

**HIGHER EDUCATIONAL
INSTITUTION OF THE YEAR**



UNIVERSITY OF THE
WEST of SCOTLAND

UWS

Vice~Principal (Internationalisation)

**Appointment Pack
November 2022**

Dream, Believe, Achieve.



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About us...

22,100

TOTAL STUDENTS

119

NATIONALITIES ACROSS
OUR CAMPUSES

70%

OF STUDENTS 21 YEARS +

1,435

STAFF (HEADCOUNT)

£128.4m

TURNOVER

(session 2020-21 figures)

4 SCHOOLS

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

5 CAMPUSES

AYR, DUMFRIES,
LANARKSHIRE,
PAISLEY &
LONDON



UNIVERSITY OF THE
WEST of SCOTLAND
UWS

nus scotland
national union of students

YOUR **union**
UWS

STUDENTS' ASSOCIATION OF THE YEAR 2022



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 4 campuses across the west and southwest of Scotland and 1 in London.

In the 2017/18 academic year, UWS created a quantitative impact of **£816million Gross Value Added (GVA)** and **5800 jobs** in Scotland; and **£955million GVA** and **7200 jobs** in the UK. In addition, across Scotland, the University generated **£7 impact** for every **£1 income** received and supported almost 4 jobs for every person it employs. (source: BIGGAR Economics report on socio-economic impact of UWS 2019)

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

The University has Charitable Status - Scottish charity number SC002520

UWS Strategy 2025

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

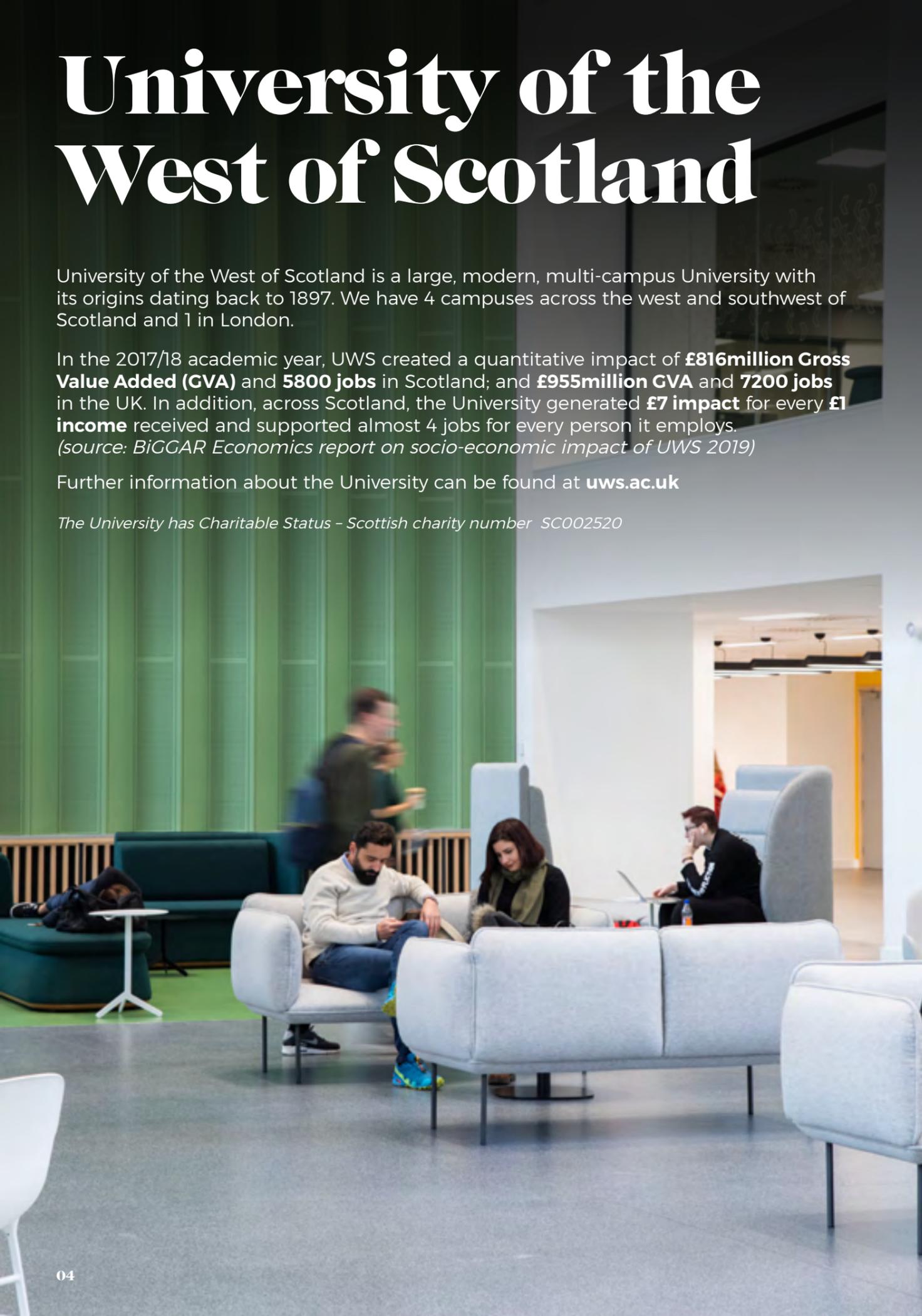
UWS Strategy 2025, launched in February 2020, marked an exciting new chapter for the University.

