOMIC IMPACT
IN SCOTLAND**

£576m
£816m
2014 **2019**

Biggar Economics Report 2019



**We develop leaders of
the future through
dynamic teaching and
vibrant opportunities
beyond the curriculum.**

**dream.
believe.
achieve.**



We will be
one of the top

200

universities in the
world by 2050

**Committed to
reducing our
emissions**

and becoming
net zero by 2040.

UWS Purpose



UWS works in partnership with its students to deliver world-ready graduates who will design, shape and build a new future. We are pioneers in developing effective interactions with global business, industry and the public and voluntary sectors.

With cutting-edge courses, modern pedagogy and practical knowledge we enable our students and staff to experience the sheer joy of learning, teaching, research and innovation, and apply their knowledge for the benefit of others.

UWS research and innovations will address major global challenges. Through our multi-disciplinary teams we will deliver at a scale and intensity that will ensure sustainable impact.

We treat our students as individuals, partners and future leaders in their professions, providing them with the globally relevant knowledge, skills and confidence to think critically and challenge received wisdom.

UWS is here for good. We invest in people's potential to shape a better future for themselves, their industries and the communities they live in.



PASSIONATE ABOUT EDUCATION

Students are at the heart of what we do. We will be creative and challenging in our pedagogy and instil a sense of curiosity in our students.



WE VALUE OUR PEOPLE

Our staff are our most valuable resource and we will invest in them through a new programme of continuing professional development.



2025

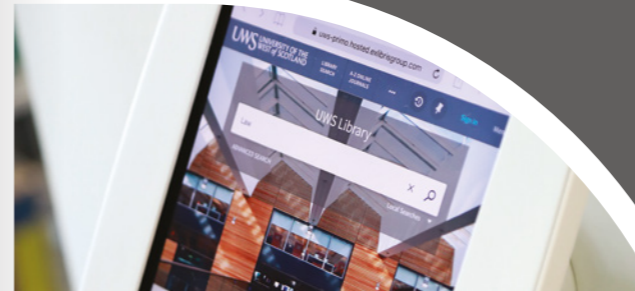
GLOBAL

Global citizenship, collaboration, partnership working and impact will be evidenced in our student and staff body.



TACKLING WORLD ISSUES

We are working to address global challenges and have a commitment to net zero emissions.



INNOVATIVE

UWS creates new knowledge. Innovation, enterprise and knowledge exchange are central to our academic portfolio.

SHAPING SOCIETIES

We remain committed to widening access, equality, diversity and inclusion. Building on its nationally leading position, UWS will be an exemplary and world-leading university with a strong civic responsibility.

GROWING INVESTMENT

UWS is creating a sustainable business-like approach to grow our higher education, with a specific focus on growing non-government income and appropriate cost control to enable investment in our future.



Through inspired teaching, we will improve the lives of those who study at UWS, and enable them to improve the lives of others.

