



Distinctive Research



Making an Impact



A Vibrant Community



UNIVERSITY OF THE WEST of SCOTLAND  
**UWS**

# Principal and Vice-Chancellor Appointment Pack 2022

**University of the West of Scotland  
is a dynamic, modern multi-campus  
University with its origins dating back  
to 1897. The University has 4 campuses  
across the west and southwest of  
Scotland and one campus in London.**

# Economic Impact

BIGGAR  
ECONOMICS  
REPORT 2018

**£816  
Million**

**GENERATED BY UWS  
AS GROSS VALUE ADDED  
TO THE SCOTTISH ECONOMY  
5800 JOBS SUPPORTED**

**£995  
Million**

**OF GROSS VALUE  
GENERATED ACROSS  
THE UK AS A WHOLE  
7200 JOBS SUPPORTED**

**FOR EVERY £1 OF INCOME UWS GENERATES £7 OF IMPACT**

*The University has Charitable Status – charity number SC002520*

## *Message from Chair of Court ~ Kate Allum*

"The post of Principal & Vice-Chancellor brings exciting, demanding and rewarding opportunities for the successful candidate, so I thank you for your interest in the role. I've been connected with the University since early 2020, and it was a real honour to become Chair of Court of such a dynamic and innovative modern university. I am very much enjoying engaging with the UWS community of staff, students and stakeholders at such an exciting time in the University's development, and being able to get

a first-hand impression of the fantastic work that takes place across the University's five campuses and with its external partners. At UWS the successful candidate will join a team of committed, creative and enthusiastic staff. They are working to enhance UWS's already strong position in the UK education sector and build the University's profile globally. I encourage you to find out more about this opportunity."

*Kate Allum, Chair of Court*

# UWS Strategy 2025

**University of the West of Scotland is driving an ambitious strategy for high-quality learning and teaching, and distinctive research and innovation, with a global engagement agenda to reflect the needs of the 21st century workplace.**



UWS Strategy 2025, launched in February 2020, marks an exciting new chapter for the University. It focuses on the key areas in which the University seeks to flourish, giving a picture of what UWS will look like by 2025 and lays the foundation for the University towards 2050.

Strategy 2025 was developed in consultation with colleagues across the University who shared their perspective on UWS's strengths, the challenges we may face in the future and what we want to achieve by 2025.

The new Strategy builds on the successes and achievements made during the last Corporate Strategy period, 2014-2019. During this timeframe, UWS made a significant impact on the lives of its students and local communities, as well as growing in international stature.



