



UNIVERSITY OF
WESTMINSTER 

BEING WESTMINSTER

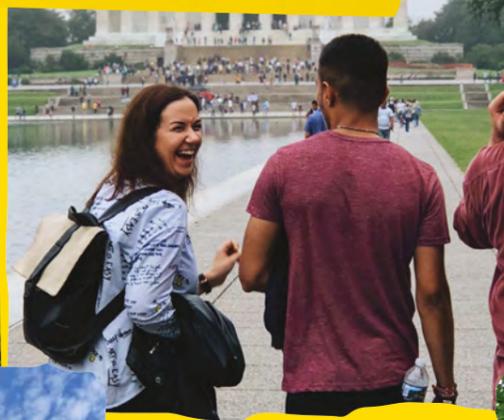
2022-2029

**AN INCLUSIVE
PLACE WHERE YOU
CAN BRING YOUR
WHOLE SELF, AND
FEEL YOU BELONG**

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A GLOBAL UNIVERSITY



Our Vision

Our University is a place where discoveries are made, barriers are broken, diversity is celebrated and where everyone is welcome.

Our people stand out as significant contributors to their communities - through their innovation, enterprise and problem-solving - seeking to make the world a more sustainable, healthier and better place.



WITH LONDON ENERGY

BEING WESTMINSTER

An Introduction from the Vice-Chancellor and President, Dr Peter Bonfield

Our Being Westminster strategy is our guiding light, shaping and steering us collectively as a community of colleagues, students, alumni and partners. Since we cocreated and launched Being Westminster in 2018, our strategy has set us fair to respond to local and global challenges and make progress in the areas in which we aim to excel and that matter most to us – through innovation, enterprise and our uniquely Westminster approach to working together and problem-solving.

We have, as a community, looked at our strategy through a refreshed lens, reviewing what has gone well and what we need to change, redefining our ambitions to create Being Westminster 2022 - 2029. The world and environment within which we operate has also changed, with a different UK and world political landscape, the impact of the pandemic, the ever-increasing role of technologies, growing focus on health and wellbeing and more awareness of and commitment to changes to address sustainable development.

This learning and these changed landscapes bring both challenges and opportunities, and the refined focus this refreshed strategy sets out will help us navigate our way through and towards a sustainable future together.

We are a university where discoveries are made, barriers are broken, diversity is celebrated and where everyone is welcome. We are seeking to make the world a more inclusive, sustainable, better and healthier place through our educational, research and knowledge exchange endeavours.

Since our founding in 1838 we have stood out as innovators, committed to tackling social inequalities and making the world a better place. As we focus forward to 2029, we will continue to do so in a way that is true to our progressive, compassionate and responsible values.

Our education offer will be more personalised and authentic, giving students from all backgrounds an opportunity of transformative learning, helping them succeed in their studies and professional lives. Our curriculum will be employability-linked, leading to stronger outcomes and helping prepare our graduates for the world of work and for life. They will have transferable skills and be citizens who contribute positively to their

local, national and international communities. Our new employability centre will be a London beacon, connecting businesses to new talent in uniquely innovative ways, leading to success for our graduates.

Our research and knowledge exchange will enable us to maximise our positive impact on societies in the UK and around the world in an environment where everyone is inspired to succeed. Our international outlook and global University community in London and with our partners will bring our Westminster perspective to global challenges and make a positive contribution, including in our local communities as a civic university.

Committed to the United Nations' Sustainable Development Goals, we will continue to build on our special position with our campuses in the heart of London and in Harrow with all the energy that brings, set in one of the world's most dynamic, creative, diverse and inspiring cities. We will continue to build on our amazing physical and digital spaces that inspire learning, provide a strong sense of community and the best possible experience – with our University as a place that people and all those connected with us love to inhabit.

Our priorities of wellbeing, inclusion and sustainable development will help us as we navigate through the challenges and opportunities towards 2029. Each one of us has distinct talents and we will continue to support everyone in an environment where creativity and innovation flourish to deliver the best results for us all.

