



UNIVERSITY OF
WESTMINSTER 卐

WESTMINSTER **BUSINESS SCHOOL**

OUR STRATEGY
OUR COMMUNITY

Our Mission

We are an inclusive and innovative Business School that inspires students and colleagues to realise their potential, driving social mobility and developing solutions to global challenges.

Our Vision

We will be recognised as a transformational force in London-based business education, empowering individuals and creating lasting impact.

Our Values

Inclusive

Compassionate

Innovative

Responsible



OUR STRATEGY OUR COMMUNITY

As part of the University of Westminster, we endeavour to make our Being Westminster Strategy a reality. We have engaged proactively in developing our University Strategy and then made it our own through extensive consultation in developing this document. This collective effort will help us make our Westminster approach a transformational force across our sector by engaging proactively with our peers: through our London (London Higher), United Kingdom (Chartered Association of Business Schools) and global (Association to Advance Collegiate Schools of Business) networks. At the same time, collaboration will allow us to contextualise and learn from best practices.

As we approach the 30th anniversary of Westminster Business School (established in 1997) and mark 140 years since the University's first business (commerce) course in 1888, we remain a community of colleagues and students brought together by our passion for progressive change. We share our ideas and stories and listen to each other in a continuous pursuit of understanding and learning. We are passionate in our beliefs and pragmatic in our approach and practices. We are open to the world. We are keen to experiment, and we share the responsibility and excitement of trying something new. We encourage and support each other, particularly when things get difficult. We celebrate the success of all our members. We are proud to be part of the University of Westminster and the metropolis we call home!

OUTSTANDING EDUCATION FOR ALL OUR STUDENTS

Our achievement of Silver in the latest Teaching Excellence Framework (TEF) – based on key metrics such as student experience and continuation – reflects our commitment to students and our social mobility ambitions. It also marks a key milestone on our journey toward securing Gold. Our Access and Participation Plan (APP) underpins our mission to promote inclusivity and drives our aspiration to eliminate disparities in success between students from different backgrounds, allowing us to remain true to our mission. We will focus on key strategic themes that will allow us to realise our vision (our common purpose).

Inclusivity: Building Belonging and Supporting Achievement

We recognise the transformative impact of fostering student belonging (encompassing undergraduate, postgraduate, apprentice, and executive education learners), engagement and improving outcomes: particularly improving first-sit pass rates, encouraging active participation and attendance, closing attainment gaps, and increasing completion of end-point assessments. Our compassionate, student-centred pedagogy emphasises equitable access and success through decolonised curricula, flexible assessments and strong learner support. Collaboration with the Students' Union and initiatives such as peer mentoring, relationship-building activities and shared endeavours will strengthen connection and engagement with our students.

Inspiration Through Innovative Practice

We are committed to delivering authentic, active and impactful learning experiences that reflect our distinctive London environment. We utilise our professionally focused Learning Platform and Fabrication Lab (to help us deliver Sustainable Development Goal – hereafter SDG4). At least one module per level will feature one authentic assessment, fostering experiential learning and real-world application. Our teaching will be clearly informed by subject-area research, assessing research-based knowledge where appropriate, and will be shaped

by professional bodies and partner organisations (the term includes businesses, community entities and policy bodies). To deliver this, we will foster engagement with professional networks, offer training opportunities and reward excellence in our academic talent.

Empowerment for Social Mobility

We will enhance social mobility by designing learning experiences that improve students' societal agency, labour market access and lifelong learning mindsets (SDG10). Our curriculum reflects current and emerging labour market needs and receives accreditation, exemption, or it is shaped (as is the case with our apprenticeships) by appropriate professional bodies. We offer active, engaged teaching, work-based learning opportunities driving employability, and equip our students with the skills needed to engage critically with Artificial Intelligence to meet new employer needs and achieve positive social outcomes. We foster reflective practices, growth mindsets, and emotional regulation through authentic teaching and flexible assessments. Workshops on stress and time management, alongside specific student activities, will destigmatise failure and promote learning from setbacks.