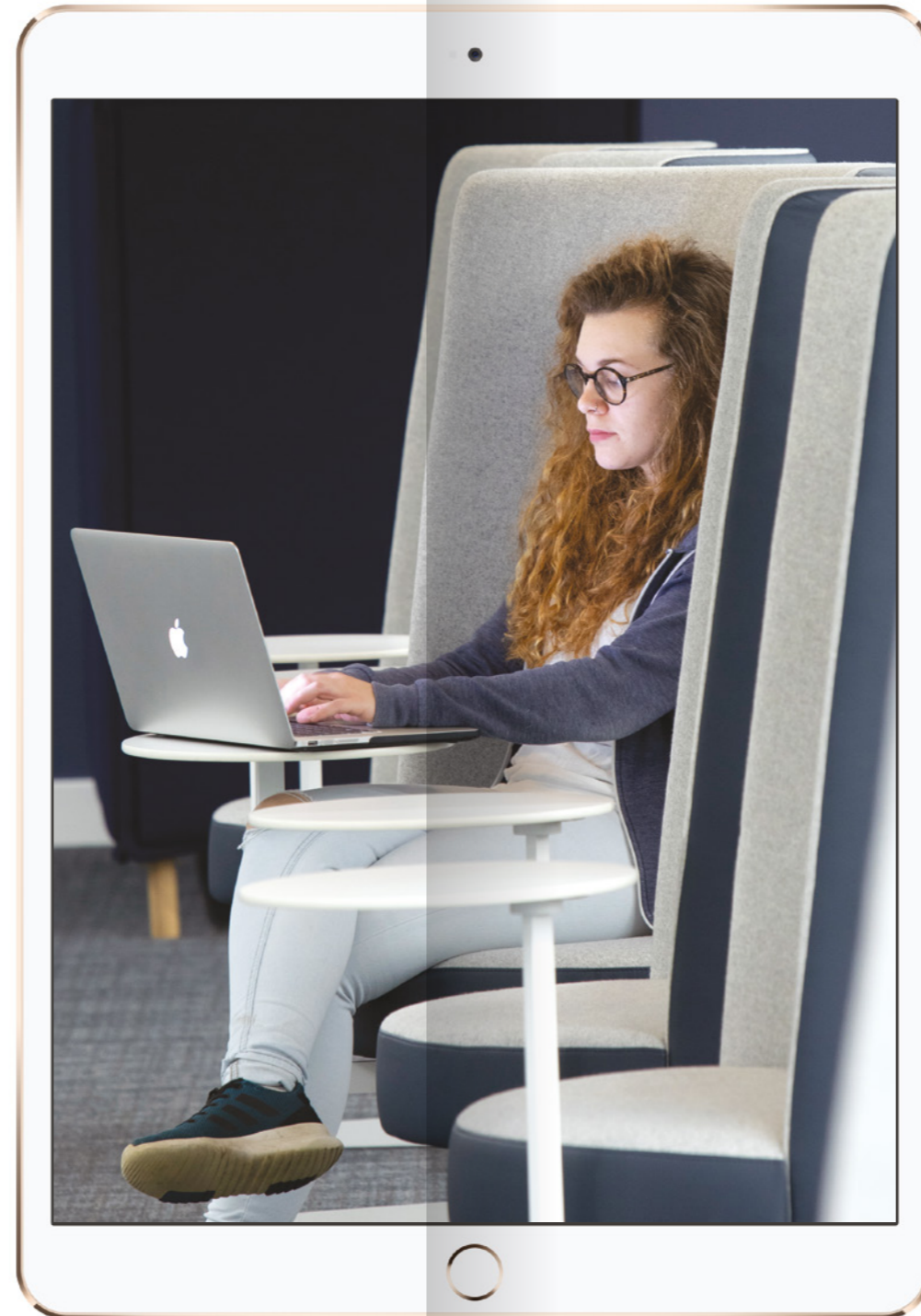
Learning & teaching

Our innovative teaching practices, online learning environment, award-winning spaces and talented academics will support our students to gain a degree and instil a passion for lifelong learning.

In the face of rapid technological transformation and recognising technology-driven learning, we will develop a range of innovative courses to ensure UWS students are equipped with graduate level skills and knowledge to thrive in the

adaptable workplace of the 21st century, and prepared for the fourth industrial revolution.

We will develop UWS graduates as the leaders of tomorrow. All students will be supported to gain world-ready meta-skills through interdisciplinary study, working with staff and students from across the University, developing a flexible approach to thinking to help them engage world-wide.



Our flexible programmes of study, with all having digital hybrid delivery options, will allow students to engage in learning around the world.

Our dynamic pedagogy will inform the development of modern learning spaces to support technology-rich learning and world-class teaching on-and-off campus.

Whenever and wherever students are ready to engage in learning, UWS will provide flexible learning pathways that allow them to manage the mode, intensity and duration of study.

All staff will participate in continuing professional development to ensure they remain current and are familiar with contemporary developments in their subject and professions.

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One of the
UK's
most successful
widening access
universities

**We will be
Scotland's
leading
university**
for knowledge
transfer
partnerships

Distinctive research & innovation

We believe in excellent, relevant and purposeful research which will underpin our strategic growth.

By creating new knowledge and relevant skills, our research and academic programmes will provide opportunities for business-to-university interaction, resulting in research developments, innovation, spin-out and knowledge exchange.