Being Westminster sets us apart. In our University, we value social justice, moral conscience, inclusivity and equality, acting positively together to make change for good.

We have much to be proud of in our achievements together through Being Westminster. I am confident that the ambitious and inspirational plans in our refreshed strategy will help lead us to continued success, ensuring our Westminster difference makes a positive impact on our communities around the world.

Dr Peter Bonfield
Vice-Chancellor and President



OUR PRIORITIES



Wellbeing, inclusion and sustainable development are our priorities and guide us in all we do

Wellbeing

Working and studying together at Westminster as a community of students and colleagues is a big part of our lives – doing so in an environment that places our wellbeing front and centre helps us to be safe and feel safe. We care for the safety, health and wellbeing of those around us as well as ourselves.

We believe that everyone has the right to feel fulfilled at work and study, connected to a community of colleagues and students who are passionate about making a positive impact on themselves, our workplaces, study spaces and those around us.

Inclusion

Westminster will be known as a place where everyone can bring their whole self to work or study and know they belong – our commitment to equality, equity, diversity and inclusion is at the core of how we engage with everyone.

All Westminster colleagues and students will be in a supportive and safe learning and working environment which is equitable, diverse and inclusive, is based on mutual respect and trust, and is a place where harassment and discrimination are not tolerated.

As a responsible institution, we strive to ensure and to champion equality. As a progressive institution, we take pride in our diversity. As a compassionate institution, we commit to an inclusive culture that allows students and colleagues to reach their full potential.



Sustainable Development

We take inspiration from the 17 United Nations' Sustainable Development Goals (SDGs) in how we drive our actions, activities and governance across our University, in line with our progressive, responsible and compassionate values.

As a community, we bring together our collective energies to play our part in addressing the climate crisis and inequalities to enable a more sustainable and socially just world.

Our Mission

To help students and colleagues from different backgrounds fulfil their potential and contribute to a more sustainable, equitable and healthier society.

Our Values

As a community, we are:

Progressive

We look forwards, anticipate what's changing and embrace the new with energy and imagination.

Compassionate

We are thoughtful and sensitive, supportive and encouraging, making time to talk, especially when the pressure is on. We are inclusive, united, careful to consider what enables each and every one of us to play our part.

Responsible

Individually and collectively, we take responsibility for our actions, work to the highest ethical standards and help each other to do the right thing always.

**OUR
EDUCATION IS
AUTHENTIC
PERSONALISED
AND
PURPOSEFUL**

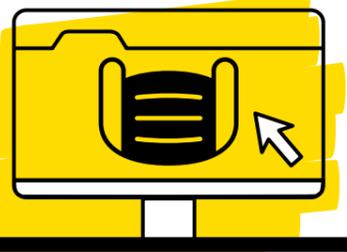
OUTSIDE IN

We will respond to these areas of change and challenge:

A Post-Pandemic World

The pandemic has accelerated many trends and changes in the way we work and live across society that embraces both digital and physical methods.

This drives a strong need for us to equip our students to be able to work and compete successfully in a combined physical and digital world.



Economic Uncertainty

200,000
EU CITIZENS HAVE LEFT
THE UK SINCE 2020

With inflation running high, the cost of living has become a very real issue for families, students and businesses alike. With rising interest rates tending to strengthen the pound, this makes the cost of studying in the UK even more expensive for overseas students.

While the true impact of Brexit has been muddled by the pandemic, fundamental changes to the scale, nature and cost of trade between the UK, the EU and beyond are still to be fully realised. The Office for National Statistics (ONS) believes more than 200,000 EU citizens have left the UK since 2020, with London seeing the greatest decline.

Increased Mental Health Challenges

Over 70,000 students may enter HE each year with a mental health condition, although only 53% of those students will declare it to their university.

Universities will increasingly need to be aware of the value in understanding and recognising how mental health intersects with other characteristics and support needs.