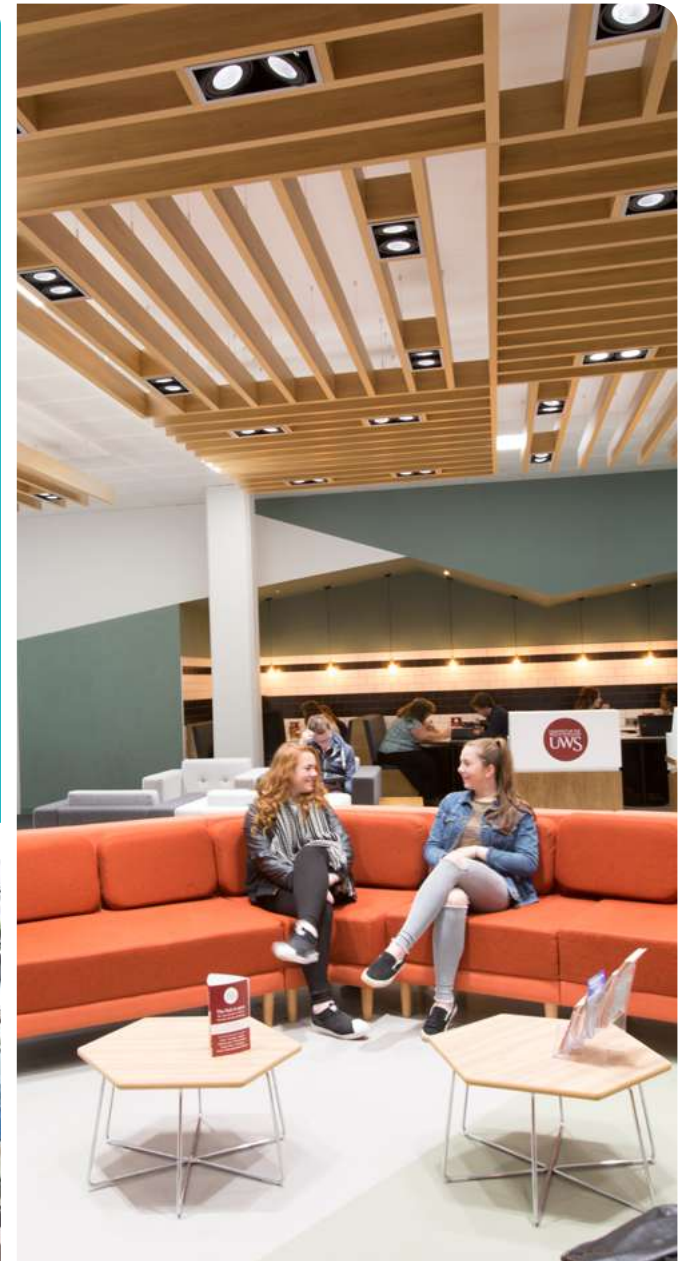


**UWS Purpose:** UWS works in partnership with its students to deliver world-ready graduates who will design, shape and build a new future. We are pioneers in developing effective interactions with global business, industry and the public and voluntary sectors.

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.

## UWS PERFORMANCE FRAMEWORK MEASURES

- Passionate about education
- Global
- Growing investment
- Tackling world issues
- We value our people
- Shaping societies
- Innovative



# UWS at a glance



**THE** WORLD  
UNIVERSITY  
RANKINGS  
2022 TOP 600  
TIMES HIGHER EDUCATION

**RECOGNISED IN THE TOP 600  
UNIVERSITIES WORLDWIDE**

(Times Higher Education World University Rankings 2022)

**THE** WORLD  
UNIVERSITY  
RANKINGS  
2022 TOP 150  
YOUNG  
TIMES HIGHER EDUCATION

**RECOGNISED IN THE  
TOP 150 UNIVERSITIES**

**UNDER 50 YEARS OF AGE**

(Times Higher Education Young University Rankings 2022)

**Ranked in the top 200 in the  
world for impact on the UN  
Sustainable Development Goals**

(Times Higher Education Impact Rankings 2021)

**The most impactful university in  
Scotland for reducing inequalities  
(UN Sustainable Development Goal 10),  
and 33rd most impactful university in  
the world** (Times Higher Education Impact Rankings 2021)

## Session 2020-21 figures

**22,100**  
TOTAL STUDENTS

**7,500**  
IN PAISLEY

**4,700**  
IN LANARKSHIRE

**2,600**  
IN AYR

**1,400**  
IN LONDON

**400**  
IN DUMFRIES

**2,000+** STUDYING REMOTELY OR  
WITH INTERNATIONAL PARTNERS

**133**  
NATIONALITIES  
ACROSS OUR CAMPUSES

**70%**  
OF STUDENTS 21 YEARS +

**1,385**  
STAFF

**4 SCHOOLS**

- Business & Creative Industries
- Computing, Engineering & Physical Sciences
- Education & Social Sciences
- Health & Life Sciences

