

# STRATEGY 2035

*Driven by purpose;  
Measured by impact*



# STRATEGY 2035

Our Strategy focusses on applied learning for life and employability, with research that addresses real world challenges.

We are partners, entrepreneurs and innovators.

We care about sustainability and educating people who will lead out and make a difference in the world.

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# 1 Introduction from the Chair of Court and the Principal and Vice-Chancellor

This is an important juncture for the University, as we look forward with a strong sense of our purpose and a strategy built on the University's strengths, global footprint and Scottish heritage. Strategy 2035 is an institutional strategy, developed by an empowered leadership process across the University during 2024/25, and which sets the purpose and direction of the University for the future.

**We place our people – the staff and students of the University – at the heart of everything we do.**  
It is the people and our values that make the University a great place to work and study.

**Our Institutional Impact Statement is the anchor for our strategy, defining our purpose as follows:**

## WE ARE FUTURE SHAPERS

*Our Purpose is to develop leaders to build an equitable, sustainable, and enriching society.*

*Our community will leverage its global presence and focused expertise to provide applied learning and research to transform lives and address real-world challenges.*

**The University's heritage is important and defines something essential about our character.**

At our core, we have a shared passion for excellence in research with a focus on real world challenges; we care about transforming lives through global access and inclusion with multi-mode, multi-location access to education; and applied learning. With an outstanding record in transnational education and graduate outcomes, the University is focused partnership and on employability as an ethos across all its educational activities.

### **Driven by Purpose; Measured by Impact**

Through Strategy 2035, we are sharpening focus and strengthening our commitment to deliver learning which is accessible and flexible both on campus and online, with an exceptional student experience leading to strong employability outcomes; and to deliver breakthrough research that tackles the world's biggest challenges – transforming climate action, revolutionising health outcomes, and pioneering robotics and other technologies that will shape our future.

### **Size and Shape: Strategic Growth Pathways through Partnerships and Heriot-Watt's Virtual Campus**

Strategy 2035 sets two main strategic growth pathways. One is in the growth of our 'Virtual Campus', delivering flexible, stackable credentials to lifelong learners; the other is in Partnerships, recognising that collaboration with industry, business and other partners strengthens the University and adds value to the impact we can have in the world.

The overall size and shape of the University is likely to change over the course of the next decade as we respond to changes in societal and business demands for education. Research and on campus learning will remain central, and will be complemented by growth in lifelong learning through online delivery.

### **Strategy 2035 Enablers: three Strategic Shifts**

We know that the world is turbulent, so our forward path will be met through an approach which builds on our strengths and recognises where we need to make strategic shifts to be sufficiently agile and resilient to deliver our strategy and impact into the future. The three shifts are designed to enable and support delivery of our strategy through a focus on governance effectiveness and operational excellence; a new approach to partnerships; and a more responsive, accessible and flexible educational offering.