The Need to Create Healthier Societies



The United Nations' Sustainable Development Goal 3 - 'to ensure healthy lives and promote wellbeing for all at all ages' - shows the growing acceptance and importance of developing healthier societies. About 15 million people in England have a long-term condition. Global obesity rates have tripled since 1975 with 4.9 million people in the UK with diabetes and 13.6 million at risk of type 2 diabetes. By 2040 there will be 1.5 million with dementia in the UK.

Universities will have an important role in helping communities develop new ways to support their health and wellbeing; research, knowledge exchange and skill development will all be crucial to enabling this SDG both locally and globally.

International Growth

A growing global middle class of more than 1 billion people will mean more students going into HE - with applications to UK HEIs likely to continue to outstrip acceptances.

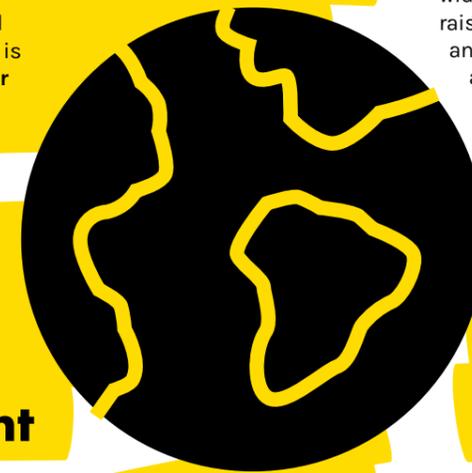
The number of international students studying in the UK is expected to grow by 5-6% per year to 2030.

5-6%
INTERNATIONAL
STUDENT GROWTH
PER YEAR

The Climate Crisis and Sustainable Development Goals

As the world works toward the goals of the UN Climate Change Conference (COP26) and the UN Sustainable Development Goals, the necessary shift to a 'green economy' could see 24 million new jobs created globally.

Universities will be key to enabling, nurturing and supporting research, innovation and students equipped with the right skills for a sustainable future.



24
MILLION
NEW GREEN JOBS

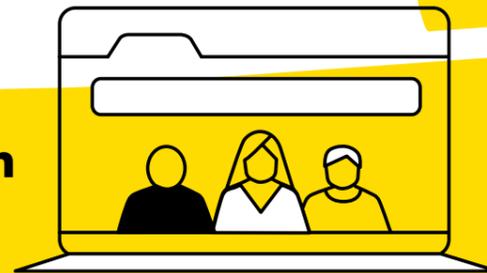
Digital Disruption in Every Sector

244,000 UK businesses say they lack an area of digital skills amongst their employees. 52% of UK employers believe students leave school without sufficient digital skills.

Universities will need to develop portfolios that thread digital skills throughout, and support the 21% of young people in lower socioeconomic groups that lack access to the tools required to access the growing digital world.

244,000
BUSINESSES LACK AREAS
OF DIGITAL SKILLS

50%
EMPLOYEES
WILL NEED
RESKILLING
BY 2025



Changing Political Environment

Potential changes to fees, minimum entry requirements, and other policy changes are all likely significant challenges for HE over the next years.

A shift in focus away from widening participation toward raising student outcomes and promoting vocational alternatives to traditional routes into HE seem likely.



Demographics: A Changing Society

By mid-2030, the number of people of pensionable age in the UK will have increased by 1.3 million, 19.1% of the total population.

The growing number of 18-year-olds in the UK could produce demand for another 358,000 full-time higher education places by 2035, over 40% of that demand will be in London and the Southeast of the UK.

