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UNIVERSITY OF THE
WEST of SCOTLAND

UWS

Chair of Court



Appointment Pack
February 2025



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UNIVERSITY OF THE
WEST of SCOTLAND
UWS



UWS IS RANKED **SECOND**
IN SCOTLAND AND **16TH**
IN THE WORLD FOR
REDUCING INEQUALITIES

(THE Impact Rankings 2024)

UWS IS COMMITTED TO
THE UNITED NATIONS

SUSTAINABLE DEVELOPMENT  **GOALS**

About us...

20,969

TOTAL STUDENTS

109

NATIONALITIES
REPRESENTED

81%

OF STUDENTS
21 YEARS +

1,956

STAFF (HEADCOUNT)

(session 2023-24 figures)

4 SCHOOLS

- BUSINESS & CREATIVE INDUSTRIES
- COMPUTING, ENGINEERING & PHYSICAL SCIENCES
- EDUCATION & SOCIAL SCIENCES
- HEALTH & LIFE SCIENCES

5 CAMPUSES

AYR, DUMFRIES,
LANARKSHIRE,
PAISLEY &
LONDON



Introduction from Principal and Vice-Chancellor



Thank you for your interest in the role of Chair of Court of University of the West of Scotland.

We are seeking to appoint an exceptional individual to Chair the University Court, our governing body, from 1 February 2026, succeeding the current Chair, Kate Allum, when her final term in office comes to an end.

This role presents a key opportunity to work with the University - our inspiring students, our incredible colleagues and our valued stakeholders - at a hugely exciting time as we implement our Strategy 2030.

The role of Chair of Court is an extremely important one. Our Court oversees the University's strategic direction helping to advance the University's core purpose: to maximise student success; create and apply new knowledge; and to grow our global impact.

We are seeking an exceptional individual to work alongside myself, the University Executive and our wider community to guide the University towards its next set of achievements.

If you have a strong interest in Higher Education and hold values that align with those of UWS to transform lives through educational opportunities, we look forward to hearing from you.

Professor James A. Miller FRSE
Principal and Vice-Chancellor



[*Find out more about the role >*](#)

University of the West of Scotland

University of the West of Scotland is a large, modern, multi-campus University with its origins dating back to 1897. We have campuses in Paisley, Lanarkshire, Dumfries and Ayr, plus our campus in London Docklands, which has significantly increased our global reach and international student community.

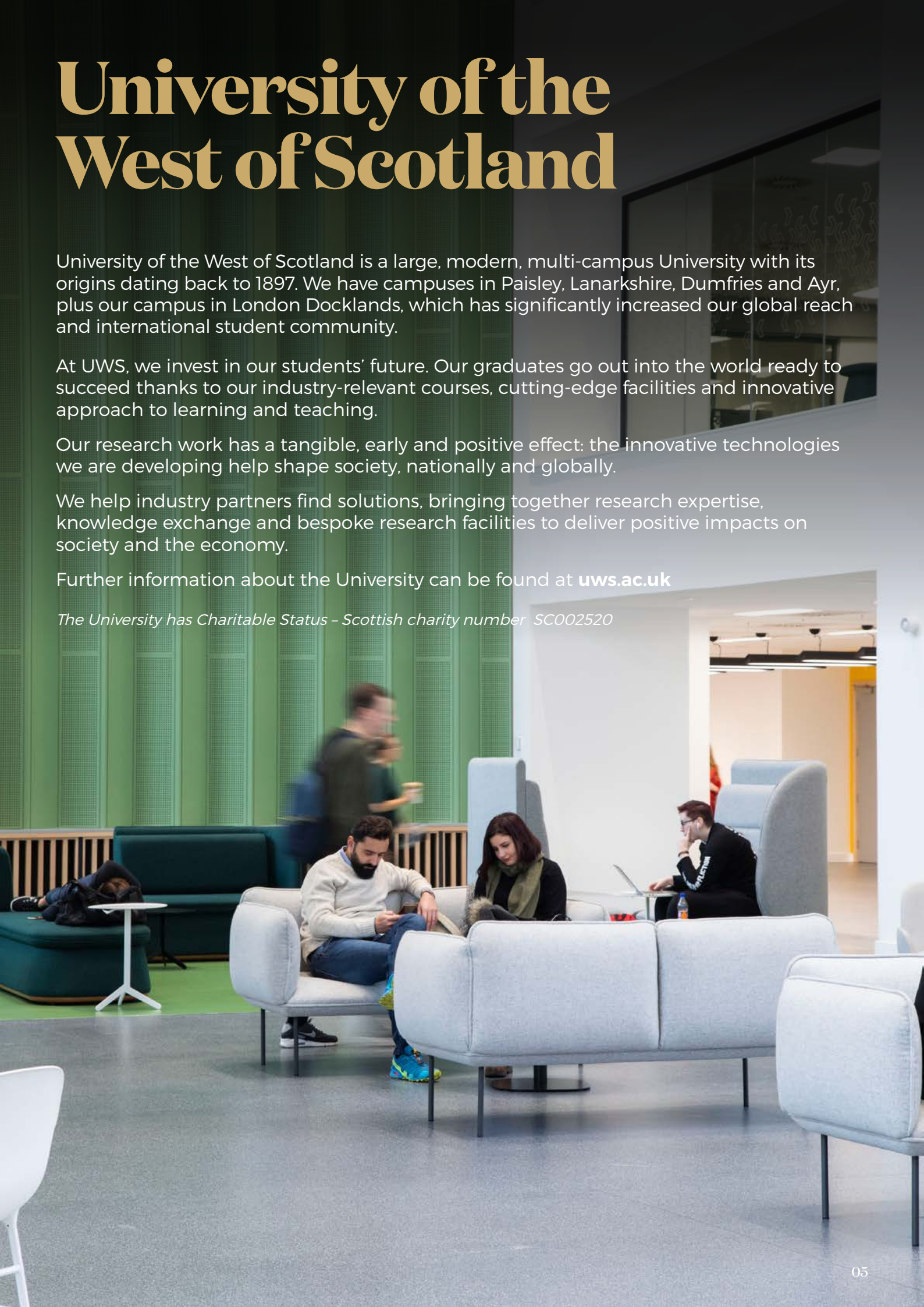
At UWS, we invest in our students' future. Our graduates go out into the world ready to succeed thanks to our industry-relevant courses, cutting-edge facilities and innovative approach to learning and teaching.