Global Challenges

Our learning aligns with the United Nations Sustainable Development Goals (UNSDG) framework, encouraging students to become innovative changemakers who address global challenges and create positive impact. Every WBS course includes assessments that engage with the SDGs and support students in meeting employers' sustainability needs. We prioritise learning that demonstrates tangible societal impact, advancing social mobility and quality education at local and global levels. Through innovation and collaboration (SDG17), we aim to showcase how our education (SDG4) drives meaningful change in addressing critical global challenges.



Key Priorities for the Next 5 Years

- Create an inclusive learning environment through student-centred compassionate pedagogy, inclusive curricula, flexible assessments, peer mentoring and collaborative projects, ensuring equitable access and shared purpose.
- Embed authentic assessments, along with participatory and experiential teaching techniques, at each level of every course, adopting a whole-curriculum approach to assessment strategy rather than a modular one.
- Working with our students, professional bodies and partner organisations, we will design learning experiences that enhance labour market access, lifelong learning mindsets, and societal agency, whilst capitalising on the London environment, our professionally focused Learning Platform and our Fabrication Lab.
- Align education with UNSDGs, ensuring every course integrates assessments that engage with global challenges and empower our students to engage critically with AI.
- Support and reward colleagues by ensuring access to training, professional networks and internal recognition.

Key Measures of Success

- We will know we have achieved our ambition when:
- Student satisfaction on TEF-relevant metrics exceeds expectations (benchmark) by at least 2.5%.
- Our student continuation exceeds expectations (benchmark) by at least 2.5%.
- There are zero awarding gaps across all demographic splits (age, deprivation, disability, ethnicity and gender).
- Our apprenticeship provision is rated "Outstanding" at the next Ofsted inspection.

Lead Indicators of Success

- To monitor progress on some of our key measures of success, particularly those where data lags significantly behind in time, we will also use lead indicators of success:
- Student continuation rate reaches at least 95%.
 - Zero gaps in first-sit pass rates across all demographic splits (age, deprivation, disability, ethnicity and gender).
 - Completion rates of apprenticeship end-point assessments at 10% above the sector average.

RESEARCH WITH IMPACT AND KNOWLEDGE EXCHANGE

Building on our success in the national Research Excellence Framework (REF), where WBS was ranked second nationally for impact and in the top half of UK Business Schools, we aim to advance as a leading force in research and knowledge exchange. Whilst encouraging research across relevant fields of study, we will be known for excellence in employment research, administrative data analysis, digital business, the built environment, service innovation, sustainable tourism and peripheral populations. We are committed to driving socially responsible, sustainable and industry-relevant research that resonates with the diverse, dynamic, and interconnected world we serve. This will allow us to deliver our common purpose.

Inclusivity in Research and Knowledge Exchange (RKE)

We will further embed research and knowledge exchange practices and culture throughout WBS, emphasising our commitment to equity, diversity and inclusion (EDI) within research, ensuring that all colleagues experience and contribute to this progress (SDG10). We will celebrate the diverse range of RKE contributions, ensuring the representation of protected characteristics across the research spectrum, including in Reader / Professorial promotions.

Inspire Doctoral and Researcher Development

Focusing on people, culture and environment, we will inspire doctoral and early career researchers (ECRs) to advance their capabilities and academic careers through our Westminster ethos and strength-based approach. We will provide resources for timely advancement in their studies and establish competitive support mechanisms, such as enhanced job security and sustainable career progression opportunities for all colleagues. We will also enhance training and development opportunities for all colleagues aiming to become scholarly academics.

Empower Education with RKE

We will embed research and knowledge exchange work across our educational offerings. Integrating the knowledge we generate into curricula, ensuring research-led teaching opportunities, and involving students as co-creators on RKE projects will be key aims over the next five years (SDG4). Our executive education programmes will draw directly from our latest research, equipping professionals with cutting-edge insights and practical skills to drive organisational transformation.

Global Impact and International Partnerships

We will enhance our global reach and impact through strategic international partnerships focusing on research and doctoral training (SDG17). This will be achieved through collaboration with leading institutions, and formalising a global visiting scholar programme whose research collaborations will address global challenges and contribute to sustainable international business and policy development (SDG8).

