



Strategic framework

2023 - 2028



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Introduction

UHI North, West and Hebrides is Scotland's newest college, formed in August 2023 following the merger of UHI North Highland, UHI Outer Hebrides and UHI West Highland.

Proudly rooted in the culture and landscapes of the North and West Highlands, Skye and Outer Hebrides, UHI North, West and Hebrides provides relevant and distinctive learning, skills, research and innovation, shaped by the needs and ambitions of our communities, with a reach that extends locally, nationally and internationally.

As one of the largest partners within the University of the Highlands and Islands, we deliver flexible, supportive lifelong learning, from access level to PhD, to suit more people, at more levels, for more reasons.

We serve a diverse population, from school leavers to working adults, from career changers to those entering the workforce.

Through our range of senior phase, further education and higher education courses, world-class research, and flexible place-based, work-based and online study options, we're widening access to education in our rural and island communities, removing barriers to learning, providing relevant progression and career pathways for our students, and creating a personalised experience tailored to their needs.



We're delivering learning, skills, research and innovation to support a talent pipeline for the region's key growth sectors including energy, engineering and construction, net zero and sustainability, creative industries, food and drink, health and social care, land and sea-based industries, and Gaelic.

As an anchor institution in the region, our aim is to have a transformative impact on the people, communities and economies of our regions, by providing opportunities that enable people to live, work and study in the North and West Highlands, Skye and Outer Hebrides.

Strategic framework

A five-year strategic framework was set out in our business case for merger.

+ Our vision

To be an anchor institution for the region – a connected, flexible and sustainable learning organisation, opening doors to a world of opportunities.

+ Our mission

To connect rural and island Scotland, pioneering distinctive education and research opportunities to enable our students and communities to shape their future in a changing world.

+ Our values

- + Trust:** We take pride in our work and trusted by our students, staff and partners. We are recognised for our leadership and dedication to deliver more for everyone we serve.
- + Integrity:** We take responsibility for our actions, ensuring transparency and accountability. People are at the heart of everything we do, and we operate in a culture of collaboration, openness, dignity and respect.
- + Excellence:** We are ambitious for our learners, our staff, our college, and our communities. We drive innovation, aspire to be sector leaders, and measure our success against national and international benchmarks.

+ Our behaviours

- + Be bold.** We are confident in our ability to transform tertiary education for our region, connecting individuals and communities to meaningful learning opportunities.
- + Be agile.** We encourage new ways of thinking and doing things, responding and adapting quickly through knowledge, research and innovation.
- + Be collaborative.** People work together. We value our ability to collaborate through a diverse workforce, where every voice matters.





+ Our key themes

- + **Anchor institution.** We will support economic regeneration, enhanced research, commercialisation, and internationalism. We aim to attract, retain and nurture talent, and become a sector leader for tertiary education.
- + **Resilience and sustainability.** We are committed to financial sustainability, delivering a resilient service and networks, developing our workforce, empowering staff, and being a fair work employer.
- + **Innovative tertiary education.** We will expand our curriculum to meet the needs and demands of our rural and island communities, aspiring to be a national leader in lifelong learning and skills, offering flexible, multi-location programmes.
- + **Excellent student experience.** We will enhance the student experience, focussing on increased student satisfaction, access to wider social opportunities, an enhanced and flexible learning offer, and active student voice.
- + **Thriving communities and place.** We will develop a multi-purpose flexible estate, ingrained in communities and community learning, with local provision for local requirements. We will support net-zero communities.
- + **Enhanced research.** We will focus on regional projects, growth in our specialisms, research led teaching and curriculum development, impact case studies invested in place, and internationalisation of research.
- + **Impactful economic investment.** We will increase focus on business development, coordinated, multi-partner projects of scale across our region, and enterprising communities.
- + **Enabling culture.** We will create online access to language degrees, support training of secondary school teachers, Nordic culture development, and investment in community.

+ Our strategic goals set out in our merger business case are:

- + To become a financially sustainable joined-up organisation
- + To grow curriculum, particularly into key areas that link with our research and commercial opportunities
- + To grow research and knowledge exchange through connecting our current specialisms and developing them alongside our region's potential
- + To have cohesive and responsive business development teams who can respond effectively and purposefully to opportunities of scale
- + To enhance the student experience through connecting our sites, resources, communities, and multi-location programmes
- + To have resilient team structures and depth of resource to address changing priorities, opportunities, and economic difficulties.



+ Enabling strategies

- + Tertiary Curriculum Strategy
- + Gaelic Strategy
- + People and Culture Strategy
- + Student Experience Strategy
- + Research and Knowledge Exchange Strategy
- + Marketing and Communication Strategy
- + Infrastructure Strategy
- + Income Growth Strategy
- + Sustainability Strategy





UHI | **NORTH, WEST AND HEBRIDES**
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www.nwh.uhi.ac.uk



UHI North, West and Hebrides is a trading name of The Board of Management of UHI North, West and Hebrides which is a registered charity, number SC021215.

'S e UHI a Tuath, an Iar is Innse Gall an t-ainm malairt a th' air Bòrd Stiùiridh UHI a Tuath, an Iar is Innse Gall a tha na charthannas clàraichte, àireamh SC021215.