It focuses on the key areas in which the University seeks to flourish over this period, 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 Strategy builds on the successes and achievements made during the last Corporate Strategy period, 2014-2019. During this timeframe, UWS transformed itself within the sector, and made a significant impact on the lives of its students and local communities, as well as growing in international stature.

UWS places its students at the centre of all that it does. UWS is committed to globally relevant research and currently has teams undertaking pioneering work in areas including drone technology, eye care, artificial intelligence, thin films and sensors, 5G networking, and arthritis and dementia care. This has included recent, pioneering work on infra-red sensor technology, embedded in non-contact thermometers to help prevent the spread of coronavirus.



UWS Vice Chancellor's Executive

Vice-Principal (Internationalisation)

Paisley Campus base with travel to other locations as required

SALARY £124,275 TO £144,039 PER ANNUM

Full time, Permanent

THE POST

University of the West of Scotland (UWS) is driving an ambitious strategy - Dream, Believe, Achieve - for high-quality teaching and research, with a global engagement agenda to reflect the needs of the 21st century workplace. 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.

In alignment with the strategy and significant international growth, UWS Principal & Vice-Chancellor, Professor James Miller, seeks to appoint a new key member of his Executive Team, to lead the University's internationalisation ambitions.

• Vice-Principal (Internationalisation)

Working with a range of senior colleagues, you will develop a cohesive, University wide approach to all aspects of internationalisation. You will be responsible for conceptualising and developing a new Transnational Education (TNE) strategy for the University of the West of Scotland and delivering a step change and growth in TNE provision.

As a member of the Vice-Chancellor's Executive, you will contribute to the wider leadership and collective responsibility for the strategic direction of the University. You should have proven success in the development and delivery of TNE of scale, that deliver strong academic, reputational and economic contributions. You will be a strategic thinker with a personal resonance with the academic endeavour of the University and enthusiasm for its ambitions and aspirations.

THE SUCCESSFUL CANDIDATE SHOULD HAVE THE FOLLOWING:

- A First Degree and relevant postgraduate qualification or significant demonstrable relevant experience, and up to date continuous professional development
- Proven success in leading large functions and delivering operations and strategies within internationally focused universities
- Experience of developing and contributing to long-term strategic business planning, within the higher education sector environment
- Experience in the development and delivery of TNE developments at scale that deliver strong academic, reputational and economic contributions
- A demonstrable track record of leadership of professional staff and the delivery of international plans and strategy including international recruitment and the relevant regulatory systems
- Significant experience of delivering and embedding change in a complex environment
- Experience in or a demonstrable understanding of the Scottish and international higher education landscape

ABOUT US

UWS was named Higher Educational Institution of the Year in The Herald Higher Education Awards 2022 and is ranked in the top 150 universities worldwide under 50 years old (2022 Young University Rankings).