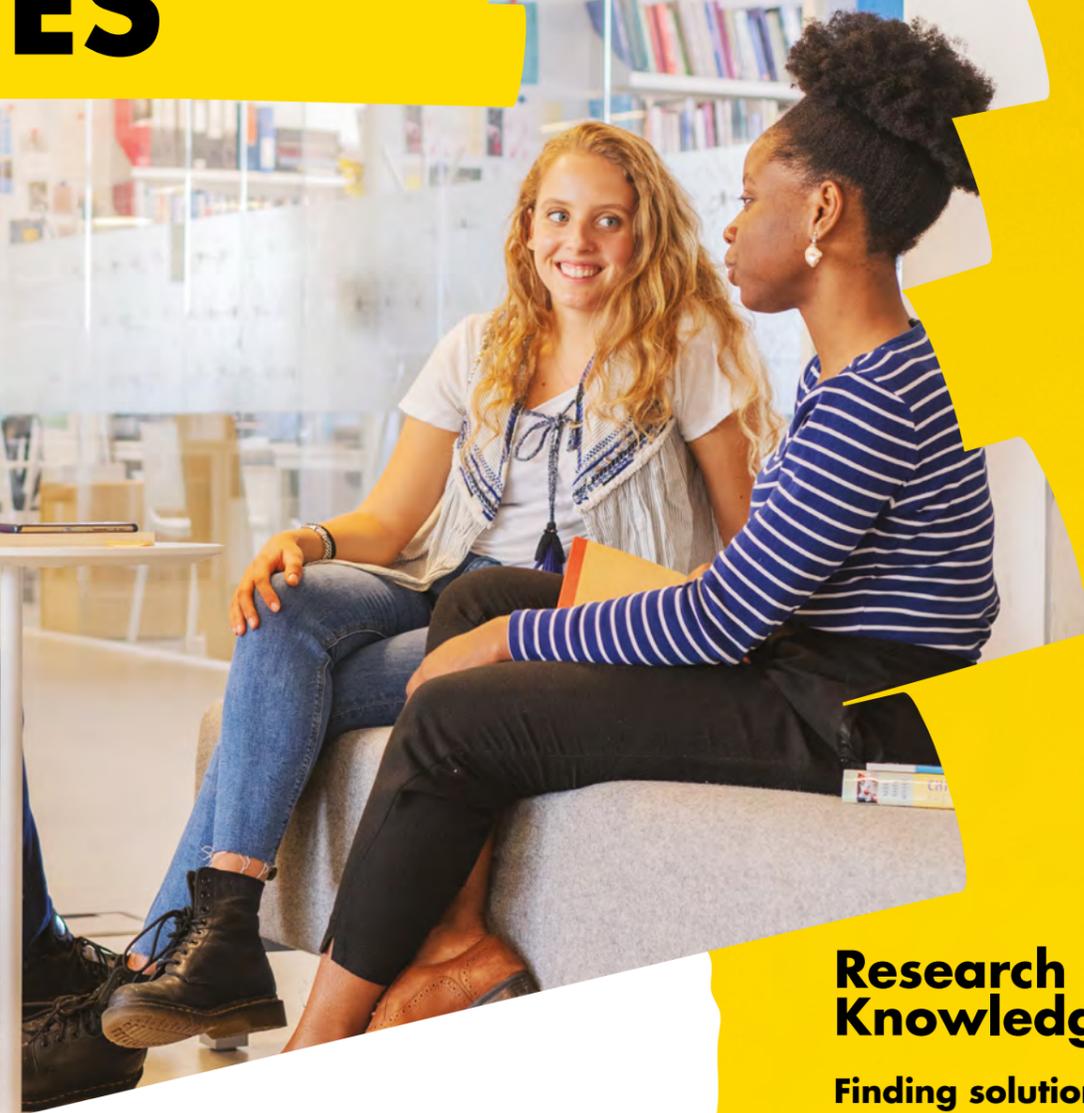


The Changing Future of Work/Skills

50% of all employees will need reskilling by 2025, as adoption of technology increases, according to the World Economic Forum's Future of Jobs Report.

The new Lifelong Loan Entitlement, alongside the growth of apprenticeships and non-traditional HE routes has the potential to transform access to learning and skill development.

OUR OBJECTIVES



Education

Authentic learning, preparing for success in a changing world

We will offer personalised and authentic education, underpinned by an inclusive curriculum, to enable all our students, from all backgrounds, to engage in transformative learning and to succeed in their studies and professional lives. We will address global, political, and social challenges through a relevant demand-led and forward-looking portfolio.