Our research work has a tangible, early and positive effect: the innovative technologies we are developing help shape society, nationally and globally.

We help industry partners find solutions, bringing together research expertise, knowledge exchange and bespoke research facilities to deliver positive impacts on society and the economy.

Further information about the University can be found at uws.ac.uk

The University has Charitable Status – Scottish charity number SC002520



Our five campuses



Paisley Campus

Close to the centre of Paisley, and 10 minutes by train from Glasgow, UWS Paisley Campus offers excellent teaching and study facilities, including industry-standard specialist labs and simulated healthcare suites.



London Campus

Situated in London Docklands, 1-minute from East India DLR, UWS's next-generation London Campus offers technology-rich, flexible breakout and study spaces that encourage interaction and collaboration amongst our students.



Lanarkshire Campus

Our £110million Lanarkshire Campus was named the UK's most sustainable and inspiring higher education building in the Guardian University Awards 2019. Running on 100% renewable energy, its cutting-edge technology and flexible study spaces embody UWS's belief in sustainability and the power of collaborative learning.



Dumfries Campus

In early 2023, the University's Dumfries Campus relocated to a dedicated state-of-the-art facility alongside Dumfries and Galloway College on the Crichton estate on the edge of town. Facilities include a simulated healthcare centre, to provide health students with the hands-on skills and expertise for their future careers.



Ayr Campus

Blending picturesque riverside surroundings and forward-thinking learning environments – including studios and labs for music, broadcasting, education and healthcare - our Ayr Campus, close to the centre of Ayr, is an exceptional place to study.