UWS is one of Scotland's largest and most dynamic 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. Our degrees provide students with a transformational experience; equipping them with highly sought-after graduate skills that set them up for global success in world-leading sectors, industries and businesses. With cutting-edge courses, modern pedagogy and practical knowledge, we enable our students and staff to experience the joy of learning, teaching, research and innovation, and apply their knowledge for the benefit of others.

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[Further information on the Vice-Principal \(Internationalisation\) vacancy can be found here.](#)

For informal enquiries about this post, please contact Donna McMillan, University Secretary by email: Donna.McMillan@uws.ac.uk

Closing Date: Monday 5th December 2022 (by midday)

Interview Date: Tuesday 20th December 2022

UWS is committed to equality and diversity and welcomes applications from underrepresented groups.

UWS is a "Disability Confident" employer.

University of the West of Scotland is a registered Scottish charity, no. SC002520.

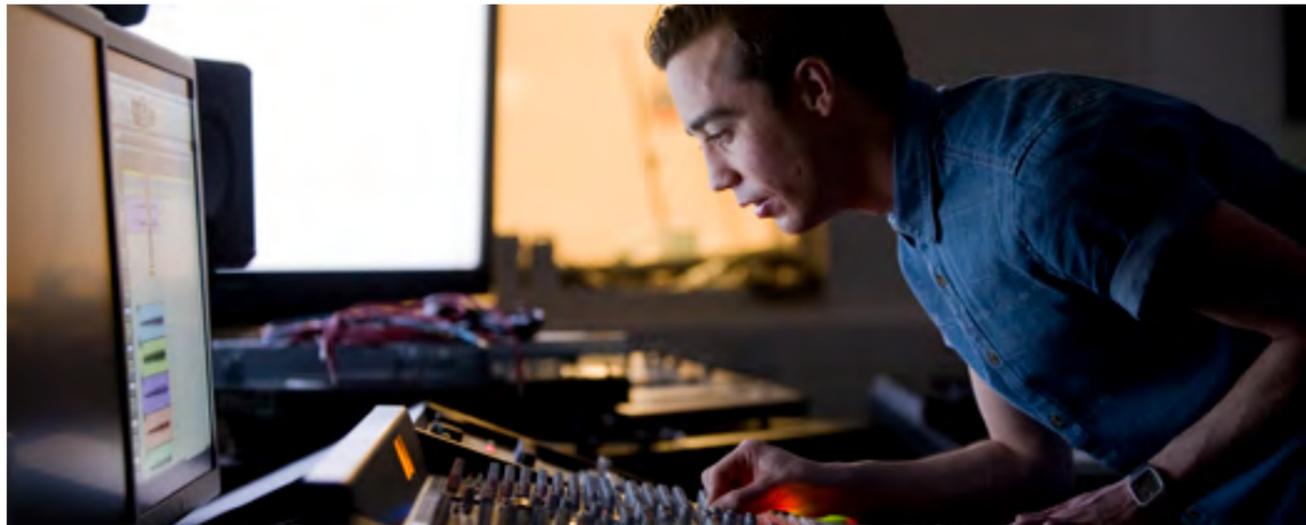


We are here for our students

At UWS, we invest in our students' future. 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 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. As one of Scotland's biggest modern universities with campuses in Paisley, Lanarkshire, Ayr and Dumfries, UWS is the local university for over 30% of the population of central Scotland. We also have a growing national and international reach: our 5th UK campus opened in London in September 2015 and was expanded on a new site in London Docklands in 2020.



94.8%
of undergraduate students are in work or further study within 6 months of graduating

(HESA destination of leavers in higher education 2016/17)

96.6%
of postgraduate students are in work or further study within 6 months of graduating

(HESA destination of leavers in higher education 2016/17)

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 education - enhancing their success in learning. Early 2023 sees us relocating our Dumfries Campus provision to a dedicated UWS section of Dumfries & Galloway College, creating a dynamic, flexible, modern learning space including state-of-the-art simulated healthcare facilities.