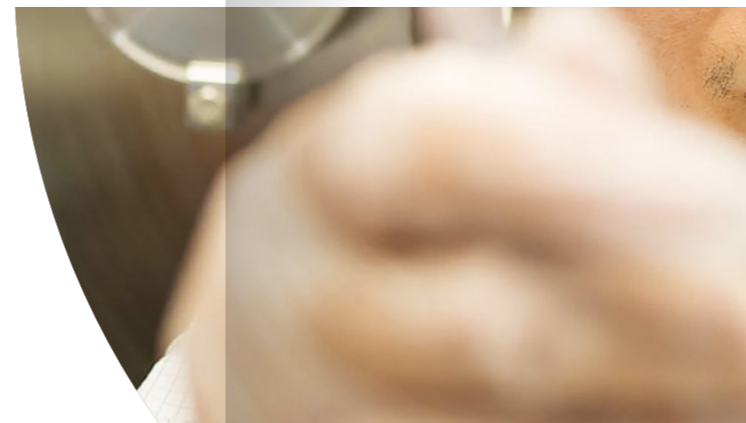
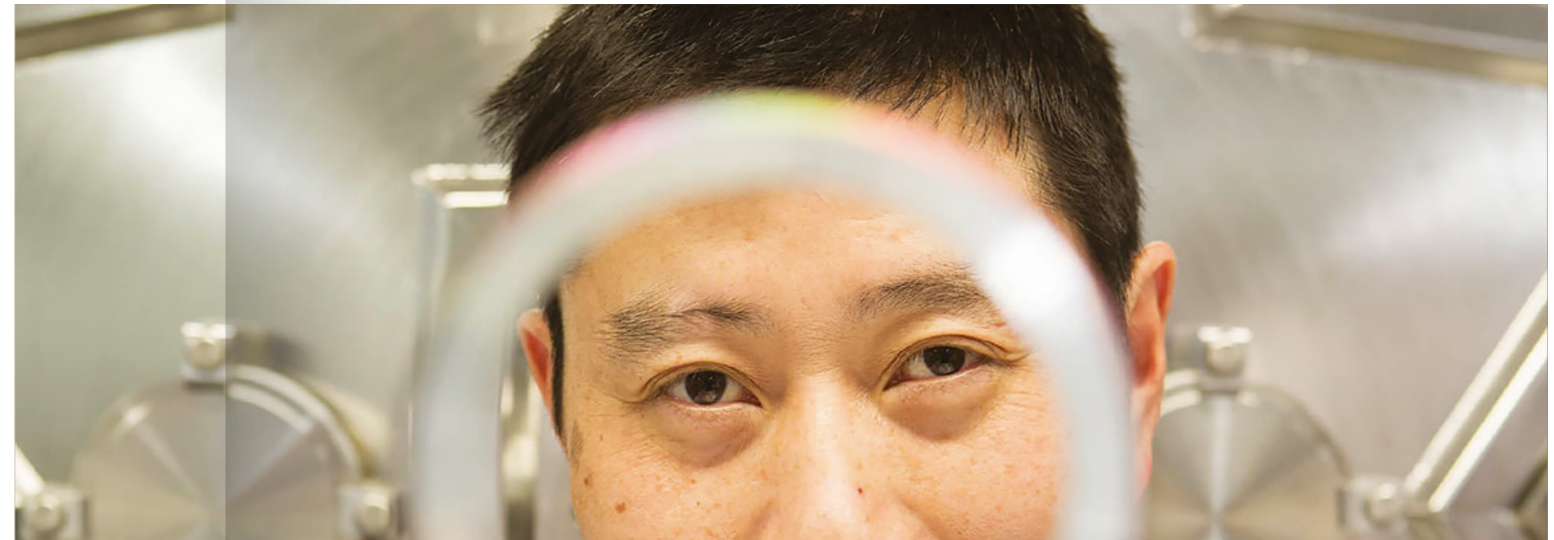
All academic staff will be required to develop a research or scholarly portfolio that commits them to producing excellent research, innovation or engagement opportunities that are relevant to global societal challenges. This will inform curriculum development and enhance our learning and teaching.

By investing in its Doctoral College, the University will encourage students to create knowledge through career-enriching developmental opportunities.

Our Lord Smith of Kelvin Research and Enterprise Centre will become a catalyst and the driver in our research intentions, knowledge transfer partnerships, innovation, spin-off and enterprise activities. The Centre will be an enabler for deep collaboration across conventional academic disciplines and a connection to partners outside of academia, supporting the mission to tackle world-issues.

UWS will become a stand-out university committed to tackling the UN Sustainable Development Goals as well as a leader in climate change and resilience through research and enterprise activity. Priority areas will focus on local needs that can be applied globally, including ageing, sport, health, economics and the future of work and care.

We will significantly increase the scale of our research activity, leading successful cross-discipline, international research bids, which grow the University's research reputation, increase the impact of our research, and generate higher levels of research income.





Shaping our communities & society

UWS is a civic university - it is an anchor institution within the communities in which it is based, with impact that reaches beyond our campus regions.

UWS values equality and diversity. We will strive to create an inclusive culture which celebrates difference and unlocks the talent in our staff and students. This fundamental commitment extends to the communities around us that we will work with, support and learn from.

As drivers of social and economic good, our staff and students will make a positive impact and play a critical role in our local and international communities.