Strategy 2030

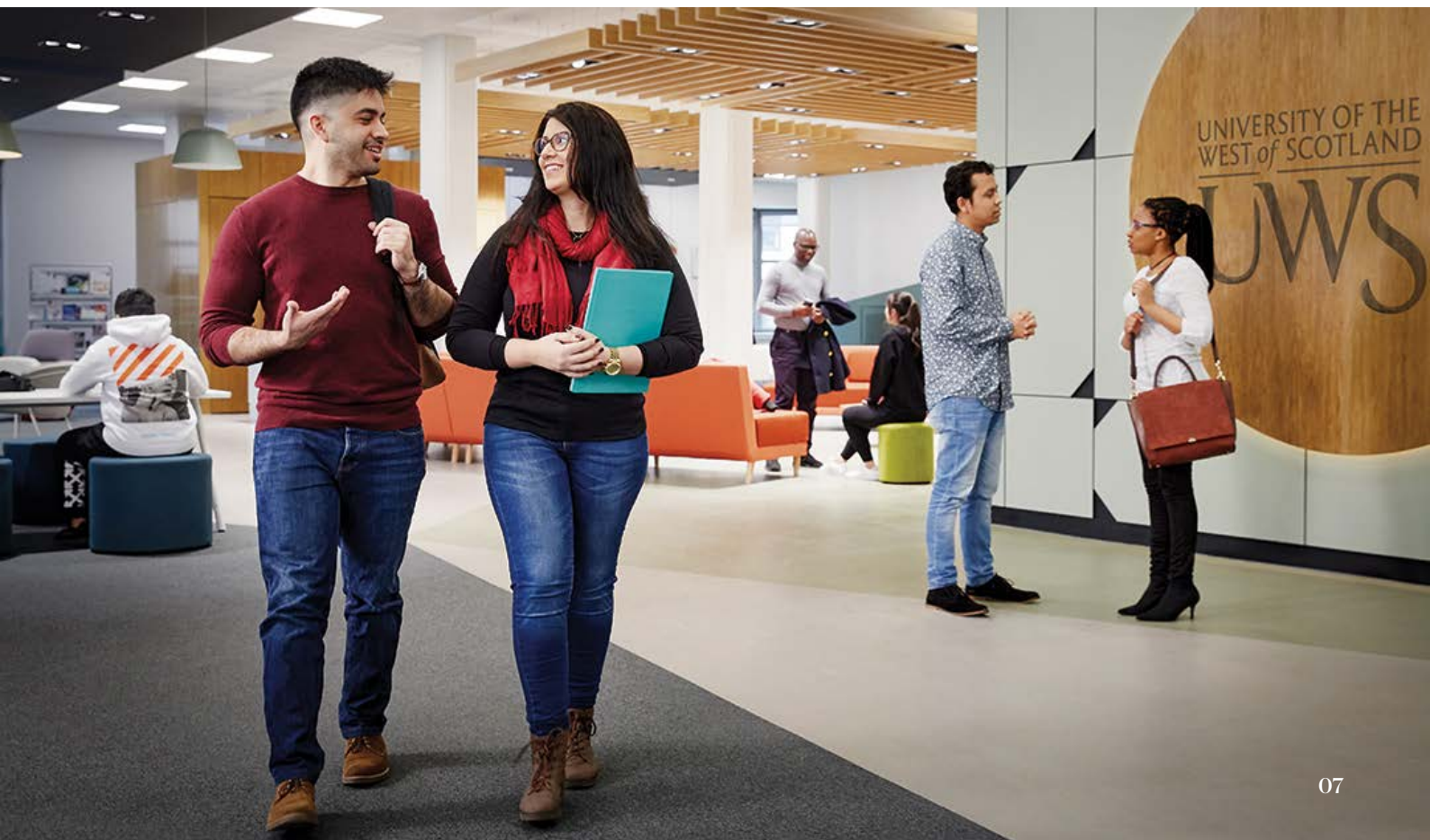
Transforming communities through research and education continues to be at the heart of all work done at University of the West of Scotland. UWS is an anchor institution within its communities across the west of Scotland and in London, with impact that reaches far beyond the campus regions.

The University is driving an ambitious strategy for impactful research and innovation, aligned with our high-quality learning and teaching. All with a global engagement agenda to meet the needs of the 21st century workplace. Strategy 2030 will launch in Spring 2025, and has been developed in consultation with colleagues across the University, to gain their views on UWS's strengths, the challenges we may face in the future, and what we want to achieve by 2030.

The strategy will build on our achievements over the last few years, and mark the next exciting phase of our development, laying the foundation for UWS towards 2050.

Four UWS values guide how we work together as a community to deliver our goals and purpose: integrity; respect; inclusivity; and accountability. We are impact oriented, and Strategy 2030 sets a series of cross-University goals to drive our focus to maximise our students' success; create and apply new knowledge; and to grow our global impact.

- **UWS is the place where education is for all**
- **UWS is the place where knowledge enables positive impact**
- **UWS is the place where local action has global impact**



Creating and applying new knowledge

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 drone technology, artificial intelligence, thin films and sensors, 5G networking, aquaculture, 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.

In a Scottish Higher Education first, in 2019 the University established its own Knowledge Transfer Partnership (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.

To date, the Centre has supported over 60 businesses secure more than £14million in Innovate UK funding. It has garnered considerable recognition, including the Knowledge Exchange Heroes Award at the 2023 Scottish Knowledge Exchange Awards; and shortlisting for the Best African Agriculture KTP Award at the Innovate UK KTP Awards 2024 for its international KTP work.