We will do this by offering authentic teaching, learning and assessment modes which immerse students in the wider world through live projects, work-based learning and global opportunities. We will adopt a strategic and university-wide approach to the design and review of our portfolio, engaging proactively with new and alternative approaches taking account of external perspectives. We will invest in our people to enable all teaching colleagues to plan and

deliver exceptional learning experiences and professional colleagues to offer exceptional support. Students will be empowered by working in partnership with colleagues and fellow students to shape the Westminster experience. We will develop an integrated physical and digital environment that supports excellent practical, active and collaborative learning for all our students.



Measuring success

Our progress will be evident through outstanding performance in established metrics of student retention, completion and satisfaction for all groups of students, used in sector performance measurement systems.

Research and Knowledge Exchange

Finding solutions to make a difference for our communities and the world

Through the development of our Research and Knowledge Exchange (RKE) activity and its impact in our areas of excellence, we will ensure increasing engagement with communities, partners and stakeholders to secure funding from a greater variety of sources in an environment where everyone is inspired to succeed. Doing so will enable us to maximise our positive impact for societies in the UK and around the world in our priority areas of Diversity and Inclusion; Health Innovation and Wellbeing; Sustainable Cities and the Urban Environment; Arts, Communication and Culture.

Research and knowledge exchange are fundamental to our commitment to making a difference and transforming

lives. We will continue to support and develop our dynamic Research Communities to channel and enhance our impact in our priority areas: Diversity and Inclusion; Health Innovation and Wellbeing; Sustainable Cities and the Urban Environment; Arts, Communication and Culture. We will nurture our local and global partnerships constantly to drive funded projects across the whole research and knowledge exchange spectrum. Our excellence in research and knowledge exchange will infuse our education endeavour, inspiring and equipping our students as agents of change, locally as well as globally. We will continue to grow our community of PhD researchers, ensuring that the Westminster postgraduate research experience remains sector-leading and the foundation for great careers. We will further develop and refine our programme of researcher development to ensure that colleagues thrive in achieving the University's targets and ambitions, celebrating our successes throughout the University. We will be responsible and compassionate in all our practices in a progressive spirit of freedom to ask the most challenging questions and seek the boldest solutions for a more equitable world.

In knowledge exchange we will focus on engagement with government, business and with the public and local community. We will achieve more when we identify shared interests and build partnerships with our communities and collaborate for the public good with a clear civic purpose. This will also extend to our international reach through our key partnerships abroad where we are committed to educating in-country.



Measuring success

We will achieve annual research income per FTE and a growth rate above the benchmark for our peer group, maintain a top-20 postgraduate research experience as evidenced by the Postgraduate Research Experience Survey, and respond to changing national Research Excellence Framework and Knowledge Excellence Framework metrics to ensure and evidence continued improvement against them.

OUR OBJECTIVES

Employability

Connecting students and employers for graduate career success

We will ensure that all our students benefit from employability-led learning and purposeful engagement with employers, business and industry, to give students from every background the best possible preparation for the world of work and enable the best possible employability outcomes.

We will do this through the further extension and embedding of programmes such as work-based and placement learning; the Westminster Employability Award; Westminster Working Cultures; mentoring; and student enterprise. Employability-related learning will be a core and critical part of the courses and curriculum we offer, right across the University. It will be front and centre of life at the University for students and colleagues. A key priority will be the development of a dedicated Centre for Employability and Enterprise at 29 Marylebone Road, intended to transform beyond recognition our student experience and our engagement with business, industry and employers. The Centre will provide a game-changing experience through which undergraduate and postgraduate students from across Westminster

will come together and practise enterprise; develop an entrepreneurial mindset and skills; access training, work projects, business advice and mentoring; and connect directly with employers. The future-focused environment of the Centre will scale up our employability provision, helping our students to be 'fit for the future' in the most challenging of post-pandemic labour markets and economic environments. It will strengthen links between our UK-based and international employer partners and our motivated, bright, work-ready students, affording employers access to a diverse mix of people right for the needs of the contemporary workforce.