**5 CAMPUSES**  
PAISLEY, LONDON, LANARKSHIRE,  
DUMFRIES & AYR



## UWS 2020/21 *Financial Performance*

*The results for year ended 31 July 2021*

2020/2021	£m
Underlying operating surplus	9.0
Pension charge	7.4
Net surplus	1.6

**£128.4m** *Overall income*

**£119.4m** *Operating expenses*

**£33.9m** *Cash at bank*

**£60.9m** *Net assets*

**FOR EVERY £ WE GENERATE 80%  
IS LINKED DIRECTLY TO ACADEMIC  
DELIVERY FOR OUR STUDENTS**

# Passionate about education

## *We are here for our students*

**At UWS, we invest in our students' future.**

We have a proud record in delivering world-ready graduates and developing effective partnerships with business, industry and the public and voluntary sectors. We are delivering on our purpose to transform lives and communities

through higher education. We equip our students with the skills and confidence to shape their futures, while ensuring that they have the best possible experience and outcomes. Our student body is unique - many UWS students are the first in their families to go into higher education and we have a high level of mature students with caring and work responsibilities. Our diverse student population means we need to deliver learning in innovative, flexible, personalised and supportive ways. In our Strategy we set out an ambitious vision to deliver an outstanding teaching and learning environment which is paying dividends for our students.

**We have invested in innovative student support services, personalised and flexible education delivery, and interactive technology-supported learning.**

Our Lanarkshire Campus, for example, represents a radical departure from traditional university teaching. Its technology-rich, flexible break-out and study spaces encourage greater interaction and collaboration amongst students. They become active co-creators in their own education – *enhancing their success in learning.*



## **UWS achieved its first Advance HE Collaborative Award for Teaching Excellence for the ground-breaking 'Class in a Bag' programme.**

Created by UWS in collaboration with Alzheimer Scotland, the initiative has already helped thousands of schoolchildren across Scotland become more dementia aware. UWS's work to improve the lives of those living with dementia was further strengthened in 2021, with the University named again as the official provider of the award-winning Scotland's National

Dementia Champions programme. Since 2011, in collaboration with Alzheimer Scotland, the University has prepared 1000 Dementia Champions, who have gone on to have a lasting impact on the lives of those with dementia.

In addition, pioneering research undertaken by the University has helped explore the benefits of walking football on men over 70 living with dementia. The study, which received national media coverage, also looked at the positive impact walking football can have in terms of the social benefits for participants and their supporters and carers.

# *New Chancellor* *introduced* ~ Yekemi Otaru

The University's new Chancellor, Yekemi Otaru, formally took up the role in September 2021, succeeding The Rt Hon Dame Elish Angiolini DBEQC FRSE who had been UWS Chancellor since 2013.

An inspirational entrepreneur renowned for her passionate commitment to equality, diversity and inclusion, Yekemi is also a tireless supporter of women in business and an active mentor of business owners in the world's poorest countries. She is Co-Founder and Executive Director of Doqaru Limited, a prominent Aberdeen-based sales enablement consultancy.

Yekemi said: "I was delighted to start my role as Chancellor at this incredibly exciting time in the life of the University as it works towards its goals. I feel a strong link with the University and share its values: UWS leads the way in knowledge transfer partnerships and is the most successful Scottish university in widening access, so I already feel like part of the UWS family. I am looking forward to working with new Vice-Chancellor and helping to build on the University's successes."



*"During my time as UWS Student President I've been committed to ensuring that the Union and the University work as partners to meet the needs of the UWS student community.*

*Our hard work in shaping education and empowering students has just seen the Students' Union achieve University Students' Association of the Year in the 2022 NUS Scotland Awards, which is a great endorsement."*

**Ellie Gomersall ~ UWS Student President**

**In the NUS Awards 2022, Ellie was also named the new NUS Scotland President.**

Dr Lucy Meredith, Interim Principal & Vice-Chancellor of UWS, said: "I am incredibly proud of Ellie, who is a dedicated, inspirational and passionate voice for our students and has worked tirelessly to advocate for issues important to our University student body."





**UWS has had a campus in London since 2015 and in summer 2020 opened its brand new London Campus**, following a move to London Docklands. The next-generation campus features light and airy teaching and learning spaces and technology-rich, flexible breakout and study spaces that encourage student collaboration.