Innovation in Impact, Engagement and Knowledge Exchange

Through our new and established Centres (The Centre for Employment Research, The Centre for the Study of the Built Environment, The Centre for Digital Business Research, and the Research Centre for Peripheral Populations), closer cooperation with university communities, and better interdisciplinary cooperation across Schools, we will actively engage with policymakers, industry partners and other non-academic beneficiaries to disseminate and translate our research (SDG8). Examples include empowering marginalised and peripheral populations in Malaysia and Colombia, preventing and containing workplace conflict via management upskilling and fostering social mobility and employment outcomes for young offenders. We will strive to make our research accessible to non-specialist audiences and showcase it globally. Key strengths in employment research, administrative data analysis, digital business, the built environment, service innovation, sustainable tourism and peripheral populations will underpin our strategic investments and build upon our previous impact case studies.

Continued Research Excellence

Toward the end of this strategic period, we will submit to the Research Excellence Framework (REF). We will invest significantly in key research centres, equipment and facilities, staff mentoring, supporting mid-career colleagues on the route to reader/professorial promotions, and research-only colleagues to ensure continuous improvements on contributions to knowledge, impact and engagement, and people, culture and environment.

Key Priorities for the Next 5 Years

Over the next five years, our key priorities will be as follows:

- Ensure equity, diversity and inclusion inform all research policies and practices with the goal of having at least 50% of our colleagues classified as scholarly academics with research allowances.
- Expand our knowledge exchange initiatives and increase the number of collaborative projects with partner organisations, focusing on impactful knowledge exchange, executive education and leveraging the opportunities of Zone 29.
- Establish a comprehensive impact-related support and communication framework and a global visiting scholar programme to disseminate our research globally.
- Invest in new research centres and disciplines, such as Tourism and Finance, to foster emerging areas of expertise, supporting our mission to address pressing global and industry-specific challenges.
- Increase doctoral study applicants through increased marketing, new international doctoral partnerships, innovative courses and enhanced admissions procedures.
- We will increase our overall REF score while expanding the number of staff within REF scope.

Key Measures of Success

Our main success objective is to:

- Achieve an overall position in REF 2029 within the top 40 in the UK and remain within the top 10 for impact.

Lead Indicators of Success

- Secure £1m annual RKE funding, with 30% coming from knowledge exchange.
- Grow our doctoral student population to over 100.



CAREER-READINESS AND EMPLOYMENT FOR OUR GRADUATES



Building on our work to successfully enhance employability for all students, with nearly 50% of undergraduate and 73% of postgraduate students securing graduate-level roles, we will improve career opportunities for our students further and significantly contribute towards social mobility. Our strategy will shape an effective employability ecosystem within WBS that will help our students achieve their full potential. We will achieve this by focusing on key themes that ensure we remain an inclusive, innovative and inspirational Business School that transforms society and creates lasting impact.

Inclusive through a Targeted Approach to Employability

Our current graduate outcome data show significant differences in highly skilled employment based on student demographic characteristics (e.g. deprivation, ethnicity). We will develop employability and enterprise initiatives that are equitable and specifically targeted at different groups to ensure all our students achieve their full potential regardless of their backgrounds or characteristics (SDG10). Through engagement and empowerment of our EDI student champions, we will identify barriers to student employment and work in partnership with professional bodies and our partner organisations to develop initiatives to help students overcome these barriers.

Inspire and Empower through a Data-Informed Approach

We will identify target groups for various employability initiatives and evaluate our progress informed by data. This includes but is not limited to Graduate Outcome data, student engagement data, and student feedback at course, School and College levels.

Innovation through Co-creation with Students and Partner organisations

In our efforts to ensure equitable, inclusive and engaging employability and enterprise initiatives that are relevant to current and emerging employment markets, we will work closely with our students and partner organisations to co-create contemporary career and enterprise initiatives with strong AI and SDG focus. We will leverage the opportunities presented through Zone29, including establishing our WBS Pro Bono Clinic (working with businesses and community organisations) within this space (SDG17).