Growing the employability skills and graduate outcomes prospects of our students feeds powerfully into the delivery of our commitment to equality, diversity and wellbeing, social inclusion and decent work for all.



Measuring success

Success will be achieved by securing outstanding employability outcomes for all groups of students in established metrics used in sector performance measurement systems



Global Engagement Westminster – World of Difference

We will raise the international reputation and reach of the University, ensuring that 30% of our undergraduate community and 70% of our taught postgraduates come to us from overseas. Our global engagements will enhance the student experience, research and knowledge exchange endeavours, and the culture and values of the University.

Overseas student recruitment will continue to be central to our internationalisation activity and our inclusive culture. Ongoing review, refresh and development of the international markets with which we interact will be key to maintaining high levels of market diversity. Enhanced attention to the requirements of overseas student recruitment will be integrated into academic portfolio review and development practice, with an emphasis on global employability.

Overseas partnerships will remain central to our global engagements. We will support the recruitment of overseas students through articulation and progression routes from partner institutions. We will prioritise the outward mobility of our students to partner institutions, whether through exchanges or shorter-term mobilities, contributing to students' development of employability skills and competences. We will extend and deepen

our Trans-National Education relationships. These partnerships, particularly that with Westminster International University in Tashkent, will move beyond franchised or validated arrangements to embrace employability, alumni-related research, CPD and knowledge exchange connections.

Global experience will remain a priority, through the development not just of outward mobility opportunities but also of academic programmes with a global focus and an internationalised curriculum. Our global connections will be enhanced through the extension of our international research and innovation partnerships; our research with positive impact in the world; international events that showcase our expertise; and our global alumni and employer networks.



Measuring success

Alongside growth in our domestic recruitment, we will raise the international reputation and reach of the University, ensuring that 30% of our undergraduate community and 70% of our taught postgraduates come to us from overseas.



WORKING TOGETHER



Our People

We recognise the distinct talents within our Westminster community and will create an environment where creativity and innovation flourish and where people play to their strengths to deliver the best possible experience for us all. Our people, and the way we work together as a community, are the underpinning foundations of our institution. We will support, develop and inspire so that all our colleagues and students feel included, safe, healthy and fit for the future and can achieve their personal and career ambitions. We will work and live by our values – responsible, compassionate and progressive. Our people will be competent and capable in the digital world.

We will prioritise the wellbeing of our colleagues and students. We will provide a safe, supportive and welcoming

and inclusive environment so that all colleagues and students feel comfortable in bringing their whole selves to work. We value difference and also equity as key parts of our compassionate and inclusive community. Through positive action at all levels of leadership and in all areas of the University we will continue to create and improve a culture and environment that enables improved diversity at all levels.

We will help colleagues to develop continually and improve the knowledge, skills, behaviours and values required to deliver and support excellence in education, research, our student experience and knowledge exchange. We will support colleagues to adapt and innovate as the University and employment

markets change and develop. We will offer clear career development pathways, alongside opportunities for training, mentoring, coaching and experiences that will enable colleagues to grow and excel.

We will help colleagues enjoy their work in a way that enriches their life and wellbeing. Our smarter working approaches enable colleagues to focus their time and talent on the fewest priorities that will deliver an exceptional student experience and success in their research and knowledge exchange endeavours whilst also enabling flexibility to support home and work demands.

As the higher education environment develops and changes, we will continue to invest in the mix of talent that will deliver long-term success, resilience, affordability and individual progression for all.



Measuring success

We will measure success through our colleagues' reported feelings of wellbeing, satisfaction with their personal and professional progression, and success in ensuring diverse representation across all levels of the University.

OUR DIGITAL AND PHYSICAL ENVIRONMENT

We will continue to build on our special position in the heart of London and at Harrow – one of the world’s most dynamic, creative, diverse and innovative cities globally. We will create both physical and digital spaces that inspire learning, give a strong sense of community and provide the best possible experience – as a place that people love to inhabit.