Working towards a world without water scarcity

Pioneering artificial intelligence developed through a partnership between UWS and industry partners FIDO Tech is saving billions of litres of water being lost from pipeline networks, worldwide – tackling climate change and directly addressing the United Nations' Sustainable Development Goals.

The technology incorporates innovative cloud correlation, developed by UWS, that receives sensor readings via a smart phone app to source the exact location of underground water leaks.

The UWS/FIDO AI technology was promoted at the COP28 Fringe Showcase in Dubai; and was shortlisted in the Times Higher Education Awards 2024 for 'Knowledge Exchange Initiative of the Year.'



UWS Spin-Outs

Each with the potential to generate millions of pounds for the economy:

- **Novosound** (developing novel ultrasound sensors: Converge Challenge winner 2017)
- **Albasense** (developing end-use applications including optical coatings and sensors: shortlisted Converge Challenge 2017)
- **WellFish Tech** (developed the first non-lethal method for assessing fish health)
- **Focalise AI** (developing visual inspection technology applied to search and rescue, and non-destructive testing).



Dementia Champions

The Alzheimer Scotland Centre for Policy and Practice, founded in 2013, is an innovative partnership between UWS and Alzheimer Scotland, providing a high-quality environment for applied research, education and social enterprise. Through the Centre, UWS has delivered Scotland's National Dementia Champions programme and developed the award-winning Carers' Academy which provides support and practical skills for family members caring for a relative with dementia. The Centre's award-winning 'Class in a Bag' programme has also helped thousands of schoolchildren across Scotland to become more dementia aware. The Centre won the 'Outstanding Contribution to the Local Community' category at the Herald Higher Education Awards 2023.

REF2021
Research Excellence Framework

90 percent of research at UWS is world-leading, internationally excellent, or recognised internationally, according to the Research Excellence Framework 2021.

The University also increased its position for research intensity in the 2021 REF - now ranking within the top 90 universities in the UK.

Maximising our students' success

At UWS, we want our students to learn in a way that best suits them to help them get the most out of their studies. Our learning and teaching model aims to optimise students' UWS experience.

We focus on providing opportunities for high-quality, dynamic and engaging on-campus learning and teaching. All supplemented with accessible online activities, inspired by social media, and using the latest digital platforms. Not only does this learning model provide the academic tools and support from our experienced academics that our students need to succeed in their studies, it is designed to offer the flexibility to allow them to fit studies around their individual lifestyle.

Learning tools

Our learning model gives students access to a suite of online tools to supplement on-campus studies – including video material, academic readings, podcasts and guided activities, such as discussion forums and workshops.