Global Impact through Employment and Enterprise

We will build partnerships with professional bodies, partner organisations and our global alumni community (SDG 17) that will facilitate our students securing highly skilled job roles or engaging in business start-up, both locally and globally. These partnerships will also underpin our offering of professionally accredited executive education that will give our graduates access to continuous development opportunities. We will work closely with our Alumni Office to revitalise and launch alumni chapters in key global regions.

Key Priorities for the Next 5 Years

- We will develop pathways to embed employability and enterprise skills across all courses, assisted by our authentic learning approach, which will be scaffolded throughout various stages of study.
- Launch the WBS Pro Bono Clinic and develop a dedicated space for it within Zone29.
- Develop and implement targeted employability and enterprise initiatives tailored to students from diverse backgrounds and characteristics and enhance their engagement with these opportunities.
- Establish a series of events to engage partner organisations and alumni to help build and sustain strategic partnerships.
- Establish an effective employer advisory board structure within WBS that serves our strategic employability priorities at both College and School level.
- Use the advisory board structure and relationships with professional bodies to offer continuous development executive education opportunities to our graduates and communities.

Key Measures of Success

We will know we have achieved success when:

- Our students achieve graduate outcomes that exceed expectations (benchmark) by 2.5%
- No significant differences exist in graduate outcomes between students with different demographic characteristics.

Lead Indicators of Success

- At least 85% of students engage with key employability initiatives.



OUR GLOBAL REACH

We have a strong global presence, with approximately one-third of our students coming from international backgrounds. Our reach extends through diverse pedagogy, transnational education partnerships in Uzbekistan, Sri Lanka and Oman, a faculty of 56 nationalities, and impactful research and knowledge exchange. We are committed to expanding our global influence and empowering our students, colleagues and partners to make a meaningful impact worldwide through inclusive and sustainable practices. This will allow us to realise our common purpose to be a transformational Business School that creates lasting impact globally we will realise our common purpose.



Inclusivity through Opportunities for All

To develop a global mindset in our students, we will offer international learning opportunities through both physical and virtual channels (SDG4). By leveraging the rich diversity of our student body, we will create cultural learning experiences on campus that enhance belonging. Additionally, we will strengthen our international presence by recruiting students from a wider range of countries, enhancing the global experience on campus and reflecting our vision of being a global campus with London energy.

Global Impact through Leveraging Partnerships

We will continue to expand and deepen international partnerships that reflect the values and mission of WBS, creating valuable opportunities for both our students and colleagues. Strengthening our connections with alumni worldwide, we aim to fully leverage these partnerships and relationships to unlock their full potential. This approach will encompass opportunities for student mobility (both inbound and outbound), career-readiness, student recruitment, collaborative research and the delivery of executive education.

Inspire and Empower through Collaborative Working

To drive impactful outcomes, we will cultivate strong, collaborative relationships both within our College and with partner institutions globally (SDG17). By working closely with our TNE partners, Schools, course leaders, Liaison Tutors and other colleagues, we will foster shared ideas and collaboration in teaching and research, enhancing our collective ability to achieve meaningful results on a global scale.

Innovation in International Education

To deliver innovative international learning experiences for all students, we partner with our TNE collaborators and global alumni network, to ensure our education and skills training remain cutting-edge and globally relevant (SDG8). To foster innovative teaching on the UNSDGs, we will leverage our commitment as a signatory to the UN Principles for Responsible Management Education (PRME). By deepening our PRME engagement and working toward Champion status, we will strengthen our capacity to integrate the SDGs into our curriculum, equipping our students and colleagues to address global challenges through responsible and impactful education.