Across the campuses we provide a wealth of academic and enterprise opportunities, including impressive facilities such as our internationally recognised Institute of Thin Films, Sensors and Imaging which recently underwent a multi-million pound upgrade.



Widening participation

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.

- A report from the Scottish Funding Council in 2020 showed UWS had – for the seventh consecutive year – recruited the highest proportion of SIMD20 students, as well as accounting for the highest proportion of those successfully achieving their qualification. (*Scottish Index of Multiple Deprivation SIMD – a statistical tool using postcodes to determine levels of deprivation*)
- The study also found that 25% 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.
- Achieved 89.7% retention of SIMD20 group (2020-21)
- UWS also encourages engagement from those less likely to enter Higher Education through our graduate apprenticeship scheme

Pioneering research & 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.

We have seen a period of tremendous growth for UWS KTP offerings and UWS is currently number 2 in Scotland and in the UK top 10 for the number of KTPs in its portfolio.

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.

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.

UWS's REF results saw 100 percent of its impact in Physics recognised as internationally excellent.

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 Semefab, researchers in UWS's Institute of Thin Films, Sensors & Imaging produced the technology for embedding in non-contact thermometers. Semefab 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.

High Growth Spin-Outs

- Novosound (developing novel ultrasound sensors; Converge Challenge winner 2017)
- Albasense (shortlisted Converge Challenge 2017)
- WellFish Diagnostics

plus 2 more STEM-related spin-outs currently in development.

Doctoral College established 2018

Its "Wellbeing - Interactions - Behaviours" programme has been instrumental in raising completion rates from 47% in the REF2014 period to 90%+ by academic year 2018/19.





UWS 2020-21 Financial Statement

Income
£128.4m

Surplus
£1.6m

Cash reserves
£33.9m

Net assets
£60.9M

The unaudited results for
the year ended 31 July 2021

2020/21	£m
Income	128.4
Expenditure	119.4
Underlying operating surplus	9.0
Pension Charge	7.4
Finance lease	66.3
Building development loans	18.9
Surplus for the year	1.6
Cash reserves	33.9

For every £1 we generate 80% is directed to academic delivery for students

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.

- UWS has a number of Transnational Education partners
- European partners (including universities in Ireland, Germany, France, Finland, Spain and Italy)
- 10 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

UWS is a great place to work

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

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.



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, so whatever style of living you prefer, you will find something to suit your needs.

Scotland offers a culture steeped in history, dramatic untouched scenery, bustling towns and cities and a world renowned education system. The west coast boasts some of the world's most stunning scenery and wildlife.

The town of Ayr is set among some of Scotland's most impressive scenery and looks out on the Firth of Clyde, with the peaks of Arran in the foreground and the Mull of Kintyre in the background. Packed with historical sites, Ayrshire's visitor attractions and cultural and leisure pursuits include unspoiled beaches and rolling hills, castles, a racecourse and, of course, golf courses. Burns and A' That, a major festival which takes place in June, celebrates Ayr's most famous son, Robert Burns.

Dumfries & Galloway is a region of rugged coastlines, sandy beaches and tranquil lochs; and has over 300 square miles of forest to explore, with the largest forest park in Britain; and in excess of 30 golf courses and driving ranges.

Our Lanarkshire Campus is located on Hamilton International Technology Park, close to a number of country parks and nature reserves such as Strathclyde Park. The cultural cities of Glasgow, Edinburgh and Stirling are nearby, and the beautiful scenery of the Clyde Valley and the Borders is within easy reach.



Paisley combines the heritage and history of the Paisley pattern shawl and the Victorian thread industry with cultural interests including the Museum and Art Gallery (currently undergoing a £multi-million refurbishment), the 12th century Abbey, a thriving youth theatre and the Spree Arts Festival. Loch Lomond and the Trossachs are both easily accessible from the town. UWS played a significant supporting role in the bid for Paisley as UK City of Culture 2021 - the only Scottish location shortlisted. Although, ultimately, not selected as the award winner, the legacy of the bid process and planning will see significant benefits for Paisley and the local area both culturally and economically.