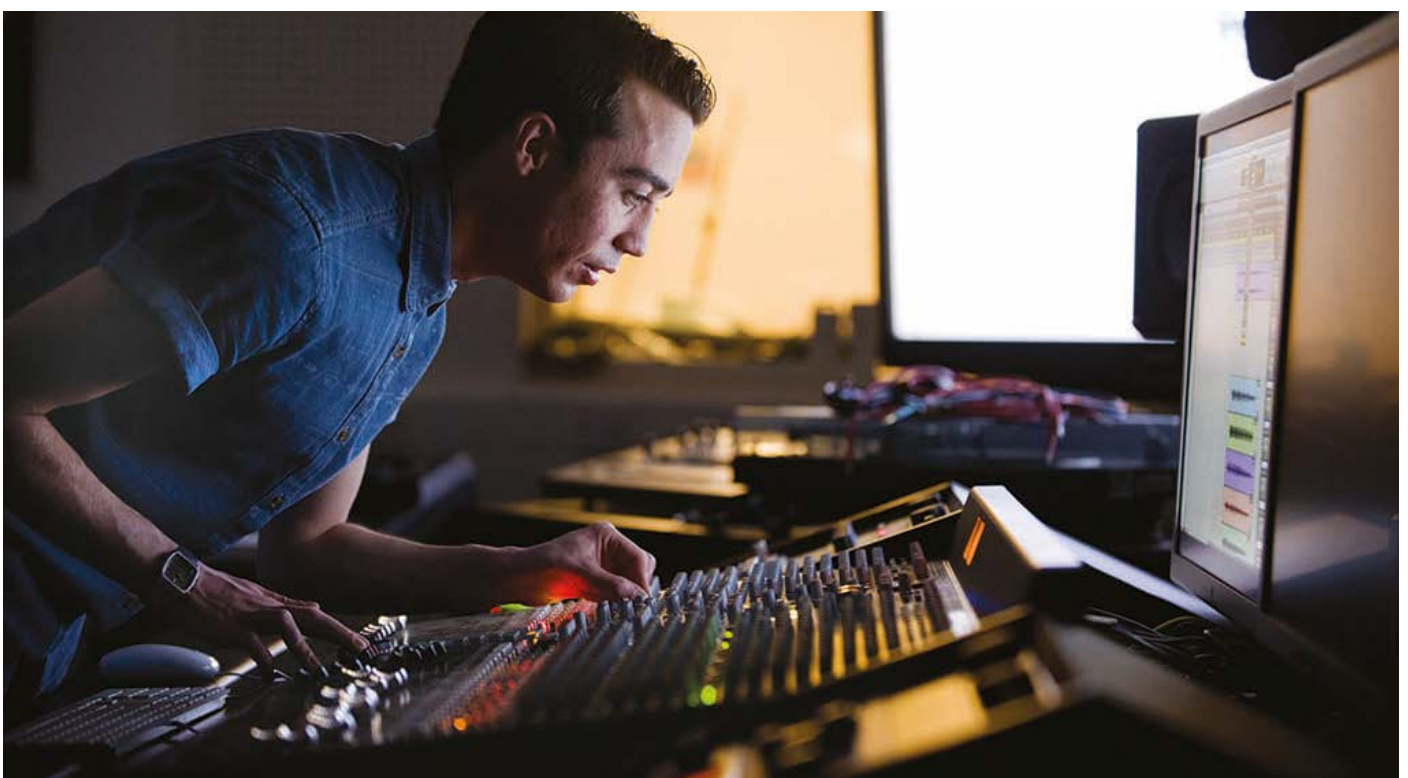


Proudly, UWS learners are a diverse, global community brought together by our purpose of social inclusion and reducing inequalities in Scotland and around the world.

Our graduates go out into the world ready to succeed thanks to our career-focused courses, cutting-edge facilities and innovative approach to learning and teaching.

We have a proud record in developing effective partnerships with business, industry and the public and voluntary sectors.

We equip our students with the skills and confidence to shape their futures, while ensuring that they have the best possible experience and outcomes.



From the most recent Graduate Outcomes Survey of UWS graduates:



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. Through Strategy 2030, we will further enrich the diversity of our student body - and will continue to ensure our students have a successful journey from admission to employment. Our learning and teaching and wraparound student support will deliver a learner-centred approach to ensure that all students are empowered to shape their future.

Enhancing our students' skills and employability

We are passionate about empowering our students and equipping them with the skills they want and need to succeed in life. We created the Aspire curriculum to further support our students and offer them a tailored approach to their academic, professional and personal development. Forming part of many of our degree programmes, Aspire includes a set of common modules that support students to shape and chart their own unique path. Through a wide range of personally selected learning activities, the Aspire curriculum provides students with the ability to enhance their own degree experience while developing their skills and employability - for whatever the future holds.

Inclusivity

We are incredibly proud to be leading the way in inclusivity in Scotland. The University has a clear commitment to the support, retention, and success of students and is dedicated to providing education opportunities for all.

- The latest report from the Scottish Funding Council [2024] showed UWS had – for the tenth consecutive year – recruited the highest proportion of SIMD20 students, with 29% of students from SIMD20 areas. The study also found that UWS had the highest proportion of qualifying Scottish graduates from SIMD20 areas (24.7%), demonstrating the University’s continued commitment to contributing to the Scottish Government’s widening access priorities. (*Scottish Index of Multiple Deprivation SIMD – a statistical tool using postcodes to determine levels of deprivation*)

- **44.8%** of UWS undergraduate students are first in family to go to university
- **2.3%** of UWS undergraduate students are care-experienced
- **11.4%** of UWS students declare a disability

- The UWS Foundation Academy was launched in 2022 to support senior school pupils across the West of Scotland. The initiative gives school pupils the opportunity to access the university pathway of their choice, to develop academic skills in a specific subject area and improve the quality of their eventual university application. The Foundation Academy runs for a full year and pupils have access to a broad range of personal, career and transition support. Since its launch, the Foundation Academy has engaged with over 2500 senior pupils in more than 30 schools across our key campus regions. The Foundation Academy was shortlisted as ‘Widening Participation Initiative of the Year’ in the Times Higher Education Awards 2024.
- Through the Graduate Apprenticeship scheme UWS also encourages engagement from those less likely to enter Higher Education.