Across the campuses we provide a wealth of academic and enterprise opportunities, including impressive facilities such as Scotland's highest-specification environmental chamber, which has been used to help athletes, including paralympians, train for intense physical endeavours internationally.

**The lab can replicate:**  
**ALTITUDE 0-5800M above sea level,**  
**TEMPERATURE 10-40°C, HUMIDITY 30-90%**



**With existing plans for a hybrid delivery model accelerated by the pandemic, UWS successfully launched online learning to our students across the globe in early 2020.**

Our flexible social learning platform has continued to enable students to access high-quality teaching and learning in a way that best suits their needs during the times when they are not on campus. By September 2021, all UWS level 7 and 8 programmes had been designated for delivery via our Aula social learning platform, along with the majority of level 11 programmes and a selection of levels 9 and 10. A milestone figure of over 10,000 UWS students are now engaging in social learning.



**IN 2021, UWS ADDED CELTIC FOOTBALL CLUB WOMEN'S TEAM AS ONE OF ITS ELITE SPORTS PARTNERS.**

The partnership comes after UWS's expertise in this area was recognised in 2020 with the announcement of the University becoming Celtic's first sports science partner for the men's Youth Academy.

# A global outlook

*UWS has a global outlook and enjoys successful partnerships with educational institutions and businesses around the world.*



We are mindful of the current global climate, as a result of COVID-19, and this is forming part of our strategic planning to ensure that UWS is able to continue to operate successfully in the global landscape.

- **15 Transnational Education partners** including India, Italy, Malaysia, Singapore and Sri Lanka
- **Over 100 European partners** (including universities in Ireland, Germany, France, Finland, Spain and Italy)
- **11 North American partners**
- **20 partners in China**
- **Scotland's first official training partner for China following accreditation from China's State Administration for Foreign Expert Affairs (SAFEA)** Over August to December 2019 we delivered over 20 courses to 450 delegates on behalf of the Chinese government with a value of more than £1m



**IN THE 2014 REF (RESEARCH EXCELLENCE FRAMEWORK) 100% OF UWS SUBMISSIONS WERE RANKED AS HAVING INTERNATIONAL OR WORLD-LEADING STATUS IN TERMS OF THEIR ORIGINALITY, SIGNIFICANCE AND RIGOUR.**

In 2021, UWS completed the submission of the 2021 REF cycle, submitting 279 staff and more than 690 research outputs alongside 28 impact case studies, more than doubling the REF submission from 2014.

**REF2021**  
Research Excellence Framework

# Shaping Societies

**We are incredibly proud to be leading the way in ensuring that more people from disadvantaged backgrounds go to university in Scotland.**

Embedded within our Strategy is a clear commitment to the support, retention, and success of students from the most disadvantaged backgrounds. UWS also encourages engagement from those less likely to enter Higher Education through our graduate apprenticeship scheme.

**In 2021 UWS was named Scotland's leading university for its impact on reducing inequalities, in The Times Higher Education (THE) Impact Rankings. These measure universities' success in delivering against the United Nations' Sustainable Development Goals (SDGs), and placed UWS as first in Scotland and fifth in the UK for SDG 10 – reducing inequalities.**

The Impact Rankings assess more than 1,100 universities worldwide, and saw UWS placed in the 101–200 category with an institutional score of 83.4 out of 100 for its efforts in meeting the United Nations' goals.

As well as its work to reduce inequality, UWS placed highly for Sustainable Development Goal number eight (decent work and economic growth), and scored well in areas such as partnerships, and good health and wellbeing.



**UWS WAS RECOGNISED, FOR THE 7TH CONSECUTIVE YEAR, AS SCOTLAND'S MOST SUCCESSFUL UNIVERSITY IN ENSURING THAT MORE PEOPLE FROM DISADVANTAGED BACKGROUNDS CAN ACCESS HIGHER EDUCATION.**

A Scottish Funding Council (SFC) report on widening access showed that UWS recruited the highest proportion of SIMD 20 students, as well as accounting for the highest proportion of those successfully achieving their qualification.