Glasgow and Edinburgh are close to our campuses and offer excellent shopping, superb café culture, museums and galleries, world-famous music venues and international cuisine. Travelling to and from our campuses is easy thanks to excellent road and rail links. Glasgow International Airport is on the outskirts of Paisley, and Prestwick International Airport is also easily accessible, being around 40 minutes away by road or rail from Paisley Campus; Prestwick is also just a 15-minute drive from Ayr Campus.



Vice-Principal (Internationalisation)

DEPARTMENT VCE **REPORTS TO** Principal and Vice-Chancellor

SALARY £124,275 to £144,039

JOB PURPOSE

Accountable to the Principal and Vice-Chancellor for the leadership of the University's internationalisation ambitions, contributing to the overall achievement of the University's mission, vision and strategic goals.

DIMENSIONS

- c19500 international applications in 2022
- 3500 international student intake in 2022 with a CAS allocation of 6200 for 23/24
- A number of TNE partnerships
- Intakes in campuses across Scotland and London
- Post oversees the University's Turing funds and associated mobility arrangements - Turing currently at £83k - ERASMUS run out funding of c £200k
- UWS functions extend over all five campuses with c1700 staff and c23,000 students

ACCOUNTABILITIES:

As a member of the Vice-Chancellor's Executive (VCE), the post holder contributes to leadership and collective responsibility for the strategic direction of the University. Undertaking appropriate horizon scanning to ensure a greater understanding of the political, economic environment as well as developments in the higher education sector in Scotland, the UK and internationally, assessing their implications and advising on appropriate plans/actions.

Through collaboration across schools and professional services departments the post holder will lead a cohesive University-wide approach to all aspects of internationalisation including:-

- working with the Vice-Principal Planning and Recruitment and recruitment / admissions teams to consolidate and increase international recruitment
- working with student support to enhance the international student experience
- working with the Vice-Principal, Research, Innovation and Engagement and the Business Innovation team to consolidate and increase recruitment to a developing international CPD and short course portfolio
- leading the TNE and Mobility team and working with schools to rapidly facilitate a step change and growth in the Transnational Education provision, ensuring strong partnerships are developed that make an appropriate academic and financial contribution to UWS
- conceptualise, develop, and oversee delivery of a new TNE plan for UWS
- leading the TNE and Mobility team and working with schools to increase outward mobility and influence national policy in terms of Scottish mobility
- working with schools to enhance the University's portfolio of internationally relevant programmes

PLANNING & ORGANISING:

All elements of the role will be planned, managed and prioritised by the post holder, taking into account appropriate targets and timescale implications, resource and skills requirements.

Responsible for the development, delivery and evaluation of the University's internationalisation objectives, working closely with senior colleagues in their development and implementation.

Work collaboratively with direct reports and relevant senior colleagues to ensure that long-term strategic and operational plans are implemented within an overall approach to continuous enhancement.

Review and where appropriate re-prioritise activities to ensure maximum efficiency and effectiveness is achieved in the services.

Provide professional advice where there is a lack of precedent which calls for initiative, innovation and creative thought to develop appropriate options.

Work within the scope of required regulations with the capacity and authority to use evaluative judgement, based on knowledge, information and analysis to create and implement innovative solutions

Ensure that all relevant regulatory and statutory returns are prepared and submitted within the required timescales.

Provide the University Court and its sub-committees with the appropriate reports covering the functions of the portfolio to ensure that all appropriate governance matters can be openly and transparently reviewed.

WORKING RELATIONSHIPS:

The post holder will be a collegiate member of the Executive seeking to influence, challenge and collaborate with colleagues to develop, deliver and evaluate the University's strategy.

Foster a matrix-working approach with Executive colleagues to deliver cohesive leadership across all aspects of the University's activities

Significant level of interaction with senior academic staff and managers. Many of these interactions require highly developed influencing and negotiating skills, especially in the implementation of change.

Be visible across the University community, developing and maintaining productive working relationships with academic and professional services colleagues in order to ensure delivery of the University's strategic goals.