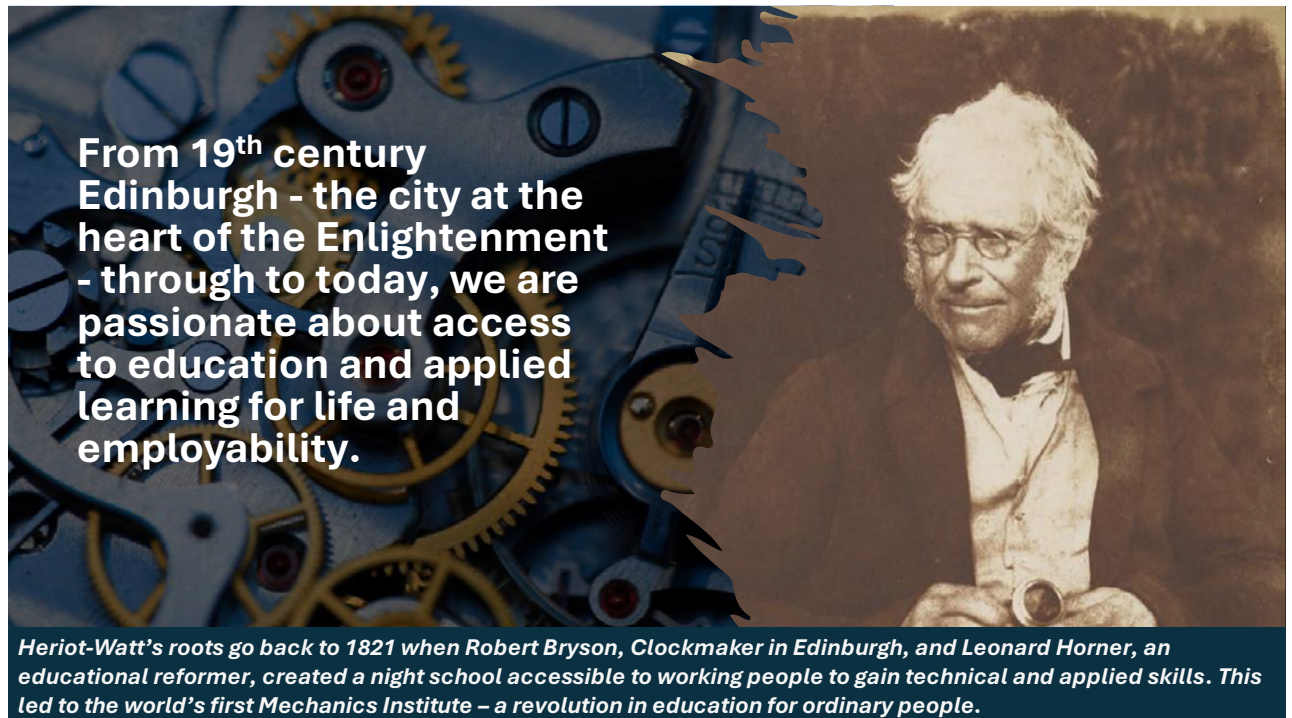
## 2 The Story of Heriot-Watt

### 2.1 Our Heritage and Scottish Roots

Founded in 1821 as the Edinburgh School of Arts, Heriot-Watt was the world's first Mechanics Institute, born out of the Scottish Enlightenment and the Industrial Revolution, with a mission to educate working people for technical and scientific jobs. Our founding mission, and character of the University across the years has been to make education accessible and deliver tangible benefit to industry and society.

Over the years, we have grown from a technical college to a global university with a reputation for excellence in science, engineering, business, and design.

As we look forwards, we reflect on our origins and build on this heritage which sets the foundations for our future and Strategy 2035.





## 2.2 A Distinctive University; A Sustainable Future



### A Distinctive University

- A Scottish University with global reach and an exceptional record for Transnational Education
- A university which is values led; a community with people at its heart
- Characterised by an exceptional partnership with students and experience that is personal, local and global
- Rooted in our heritage from 1821 in providing access to education
- Focused on learning for employability and for success in life
- With research which impacts on real world challenges and benefits society

**Growing from these Scottish roots in the 19<sup>th</sup> century, the University remains renowned for employability, for access and inclusion, and for its applied research impact and global reach.** The University has an exceptional track record in transnational education with a globally connected delivery model, enabling students to 'Go Global - Study Global - Collaborate and Work Global' and learn through global teaching teams across campuses and cultures.

**The University's staff and students are the bedrock of its reputation,** and it is their achievements in teaching and learning, in research excellence and impact, underpinned by our values as a community, that makes the University what it is today. These values – *to Inspire; Belong; Celebrate and Collaborate* – help us stay true, with respect for one another; understanding and valuing diversity.

**We have an exceptional partnership with our students** and a student experience which is personal, local and global. As a university community, we care most about the transformational value of education which is accessible and research which impacts on real world challenges and benefits society.

**We are thought leaders in sustainability and see that future prosperity depends on us curating a future with institutional, environmental, economic and human factors in mind.** As we look forwards in Strategy 2035, we will take forward our [Climate Action Framework and Commitments](#), and we are sharpening our focus and building on these strengths and characteristics.