Growing our global impact

UWS has over 110 active international partnerships. Working with select educational agencies around the world and with partner institutions, notably in China and the United States, UWS welcomes several thousand international students to its five UK campuses each year. One third of our student population is international with over one hundred nationalities represented, creating a diverse, multicultural student community. UWS programmes are also delivered overseas through our transnational education partnership network.

- UWS has Transnational Education partners in China, Malaysia, Singapore, Sri Lanka, UAE, Italy, Ukraine and France
- UWS has 48 European exchange partners (including universities in Ireland, Finland, and Spain)
- UWS has 12 North American exchange partners
- UWS has 5 North American recruitment partners
- UWS has 16 recruitment partners in China
- UWS was Scotland's first official training partner for China following accreditation, in 2018, from China's State Administration for Foreign Expert Affairs (SAFEA).

UWS Chair of Court - *the role opportunity*

University of the West of Scotland is one of Scotland's largest and most innovative modern universities. Our reach across the country, together with our London campus, means that UWS is a significant force in global knowledge creation, innovation, and a leading provider of undergraduate, postgraduate and research degree education.

UWS is seeking a dynamic and experienced leader for the role of Chair of Court. We are looking for an accomplished Chair with an inclusive style who will inspire confidence and trust. You will be genuinely motivated by UWS's position as an anchor institution within its communities as well as its global ambitions and presence. The transformative power of education to provide opportunities and change people's lives and UWS's track record in successfully reducing inequalities will deeply resonate with you.



The University Court

Court is the governing body of the University. Its membership of 25 includes students and staff, with the majority of members external to and independent of the University, committed to sharing their collective skills and experience across a broad range of professional fields of expertise. Court members support and challenge the University to deliver its strategic objectives and maintain a focus on its ongoing development and sustainability, and high-quality corporate governance. The Court meets four times a year plus an additional strategy day and a development day. The Chair of Court will also be in membership of several Court Committees which meet up to four times annually.

Primary Responsibilities of the University Court

- To protect the reputation and values of the institution
- To ensure, in conjunction with the University Senate, the quality of the institution's educational provision and adequate provision for the general welfare of students
- To approve the goals and strategic vision of the institution, its strategic plan, key performance indicators (KPIs) and annual budgets, ensuring due regard to the interests of students, staff and other stakeholders, and monitoring performance in terms of these
- To appoint the Principal and Vice-Chancellor as the Chief Executive Officer of the University and put in place suitable arrangements for monitoring their performance
- To appoint the Secretary to the governing body
- To ensure the establishment and monitoring of systems of control and accountability, including: financial and operational controls; risk management; means of evaluating the governing body's own performance; and clear procedures for handling internal grievances and "whistleblowing" complaints and for managing conflicts of interest.

The Chair of Court

The Chair leads the University Court and enables it to work in an effective and efficient manner in accordance with the University of the West of Scotland Order of Council 2019.

The Chair is ultimately responsible for the operation of Court and for ensuring that its members work together effectively. In common with other members, the Chair must contribute to collective decision-making and act only in the interests of the institution. The Chair should ensure that the institution is well connected with its stakeholders, including staff and students.

Through leadership of Court, the Chair plays a key role in relation to the business of the institution but must not be drawn into the day-to-day executive management. A critical element of the effectiveness of Court and the institution is the establishment of a constructive working relationship between the Chair and the University Principal and Vice-Chancellor. The roles, however, are distinct, and it is important to ensure that while the relationship should be mutually supportive, it also incorporates the checks and balances imposed by the different roles which each has within the Constitution.

The Chair must ensure that the distinct roles for executive officers and members of Court are maintained and respected.

[Our current UWS Court members](#)

The Chair is expected to stay in touch with University affairs between meetings and Court may therefore grant delegated authority to the Chair to act on its behalf between meetings.

The role of Chair

The Chair of Court presides at meetings of the University's governing body and is responsible for the leadership and effectiveness of the governing body. The Chair acts in a way that maintains the trust and respect of the governing body and ensures that the governing body is well connected to the wider University community. The Chair leads the governing body, ensuring that its members work together effectively.

The Chair contributes to collective decision making and acts in the interests of the University.

Court is responsible for the appointment of the Principal and Vice-Chancellor, for whom the Chair will act as line manager and normally lead the annual assessment of the performance of the University Principal. There is also a range of key outcomes on which the Chair will be appraised annually by Court.