UWS will make a major contribution to the social, economic and cultural development of the West of Scotland, with a specific initial focus through our campus network across Ayrshire, Renfrewshire, Lanarkshire, and Dumfries & Galloway. Our London campus will continue to grow and gain recognition for the quality of the student experience delivered.

Our international mission is to 'educate the world' by providing transformational experiences, locally and globally, for the benefit of those who might otherwise not have entered higher education. In doing so we will grow our international student body to 20% of our campus-based students and grow our innovative, dynamic transnational teaching overseas.

Working with partners in Europe and beyond, we will provide opportunities for students to study abroad or complete an exchange programme.

UWS is a place where ability, not background, matters. UWS will continue to be one of the UK's most successful widening access universities and will develop sophisticated mechanisms to identify and support students to successfully complete their studies.

We will continue to develop and embed a culture of wellbeing among our staff and students. We recognise the transformative power of physical activity and sport in enabling health and wellbeing. We will become one of Scotland's leading sport universities, investing in our infrastructure and working with partners to develop facilities and a culture that prepares both high-performance athletes and high-performing people.

Our staff will be drivers of change. They will be modern in their outlook, contemporary in their thinking, advanced in their knowledge and committed to continual improvement. Through our learning, teaching and research, UWS pledges to take an active role in confronting global challenges.

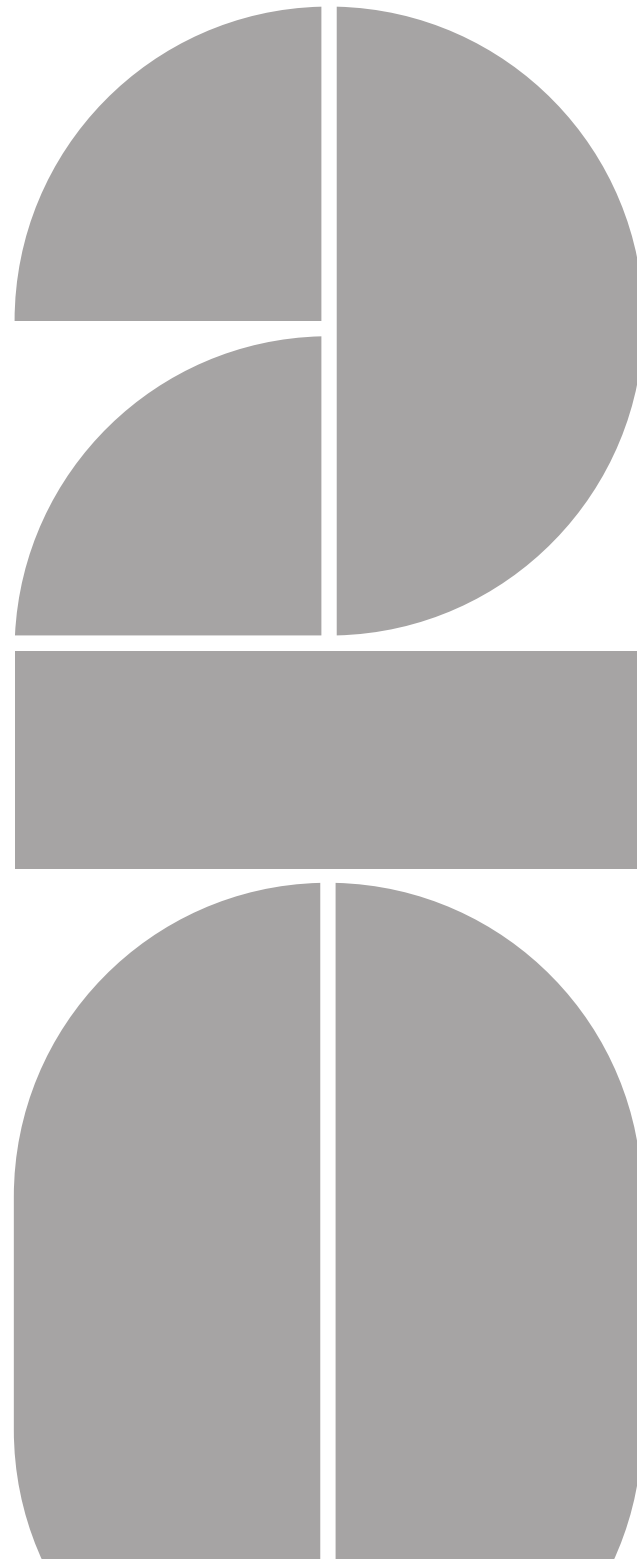






**dream.
believe.
achieve.**

UWS.AC.UK



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**We dare
to be
different.**



**dream.
believe.
achieve.**

UWS.AC.UK