The study also found that 25 per cent of all SIMD 20 graduates in Scotland were from UWS in academic year 2019/20, demonstrating the University's continued commitment to contributing to the Scottish Government's widening access priorities.



**Scottish Funding Council**

Promoting further and higher education

# Innovation

## Pioneering research and enterprise

We have established ourselves as a force for good through our internationally relevant research which is making a real difference across the globe.

Our ground-breaking research in areas including eye-care, drone technology, artificial intelligence, thin films and sensors, 5G networking, arthritis and dementia care is driving innovative technology developments and shaping society. These endeavours inform our teaching, meaning our students' learning is shaped by those working at the very forefront of their profession.

UWS continues to spearhead Innovate UK's Knowledge Transfer Partnerships (KTP) programme, with its project portfolio reaching 36 projects in 2021, worth £7.5million, yielding a predicted economic impact of £50million.\* In a Scottish Higher Education first, in 2019 the University established its own KTP Centre to ensure business partners, KTP Associates and UWS staff have exclusive access to an in-house specialist team to support their KTP activities.

*\*Based on independent report commissioned by Innovate UK, with predicted Gross Value Add of portfolios between £7m and £8.1m.*

## Innovator of the Future

UWS KTP Associate Dr Jakub Rycerz was named 'Innovator of the Future' at the Scottish Knowledge Exchange Awards for his partnership with Phoenix Instinct on the design and manufacturing of a smart, lightweight carbon fibre wheelchair, winner of the 2020 Toyota Mobility Challenge's \$1m prize



## A.I. DRONE PROJECT FLYING HIGH



THE AWARDS 2020



UWS won a prestigious Times Higher Education Award in November 2020 for its pioneering artificial intelligence drone collaboration.

The project team – a partnership between UWS, multinational firm Thales and CENSIS, the Scottish sensors and imaging innovation centre – scooped the prize in the 'knowledge exchange/ transfer initiative of the year' category.

The technology developed as part of the collaboration has the potential to save lives by identifying missing people. Thanks to its advanced cameras and "deep learning" technology, the drone system can identify specific individuals who appear just as a speck in the distance. The technology is the first of its kind used by police forces in the UK.

# Tackling world issues



## *The University's pioneering activities include development of cutting-edge anti-coronavirus technology*

During the pandemic, among the many impactful activities that UWS staff and students were involved in, our academics played a key role in the production of innovative thin film-based chips that help prevent the spread of coronavirus. Working in partnership with Glenrothes-based semi-conductor foundry Semfab, researchers in UWS's Institute of Thin

Films, Sensors & Imaging produced the technology for embedding in non-contact thermometers. Semfab very quickly received orders for more than 12 million of the chips from across the world. The infrared sensors are the latest project to come from the University's state-of-the-art thin films laboratory.

## Sustainability recognition

In 2020 UWS was shortlisted in The Guardian University Awards' Sustainability category. This was in recognition of the innovative measures and projects across our campuses that resulted in UWS reducing carbon emissions by 42% - more than double our original goal of 20% by 2020.



UWS was also shortlisted in the Green Gown Awards 2020 in the Sustainability Institution of the Year category. The Green Gown Awards recognise the innovative and inspiring sustainability work carried out by colleges and universities across the UK and Ireland.