The following summary provides an overview of the responsibilities of the Chair. They will:

Leadership, governance and oversight

- Chair meetings of Court, facilitating engagement and contribution by all members ensuring the widest range of views are included and promoting the wellbeing and efficient operation of Court
- Ensure that the Court conducts itself in accordance with the accepted standards of public life which embrace duty, selflessness, integrity, objectivity, accountability and stewardship, openness, honesty, leadership and respect
- Ensure an appropriate balance of authority between the governing body and the Principal and Vice-Chancellor
- Ensure that staff and student members of Court are given the necessary support to participate effectively
- Be fully involved in the process for the recruitment of new members of Court and ensure that all new members are inducted and fully briefed
- Ensure that the Court and its members meet their obligations as charity trustees and requirements of the Office of the Scottish Charity Regulator (OSCR)
- Ensure compliance with the Scottish Code of Good HE Governance and the Higher Education Governance (Scotland) Act 2023
- Lead the process of the appointment of a new Principal and Vice-Chancellor, should this be required
- Be responsible for conducting an annual performance evaluation of the Principal and Vice-Chancellor
- Ensure that the Court operates a procedure for the regular review of its own performance and effectiveness.

Effective working relationships

- Maintain a constructive and challenging working relationship with the Principal and Vice-Chancellor and the Vice-Principal (Governance) and University Secretary
- Host or attend staff, student or alumni events by invitation
- Hold regular meetings with Chairs of Committees of the Court in order to co-ordinate and monitor progress of Court business
- Meet with members of the Court on an individual and informal basis at least once annually to discuss their contribution, receive feedback and provide guidance if needed
- Chair meetings of the Governance & Nominations Committee, and be involved in other Committees as required[^]
- Engage with the Court process for the appointment of the University Chancellor and support that officer in the conduct of their UWS duties
- Occasionally support the University Executive by joining the recruitment and selection panels for senior staff.

[^] UWS Court Committees currently

- *Audit & Risk Committee*
- *Governance & Nominations Committee*
- *Resources & People Committee*
- *Remuneration Committee*

Supporting the external profile of the University

- Facilitate a university that is well connected, and responsive to key stakeholder groups
- Represent the Court and the University externally, including sector-wide activities and act as a passionate and positive advocate for the University
- Participate as a member of relevant national groups representing the University such as the Committee of University Chairs (CUC) and the Committee of Scottish Chairs (CSC)
- Host or attend a range of events at the University or externally and attend graduation and prizegiving ceremonies.

Person specification for the role of Chair

Candidates must meet the following criteria in order to be invited for interview:

Leadership

- An experienced non-executive with a proven track record at a senior level within a large and complex organisation
- An authoritative yet collegial approach to leadership which will command the respect of other Court members, staff, students, members of the University Executive and the wider University community.

Personal attributes

- The energy, drive and commitment to lead the Court in its ambitious oversight and monitoring of the University's strategy and the ability to dedicate sufficient time to fulfil this role
- An interest and understanding of Higher Education and how it transforms lives
- Excellent communication skills, written and oral, and an affinity and enthusiasm for public speaking
- Personal integrity and the ability to exercise independent judgement
- The ability to build connections, influence and persuade a range of internal and external stakeholders including staff and students
- A demonstrably strong commitment to equality, diversity and inclusivity
- The person appointed will act in accordance with the Nine Principles of Public Life in Scotland which are the foundation for the governing body's behaviour and its decision-making processes.

Knowledge and experience

- Extensive experience of a wide range of corporate governance issues
- Experience of and a proven ability to chair complex meetings effectively
- Extensive professional experience with significant executive level leadership accomplishments in a public, private or third sector organisation
- A proven ability to analyse complex strategic and financial proposals
- Experience of and a proven ability to manage and support organisational leaders at the highest levels
- A sufficiently comprehensive knowledge of the Scottish public sector.

Availability

The Chair of Court must be able to make the significant time commitment required of the role - estimated to be the equivalent of around 50 days per year. Much of this will involve attendance, in person, at the University's 4 west of Scotland campuses and at its London campus; plus other external meetings. Applicants must provide assurance that they have the time capacity to fulfil the duties and responsibilities of the role of Chair.