**Since 1821, Heriot-Watt's innovative education model and pioneering research have enabled us to make global impact by creating and sharing solutions with society.** Heriot-Watt University's [Shaping Futures Campaign](#) is expanding and deepening this legacy. It is aligned to our strategy and central to the purpose of the global Heriot-Watt community, driving a spirit of ambition to be at the forefront of new ideas and providing solutions to meet society's needs.

## 2.3 Building a Bridge from Strategy 2025 to Strategy 2035

In Strategy 2035 we will build on our strengths, bridging from Strategy 2025 to Strategy 2035. The development of Strategy 2035 has been delivered through an empowered leadership model across our campuses, drawing on the creativity and expertise of a wide range of our people; and there has been a high level of engagement that has helped steer and shape the way forward.

**Strategy 2025 – *Shaping Tomorrow Together*** – was framed around four strategic themes underpinned by values which stand strong today to *Inspire; Belong; Celebrate and Collaborate*. These themes were: *Building flourishing Communities; Excelling in Research and Enterprise; Pioneering in Education and being a Globally Connected University*.

### Strong Foundations

Through Strategy 2025, the University has grown and developed its international footprint and continued to excel as a leader in Transnational Education, with fully integrated campuses in Dubai and Malaysia and high quality academic partnerships. The University flourishes with flexible learning pathways supporting 27,000 students from over 154 countries, both online, with partners, and on campus across Scotland, Dubai and Malaysia. Research and Enterprise initiatives have been progressed, with areas of world leading excellence and impact in research ranging from Mathematics to Social Policy and from Carbon solutions to Quantum and Photonics, alongside the establishment of Global Research Institutes as focal points for research in partnership with industry. These are:



#### iNetZ+ Net Zero and Beyond

Pioneering groundbreaking solutions that will redefine environmental stewardship and propel us toward a carbon-neutral future.



#### The Lyell Centre

An inspired fusion of earth and marine science, the Lyell Centre's work spans both fundamental and applied research, using innovative technology to address global challenges



#### The National Robotarium

A world-leading centre for Robotics and Artificial Intelligence, creating innovative solutions to global challenges.



#### Health and Care Technologies

Turning cutting-edge research into impactful and practical solutions to make a positive impact on peoples' lives, the NHS and health and care globally.

### Strategy 2025 will conclude in July 2026, when our new ten year strategy will be launched.

Over the past five years, we have tracked the performance of the University against strategic performance indicators, learning from both the successes and the challenges we faced. This period included the global pandemic, with all the existential challenges that presented as well as cost of living crises affecting staff and students; financial and economic challenges through the pandemic and global instability; regulatory fluctuations affecting international movement and recruitment; and organisational challenges through the centralisation of services and modernisation of enterprise systems.

The progress achieved through Strategy 2025, combined with learning we have captured through the challenges we have faced, join together to provide the foundations for Heriot-Watt to build forwards with confidence and purpose into Strategy 2035, as expressed in our Institutional Impact Statement.

### WE ARE FUTURE SHAPERS

***Our Purpose is to develop leaders to build an equitable, sustainable, and enriching society.***

***Our community will leverage its global presence and focused expertise to provide applied learning and research to transform lives and address real-world challenges.***

# 3 Introduction to Strategy 2035, Ambition and Approach

## 3.1 Our Ambition: Driven by Purpose; Measured by Impact

Through Strategy 2035, our purpose is to develop leaders to build an equitable, sustainable and enriching society. Our ambition is to deliver applied learning and research which transforms lives and addresses real world challenges.

We will grow through our educational offering both online and on campus and through partnerships. We will intentionally focus on excellence in graduate outcomes, employability and the impact of research on real world challenges. The metrics for the shape and size of our ambition are set out later in the document.

### *Driven by Purpose; Measured by Impact*



#### **Growth Ambitions**

- The University will increase its reach and impact through its Virtual Campus
- We will intentionally develop strategic partnerships for learning and research, and on-campus provision
- We will deliver an exceptional student experience, with flexible and accessible provision with an underpinning ethos of employability
- We will deliver strong graduate outcomes and lifelong learning opportunities
- We will foster excellence in research and innovation with a focus on real world challenges through our Global Institutes

#### **Mission Based Research Excellence and Impact**

We will foster excellence in research and impact, with growth through partnerships and a focus on real world challenges through fundamental research and our Global Research Institutes. Excellence in research raises the University's reputation, critical to attracting and retaining high quality staff and students. The University will be in the top 250 universities in the world.