**UWS STRATEGY 2025  
COMMITTS TO NET ZERO  
EMISSIONS BY 2040.**

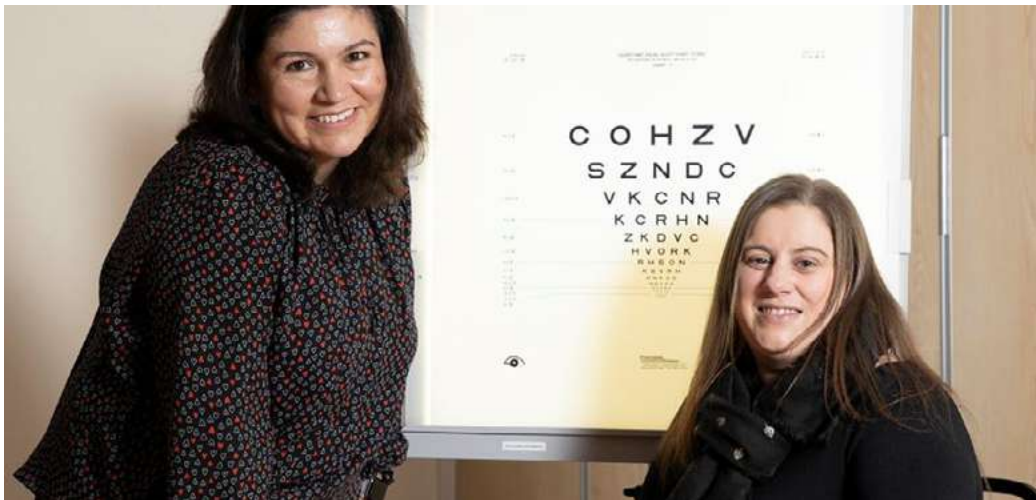
## ***A new spinout company from UWS is set to transform health diagnostic practices in the £245 billion global aquaculture sector***

WellFish Diagnostics® – which has developed the first non-lethal method for assessing fish health – will benefit from a £1.2 million investment from the University, Kelvin Capital and Scottish Enterprise.

WellFish has established a method to enable fish farmers to continually monitor the health of their fish population via blood sampling, in a unique approach developed by the company in conjunction with the salmon farming industry in Scotland.

The company is working with the entire Scottish salmon sector and producers in Ireland and Norway to provide fish farmers with technology and training to take their own samples, which are then sent to WellFish for testing.

The company has plans for rapid, international growth, with expansion into Norway in 2022 and further expansion into South America and Canada by 2023.



## **VISIONARY RESEARCH BREAKTHROUGH**

**UWS academics have discovered the world's first treatment for *Acanthamoeba keratitis*** – a serious eye condition that affects 3 million people globally each year. The University plans to create a spin-out company to roll out the safe, new additive to the contact lens and eye care industry to help prevent the condition developing.

# UWS Principal & Vice-Chancellor



**Career-focused teaching. World-leading research.  
An international outlook. And a far-sighted approach  
to technology and innovation.**

University of the West of Scotland (UWS) is a dynamic, modern multi-campus University with its origins dating back to 1897. The University has 4 campuses across the west and southwest of Scotland and one campus in London. It contributes c£816m of value to the Scottish economy and is consistently recognised as Scotland's most successful university in recruiting the highest proportion of students from disadvantaged backgrounds.

The University's Strategy 2025 outlines its purpose and the key themes that comprise the focus of UWS's work: these are excellent learning and teaching; distinctive research and innovation; and shaping the University's communities and wider society. Students are at the heart of everything that UWS does – they are treated as individuals, as partners and future leaders in their professions.

The University Court is now looking to appoint an exceptional individual as Principal and Vice-Chancellor to lead the strategic and operational management and academic development of the University to achieve its vision and goals, delivering an optimal student experience, academic research,

and ensuring that the University is a great place to work.

**The successful candidate will bring:** significant leadership experience of a large, complex organisation; first class communication and listening skills; the ability to engage staff, students and stakeholders; and a genuine commitment to students, widening access and reducing inequalities.

**Salary:** Competitive for the role

**Location:** Paisley, Scotland

If you would like to discuss this opportunity further or have any questions about the role, please contact Senior Research Associate Dr Danielle Willard-Kyle at [Danielle.WK@perrettlaver.com](mailto:Danielle.WK@perrettlaver.com) or **+44 (0)20 3928 7341**

For further details, including a job description, person specification and information on how to apply, please visit [www.perrettlaver.com/campaigns/uws-vice-chancellor](http://www.perrettlaver.com/campaigns/uws-vice-chancellor).