We will develop a holistic University investment plan, over a long-term horizon, with investment in the physical and digital infrastructure at its foundation and our University values and priorities at its heart.

Our plan will be developed in the context of maintaining and enhancing our spaces and taking advantage of development opportunities on our existing sites. It will be demand-led and designed to enhance our offering. To do this we will aim to ensure that our ability to work digitally and flexibly is strong and that we continue to adapt to meet the expectations of our students, colleagues, and partners.

Critically, we must, at every opportunity, stress the appropriate use of digital technology in supporting the inclusivity, wellbeing and work-life balance of our University community. By ensuring that the physical and digital environment is used effectively we will enhance our teaching and learning, facilitate and enable innovative research and improve the efficiency of, and access to, all the services we offer both on and off campus.

We will develop, improve, and operate physical and digital spaces that create authentic learning and working environments that reflect the world of work, that are flexible and agile, and support a wide range of learning, teaching, and working styles.



Measuring success

Our progress will be evidenced by improvements in student and colleague satisfaction, through effective use of our digital and physical environments and in our achievements in our performance and outcomes on wellbeing, inclusion and the Sustainable Development Goals.

OUR REPUTATION

We will be known for the things that matter most to us – as a place where discoveries are made, barriers are broken, diversity is celebrated and where everyone is welcome.

We will be transformative agenda-shapers with a global community, outlook and reputation. Our progress will be evident through outstanding learning outcomes and educational experience for all groups of students.

We will excel in our commitment and our contribution to the United Nations' Sustainable Development Goals as well as improvements in traditional university ranking schemes; we will be pioneers in health and wellbeing, for our community and the world around us; we will be known for our diverse and inclusive ethos; we will be known for developing global citizens who are equipped with the skills to make a real difference as they progress from us to their chosen careers. We will be recognised for the impact we make on all that we value, and our research will be known for what it brings to make the world and the future a better place.

Our people will stand out as significant contributors to their communities – through their innovation, enterprise and problem-solving – seeking to make the world a more sustainable, healthier and better place.



FINANCIAL SUSTAINABILITY

We will invest in our future and manage our finances to create a secure and sustainable base. Our investments will be ethical and in line with our values. We will continue to focus on the key performance measures – income generation, our costs, surplus and working capital – to guarantee the University’s long-term financial sustainability.

This will help us:

- Be resilient in our response to emerging opportunities and threats from changing Government regulation and political initiatives
- Deliver growth on student numbers supported by appropriate resources to enhance the student experience as measured against our University of Westminster values
- Provide the capital investment, together with alternative funding options, to deliver a physical and digital estate fit for the future
- Deliver value for money for our students
- Fund a high-performing organisation that has the financial support to innovate and progress continually.



Measuring success

We will deliver a sustainable surplus and level of liquidity to achieve our goals.



AS AGENDA- SHAPERS BY 2029 WE WILL BE:

Known for daring to be bold, pushing boundaries and breaking barriers.

Life-changing and transformative our students will be prepared for the challenges of a rapidly changing world. Our new employability centre will be a London beacon for connecting businesses to new talent in uniquely innovative ways, leading to success for our graduates.

Delivering an exceptional experience for our inclusive global community, centred in our vibrant campuses, equipped with cutting-edge spaces and technology in the heart of London.

Contributing to the creation of healthier global societies through our work and research in health and wellbeing.

Established as a source and driver for new thinking and practice, open to new possibilities which make a difference locally and globally. Our authentic, practice-based personalised approach to education and employability will enable our graduates to succeed.

Recognised for demolishing walls between disciplines where they have no right to be, enabling creative co-delivery of a groundbreaking curriculum.

Sought out as a source of highly employable graduates who are known for the contributions they bring as innovators, creative thinkers and entrepreneurs – bringing our uniquely Westminster perspective to global challenges and making the world a better place.



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