#### **Accessible, Responsive and Flexible Portfolio**

In a shifting Higher Education landscape, our ambition is to have a more responsive and flexible portfolio of programmes, and to rigorously focus on access to applied learning for life and employability, delivering a signature student experience. We will continue to be a leader in Graduate Outcomes and in Transnational Education. We will monitor and respond to market shifts including advances in AI, optimising the benefits of our portfolio, partnerships and global footprint, providing access to learning through transnational, online and on campus modes of study.

#### **Shaping Futures Framework: a Signature Student Experience**

Our ambition is for our students to have a signature Heriot-Watt student experience across all modes and locations of study, and a lifelong engagement with the University. Students will perceive the distinctive proposition of joining Heriot-Watt University and the benefits they will derive from being part of a University which delivers research excellence with impact on real world challenges; flexible and responsive education with a leading profile in graduate outcomes and a portfolio designed for employability; an established global reach with opportunities to study locally and globally; and an exceptional student partnership. We will continue to invest in support for students through community building and personal, academic and careers support.

#### **The Virtual Campus: Shifting Demands for Online and Lifelong Learning**

Our ambition is to see significant growth in our online provision through the creation of a Virtual Campus. This will build on decades of experience in online delivery, increasing capacity to reach around 100,000 students by 2035 through flexible learning designed to meet the requirements of learners throughout their life and careers. Growth will come from three core areas: portfolio expansion; distribution at scale with partners; and innovation into new products and formats to increase our reach. Over the ten-year lifetime of the Strategy, we expect to see a significant shift in the balance of part time to full time students, with more choosing to acquire learning and qualifications through flexible part time study over a lifetime. The University will invest in the soft infrastructure and pedagogical skills required to design and delivery courses and stackable micro-credentials which meet this shift in demand.

#### **On Campus Growth**

The development of our on campus provision is a major strategic outcome of Strategy 2035. Growth in student numbers is planned to come primarily through the Dubai and Malaysia campuses, as well as through significant, intentional, and *at-scale* partnerships across the University. We will purposefully design and manage the portfolio with agile responses to changes in demand, meeting the requirements of our students and other stakeholders. In Scotland, government funding is not keeping pace with the cost of delivery, and that is not expected to improve. Therefore, our ambition is to maintain the number of students at our Scottish Campuses at around 9,000 to 10,000 through a mix of Scottish, Rest of UK and



international students, with a commitment to consistent delivery of an exceptional student experience; outstanding employability and graduate outcomes; research excellence and impact; and new strategic partnerships. Alongside other Schools, we expect that the Global College will play a critical role in providing access to higher education to a wide range of learners from diverse learning backgrounds.

## 3.2 Our Approach

**Strategy 2035 is a ten-year strategy to be delivered in three phases, with two strategic growth pathways, and three strategic enablers.**

**As we look to the next decade, our approach is focused on building long term sustainability and success.**

To achieve the ambitions set out in this strategy, we will shape our University, changing where necessary, building on the best of what we have now, but with intentional shifts to enable us to achieve that sustainability and the impact and purpose expressed in our Institutional Impact Statement, which anchors the strategy. Throughout Strategy 2035, we will continue to be values led, with people and the distinctive partnership with our students at the heart of our approach and decision making, ensuring the University is a great place to work and study.

**Strategy 2035 sets out two Strategic Growth Pathways.**

One is in the growth of our 'Virtual Campus', delivering flexible, stackable credentials to lifelong learners. The other is in Partnerships, recognising that collaboration with industry, business and other partners strengthens the University and adds value to the impact we can have in the world.

**Our Ethos of Employability** underpins our growth strategies and our purpose as Future Shapers.

**Our Research** is focused on addressing real world challenges.

**Our learning** is responsive, accessible and flexible through a portfolio designed to meet graduate and employer needs.



**Three strategic enablers are needed in our operations supporting delivery of our strategy.**

We know that the world is turbulent, so our forward path will be delivered through an approach which builds on our strengths and recognises where we need to make strategic shifts to be sufficiently agile and resilient to deliver our strategy and impact into the future.