**The closing date for applications is at 12:00 noon BST on Monday 16th May 2022.**

[Click here for a printable copy](#)



# Appointment process and how to apply

## The University has appointed global executive search firm Perrett Laver to support the appointment of Principal and Vice-Chancellor.

If you would like to discuss this opportunity further or have any questions about the role, please contact Senior Research Associate Dr Danielle Willard-Kyle at **Danielle.WK@perrettlaver.com** or **+44 (0)20 3928 7341**.

For further details, including a job description, person specification and information on how to apply, please visit **[www.perrettlaver.com/campaigns/uws-vice-chancellor](http://www.perrettlaver.com/campaigns/uws-vice-chancellor)**

Applications should consist of a full curriculum vitae, detailing academic and professional qualifications and experience, full employment history and relevant achievements.

CVs should be accompanied by a covering letter describing briefly how candidates meet the criteria outlined in the person specification, why the appointment is of interest and what they believe they can bring to the role. **The closing date for applications is at 12:00 noon BST on Monday 16th May 2022.**

Candidates should be available in the weeks commencing 30th May to week commencing 13th June 2022 for preliminary meetings with Perrett Laver. **Shortlisted candidates will be formally interviewed by UWS on Tuesday 19th July and Wednesday 20th July 2022.**

*Protecting your personal data is of the utmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.*

*As defined under the General Data Protection Regulation (GDPR) Perrett Laver is a Data Controller and a Data Processor, and our legal basis for processing your personal data is 'Legitimate Interests'. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website [www.perrettlaver.com/information/privacy](http://www.perrettlaver.com/information/privacy)*

*Please visit the following link in order to find more information about the use of personal information provided by candidates to the university: [www.uws.ac.uk/about-uws/compliance/information-records-management/data-protection](http://www.uws.ac.uk/about-uws/compliance/information-records-management/data-protection)*

**[Click here for a printable copy](#)**





# West of Scotland ~ living and working

## Living in the west of Scotland

Scotland is a great place to live and work, with a high quality of life and a range of lifestyle benefits such as excellent value house prices, straightforward commuting and easy access to beautiful countryside.

Our campuses in Ayr, Lanarkshire and Paisley are within close proximity to Scotland's largest city, Glasgow, with our Dumfries Campus a 90-minute drive south of the city. There are numerous smaller towns and villages within travelling distance of all of the campuses, offering a variety of styles of living. The west coast also boasts some of the world's most stunning scenery and wildlife.

## Our west of Scotland campus towns

- An hour away from Glasgow, Ayr is set among some of Scotland's most impressive scenery on the Firth of Clyde, and is packed with historical sites and cultural and leisure pursuits. [More](#)
- In the southwest of Scotland, Dumfries is within easy reach of rugged coastlines, sandy beaches and tranquil lochs; and lies close to the largest forest park in Britain. [More](#)
- Hamilton is situated close to a number of country parks and nature reserves including Strathclyde Park and within easy reach of Glasgow, Edinburgh and Stirling. [More](#)
- 10 minutes by train from Glasgow, Paisley combines heritage and history with a 12th century Abbey, a museum and art gallery, and observatory. Loch Lomond and the Trossachs are both easily accessible from the town. [More](#)

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Glasgow and Edinburgh are within easy reach of our campuses and offer excellent shopping, superb café culture, museums and galleries, world-famous music venues and international cuisine.



# *West of Scotland* ~ living and working

## UWS is a great place to work

At this pivotal time for the University, we are working with all colleagues to deliver cultural change, ensuring that our people are aware of their role and contribution to delivering a student-centred experience in an organisation that is efficient, effective and financially sustainable. In return, we offer a supportive working environment, where staff can progress their career aspirations.

At UWS we are dedicated to driving positive change in society.



# We believe in our students' future

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**We have a proud record in delivering world-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.

*Campuses in Ayr, Dumfries, Lanarkshire, London & Paisley*

**[uws.ac.uk](http://uws.ac.uk)**



***Dream. Believe. Achieve.***