Key Priorities for the Next 5 Years

- Work with the International Student Recruitment Team to identify, enter and strengthen a diverse range of student recruitment markets.
- Develop a holistic approach to provide international learning opportunities for all students. This will be achieved through physical and virtual mobility, along with international events on campus.
- In collaboration with EDI student champions and the University's EDI Team and others who support international students, establish a series of events to build sense of belonging and enhance international student experience.
- Work with Trans-national Education (TNE) partners, international alumni and international clients to generate international career opportunities for our students and develop and deliver executive education for international markets.
- Work with existing international partners to host colleague events to facilitate research collaborations.
- Establish a series of colleague events to embed UNSDGs within the curriculum and improve engagement with the PRME regional network.

Key Measure of Success

- We will know that we have achieved success when:
- At least 85% of students participate in international learning opportunities.



SUPPORTING AND DEVELOPING OUR COLLEAGUES

We are the most diverse College in the University, with colleagues qualified to deliver excellent teaching, carry out impactful research and be at the forefront of their professions. Building on our core values, we will enhance our diversity of experiences, which, in turn, will enrich student learning. We will invest in the development and wellbeing of all colleagues, offering career progression opportunities that celebrate excellence in education, research and knowledge exchange. We will achieve this by focusing on key themes encapsulated in our mission statement and by placing emphasis on issues of wellbeing and engagement with our common purpose.

Inclusive: Working Together

Colleagues will be engaged in open dialogue with students, each other and the leadership of Schools and the College about our direction of travel and our pathway to success. Building on our shared value of compassion, we will place collaborative and collegiate ways of working at the heart of our diverse academic community. In doing so, and based on fairness and respect, guided by ethics and integrity, we will bring together academic and professional services colleagues in order to put in place practices that help create the conditions for a more inclusive, empowered and productive workplace community.

Inspiring on our Journey to Success

We will also empower colleagues through clarifying mutual expectations, using a strengths-based approach in Professional Development Reviews (PDRs), and we will make available opportunities for growth through the Westminster Professional Development Academy, all of which are crucial for our future success. Training, mentoring and coaching, as well as peer support, will continue to be made available to colleagues to help them succeed in their work roles. This will culminate in the development of three clearly delineated and well-trodden career progression paths that will foster a motivated, engaged and responsible College community.

Innovation in our Daily Practice

We value diverse thinking to enhance creativity, enabling us to be innovative and agile, but also to help us spot risks, test our ideas and achieve better business outcomes. This, in turn, will enhance our educational offer, research and knowledge-exchange capability and make a positive impact on society.

Wellbeing

Placing emphasis on colleague wellbeing through the creation of a supportive and healthy work environment is critically important for the success of our community and particularly our students. By focusing on best use of our physical space, mental health and work-life balance, we can ensure that colleagues have a sense of belonging and are able to achieve success in their roles, both individually and collectively. Physical spaces that provide quiet areas for focused work and communal spaces for interaction promote comfort, creativity and collaboration. Institutional wellness programmes that address physical, mental and emotional health, will be complemented with extra-curricular and recreational activities, as well as community-based activities such as volunteering to enhance engagement and well-being. We will continuously review workloads and prioritise the fewer things that matter most in order to achieve a good work-life balance.

Key Priorities for the Next 5 Years

- We will encourage dialogue across our community, through course, School and student voice and colleague participation in course, School and College discussions and the Colleague Experience Group.
- We will use a strength based approach in PDRs focusing on the fewest things that matter for our colleague and student success.
- We will invest heavily in the growth of academic talent: offering outstanding internal development opportunities through the Westminster Professional Development Academy (WPDA) and external development opportunities, in order to deliver our common purpose. These will help create high-performing teams, drive future-focused innovation and respond to the needs of our students and partners.
- We will shape three effective career progression pathways to support colleagues to identify and leverage their unique strengths towards the delivery of our educational, research and knowledge exchange functions.
- We will collaboratively review our working practices, workload allocation and physical infrastructure to ensure that colleagues are able to bring their whole selves to work and enjoy a healthy work-life balance.

Key Measure of Success

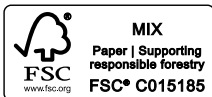
- Our key measure of success is as follows:
- Top quartile on measures of individual feelings of inclusion and wellbeing evidenced in the Colleague Wellbeing and Engagement survey.



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