There are three strategic enablers which support delivery of the intentions, outcomes and impacts of our strategy. These are:

1. Governance Effectiveness & Operational Excellence
2. Strategic and Intentional Approach to Partnerships;
3. Responsive, Accessible and Flexible Educational Offering; and

**In our approach, we take strength from knowing who we are and where we come from, and have a clear sense of purpose; our direction of travel for Strategy 2035.**

## 4 Phased Implementation of Strategy 2035

We plan for three major phases of change and growth from 2025 to 2035.

### Phase 1, 2025 to 2028

As we approach the end of Strategy 2025, the University is preparing ahead to be ready for Strategy 2035 so there is a seamless transition as we bridge from Strategy 2025 to Strategy 2035.

Work on Phase 1 will therefore start in 2025/26, building foundations by focussing on the three strategic enablers designed to strengthen and improve our operations, and developing the strategic and financial delivery plans for Strategy 2035. During Phase 1, the University will continue to grow and build on its strengths as we move into the second and third phases where the focus shifts to driving growth.

### Phases 2 and 3: 2028-2035

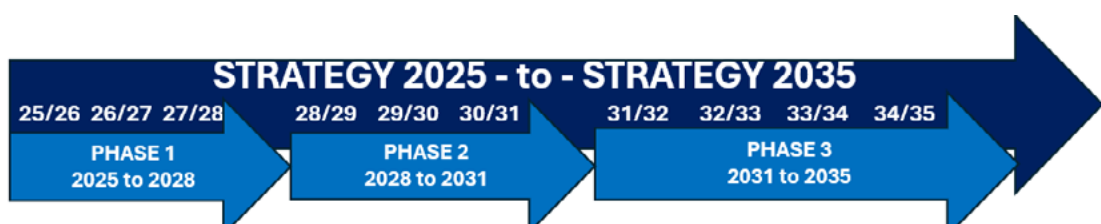
The increased focus on growth will be driven online and on campus through the geographic hubs we operate in, particularly MENA and ASEAN<sup>1</sup>. The strategic growth pathways are set out in more detail in the next section.

During Phases 2 and 3, the University will continue to progress through its three strategic enablers, building on the work in Phase 1.



We will review success and lessons learnt, towards the end of Phase 2 so we can intentionally shape Phase 3, course correcting and reprioritising where necessary, recognising that there are likely to be both new opportunities and challenges across the ten year period of the plan. Throughout delivery, we will monitor the risk landscape, utilising our risk management framework and adopting an agile and adaptive response.

More detail on this is set out below, with a focus on assuring efficiency and effectiveness and the financial and operating sustainability and capability to deliver the growth strategies set out in Strategy 2035.



<sup>1</sup> Middle East and North Africa; Association of South East Asian Nations

# 5 Strategic Growth Pathways: Driving Significant Growth in our Scale, Reach and Impact

The ethos of employability and focus on impacting real world challenges frames our strategic growth plans. There are two strategic growth pathways, both enabled by three strategic shifts with focus on governance effectiveness and operational excellence; development of a strategic and intentional approach to partnerships; and a more responsive, accessible and flexible educational offering.

## 5.1 Strategic Growth Pathway 1: The Virtual Campus

In an era where the world of work is transforming at an unprecedented pace, the Virtual Campus responds to an urgent market need: empowering individuals and organisations to adapt, thrive and innovate in the face of rapid change.

The University will significantly grow its online provision through the creation of a Virtual Campus. This will build on decades of experience in online delivery and innovation, increasing capacity to reach around 100,000 students by 2035 through flexible learning designed to meet the requirements of learners throughout their life and careers.