Develop and maintain high level of awareness of sector practice and developments, liaising proactively with external bodies, including relevant regulatory bodies and professional networks.

Participate in external committees, meetings and working groups as required in order to effectively represent the University.

QUALIFICATIONS, EXPERIENCE, SKILLS & KNOWLEDGE

QUALIFICATIONS

- First Degree and relevant postgraduate qualification or significant demonstrable relevant experience, and up to date continuous professional development

EXPERIENCE

- Proven success in leading large functions and delivering operations and strategies within internationally focused universities
- Experience of developing and contributing to long-term strategic business planning, within the higher education sector environment
- Experience in the development and delivery of TNE developments at scale that deliver strong academic, reputational and economic contributions
- Demonstrable track record of leadership of professional staff and the delivery of international plans and strategy including international recruitment and the relevant regulatory systems
- Significant experience of delivering and embedding change in a complex environment
- Experience in or a demonstrable understanding of the Scottish and international higher education landscape

SKILLS & KNOWLEDGE

- Strategic thinker with a personal resonance with the academic endeavour of the University and enthusiasm for its ambitions and aspirations
- Leadership and management skills, with the ability to build, motivate and challenge teams and individuals to develop and deliver a positive and high-performance culture in a collegiate environment
- Interpersonal skills and personal authority, gravitas and credibility with the ability to influence and engage a broad range of internal and external stakeholders
- Written and verbal communication skills, demonstrating clarity and focus and the ability to explain, influence, and guide
- Resilient and confident personality, demonstrating energy, enthusiasm, and self-motivation
- Organisational skills and the ability to determine priorities in the face of changing and competing demands and tight deadlines
- Solution focussed approach to conflict resolution, challenging situations, making, and implementing difficult decisions
- Understanding and appreciation of the complexity and diversity of the University context and an ability to adapt their approach and style accordingly

VALUES

- Alignment with the mission, vision and values of UWS

Terms and Conditions

SALARY

£124,275 to £144,039

LOCATION

The post holder will be based at Paisley Campus, but notwithstanding this, will be required by the University to work at any other location such as the University's business may require subject to any request to do so being reasonable.

ANNUAL LEAVE

31 days' paid holiday in addition to the normal 12 days' statutory and public holidays. The University's holiday year commences on 1 October and ends on 30 September.

HOURS OF WORK

The post holder will be required to work such hours as are necessary for the full performance and efficient discharge of the duties. This will include cover as may be necessary to sustain the management of the University in the absence of colleagues.

SICK PAY

The University will pay salary during any period of absence on medical grounds for a maximum of 26 weeks' full pay, followed by a further 26 weeks at half pay in any period of 12 months subject to specific provisions.

SUPERANNUATION

The post is superannuable under the Local Government Pension scheme (Strathclyde Pension Fund). Your remuneration will be subject to deductions of contributions from your basic salary. Should the successful candidate currently be a member of an alternative pension scheme then this can be explored during the appointment process.

EQUALITY AND DIVERSITY

UWS prides itself as being inspirational, innovative, international and inclusive. We celebrate and value the diversity of our student and staff populations and are committed to providing Higher Education and employment opportunities to people of all backgrounds, cultures and other characteristics outlined so that they can fulfil their potential in an environment that is free from any forms of discrimination, harassment or prejudicial behaviour.

The following are protected characteristics: age, disability, gender reassignment, marital status, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

We are proud to excel in the HE sector as a University that encourages and values staff and students from widening participation backgrounds.

Our staff work to promote understanding and integration and will not tolerate exclusion, bullying, harassment or victimisation of students or visitors to the University. We are committed to eliminating discrimination, promoting equality of opportunity and understanding between people of diverse backgrounds. Full details are available at www.uws.ac.uk/equality

RELOCATION

Subject to the terms of the University Relocation Policy and HMRC guidelines, the maximum amount of relocation expenses that can be reimbursed in relation to this position is £8k.



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.

DREAM, BELIEVE, ACHIEVE

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

uws.ac.uk