Terms of appointment

- The appointment of the Chair of Court is made in line with the requirements of the Higher Education Governance (Scotland) Act 2016
- The period of appointment is initially for 3 years which may be extended up to a maximum of 6 years, subject to approval by the Court
- The Chair of Court will be elected for an initial period of 3 years with effect from 1st February 2026
- The Chair is entitled to non-pensionable remuneration of c£18,000 per annum plus reasonable travel and subsistence expenses in line with University procedures
- All Court members, including the Chair, make an annual disclosure in a publicly available register of interests
- In addition to the diary of scheduled meetings and committees, there may be occasions where the Chair is asked to attend meetings or make themselves available for discussions at short notice. There are regular one-to-one meetings with the Principal and with the Secretary to Court. The Chair will attend graduations and other UWS events as well as HE sector meetings such as attendance at the Committee of Scottish Chairs.

Eligibility

- Members of Court are charity trustees. Applicants must ensure they are not disqualified from serving as a trustee under the Charities and Trustee Investments Act (Scotland) 2005 and the Charities (Regulation and Administration) (Scotland) Act 2023 as they will be asked to make a signed declaration of this prior to the election stage
- The Chair must not have any unspent or pending criminal convictions that may have an impact on their ability to fulfil the requirements of the role
- The person appointed may not be a student of, or one of the staff of UWS during the period of appointment
- It is essential that the Chair is able to act independently. Current members of Court are eligible to be appointed as Chair, but the role may not be held simultaneously with another role on Court. No former student or member of staff of the University shall be eligible to be appointed until a period of 4 years has elapsed from the date they ceased to be a student or member of staff
- The Chair may hold membership of a political party or organisation, but may not hold an elected political office during the term of appointment and may not hold a position with any other education institution.

Application and selection process

How to apply

We welcome an initial conversation about the role – please contact **Kirsten Hendry, Associate Director at FWB on 0131 539 7087.**

The process for the appointment is determined by the Higher Education Governance (Scotland) Act 2016 which requires both selection and election elements.

Stage 1 - Application

To apply for this role, candidates should submit a CV and a supporting statement clearly addressing how their skills and experience match the role requirements outlined in this pack and highlighting their interest in this particular role at UWS - each document should be no more than two pages in length.

Applicants are also asked to complete an Equality and Diversity Monitoring Form that will be used only for monitoring and reporting purposes. On receipt, the completed form will be separated from the application and will not be used as part of the selection process.

Applications should be sent by email to Kirsten Hendry, Associate Director at FWB at **applications@fwbltd.com** by noon on **17 March 2025.**

Stage 2 - Interview

Shortlisted candidates will be invited to attend for interview. We expect the interviews to take place on **14 April 2025.** Shortlisted candidates will be asked to provide the names of two referees who may be contacted before the interviews.

Shortlisted candidates will be given the opportunity to meet informally with the Principal in order to find out more about the University prior to interview. This is particularly for the benefit of candidates who may be unfamiliar with the University and it will form no part of the selection process. Dates for these visits will likely be Monday 31 March (AM) and Friday 4 April (PM). A tour of one, or more, University campuses can also be arranged.

The interview will take place in person at the University's Paisley Campus and the panel will comprise current members of the University Court (including lay members and staff and student representatives) and will be chaired by a lay member of the Court. Specific dates and times for interviews will be confirmed to the short-listed candidates at the end of March 2025.

Reasonable reimbursement of expenses incurred in connection with attending the interview will be offered.

Stage 3 - Election by staff, students and Court

As required by the Higher Education Governance (Scotland) Act 2016, candidates considered appointable following interview will be required to participate in an election by staff, students and members of Court. Each vote carries equal weight and the election is won by the candidate who secures a simple majority of the total number of votes cast.

We expect the election phase to take place in **September 2025** and hustings will take place online in early September 2025. Candidates will also have the opportunity to set out an election statement that will be made available to the electorate as part of the voting process. *Reasonable reimbursement will be offered of expenses incurred during the election campaign as determined by the Court Committee overseeing the process.*

The Chair of Court will be expected to take up appointment on **1 February 2026**. An induction period will be planned with the appointee following the election to ensure a smooth handover.

Note: Personal data

The University is required to publish diversity monitoring information about the election process. This will include sensitive personal data such as the gender, religious beliefs and health information. We are only able to process this information about you with your express consent. You will be asked to complete a consent form when you apply although you have the option to decline to answer specific questions if want to. Please do not include any sensitive personal data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

The equal opportunities monitoring form will not be shared with anyone involved in assessing your application. Please complete this as part of the application process.

UWS is committed to equality and diversity and welcomes applications from under-represented groups. UWS is a "Disability confident" employer. University of the West of Scotland is a registered Scottish charity, no. SC002520.

UNIVERSITY OF THE
WEST *of* SCOTLAND

UWS

At UWS, we believe 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.

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