Heriot-Watt is currently in the top 10 UK distance learning providers, and the 4<sup>th</sup> largest UK provider of postgraduate distance education. The other top 10 providers are mainly focussed on the domestic market and on undergraduate education<sup>2</sup>. Our strategy is to grow through **three core areas**, driving growth with margin and working with partners to achieve distribution at scale:

| Three Core areas driving Growth                                                                                                                                                                                                                                                         | Approximate % of Growth in student numbers |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 1. <b>Portfolio:</b> we will expand our postgraduate taught offering, growing into new subject areas, and launch undergraduate programmes;                                                                                                                                              | 20%                                        |
| 2. <b>Distribution at Scale:</b> we will partner boldly to distribute globally at scale and with margin;                                                                                                                                                                                | 30%                                        |
| 3. <b>Innovation:</b> we will innovate, creating new products and formats to reach and engage broader audiences. This includes the development and increase in Continuous Professional Development (CPD) detailed in our Knowledge Exchange and Innovation Fund Strategy <sup>3</sup> . | 50%                                        |

By 2035, the Heriot-Watt Virtual Campus will have achieved transformational growth and be recognised globally for its leadership in expanding access to flexible, career-aligned online learning through a scalable, innovative and sustainable model. We will develop distribution channels in order to reach our ambitious targets for our Virtual Campus. We will deliver:

- **An expanded portfolio** of undergraduate, post-graduate programmes, micro-credentials and executive education for lifelong upskilling and reskilling;
- **A global community of students**, with active student representation and signature student experience;
- **Robust, adaptable digital infrastructure**, including CRM and Learning Management Systems;
- **Dedicated academic resources** driving portfolio development and ensuring that we maintain the quality and standards which are critical to our reputation;
- **A commercially-minded, specialised professional services team**; and
- **A portfolio of partners**, providing routes to market and the ability to scale at pace.

<sup>2</sup> The market is dominated by the Open University and University of London with a combined market share of 45%

<sup>3</sup> Approved in 2025 and submitted to the Scottish Funding Council, referred to in the metrics section of this document.

## 5.2 Strategic Growth Pathway 2: A Strategic and Intentional Approach to Partnerships

**Partnership is not only a strategic growth pathway – setting out what we will do - but is also enabled by a strategic shift in our approach which will be critical to achieving the growth and impact intended.**

Partnerships will be key to Heriot-Watt University's success. We will establish partnerships and collaborations which add value across academia, government, industry, health, and third-sector organisations, ensuring that our teaching, research, and innovation drive societal and economic transformation.

By adopting a much more intentional and strategic approach to partnership, Heriot-Watt will be able to expand both numbers and types of students, establish new distribution channels, and also expand the reach and impact of our research, enterprise and innovation.

### **Academic and Business Partnerships**

We will build on our successful academic partnerships such as the Joint Education Programmes with high quality Chinese Universities, and other Transnational Education opportunities. We will also build on our partnerships with business and industry for internships and employability opportunities, enhancing the student experience.

### **Excellence in Research and Innovation – Raising Reputation and delivering impact**

The University's research output is critical to our reputation, global reach and impact. It is central to being an academic community and great place to work and study, adding value to students and staff who are attracted to join Heriot-Watt as a result. Our focus is on research excellence, which is externally funded and which delivers real and lasting impact on major societal challenges and in future technologies. Research will be driven by our purpose and aligned to areas where we can make a meaningful and significant contribution, focused whilst remaining agile and responsive to emerging societal and industry needs. We will work collaboratively across disciplines, institutions and sectors, forming dynamic research teams that co-create solutions with industry, academia and communities.

### **An Agile, financially sustainable and collaborative approach to research**

Building on our partnership approach across research and enterprise is critical to our success. Our research will be strategically aligned to the institution's long-term goals, enabling us to focus where we can deliver the greatest academic, industrial and societal impact. We are building a financially sustainable model that supports a vibrant, research-active academic community and fosters innovation and collaboration. By targeting high-value funding opportunities and improving our approach to pricing and costing, we are improving our capacity to invest even further in resilient research that addresses global challenges and develops future technologies.

We are fostering a dynamic research culture built on agility, collaboration and responsiveness to emerging opportunities while ensuring strength in the underpinning fundamental science that enables the technologies of tomorrow. Within a strategic approach, our teams will form and evolve fluidly, drawing on diverse expertise from across disciplines, backgrounds and sectors. By embracing a start-up mindset and co-creating programmes with industry, alumni and academic partners, we will ensure our research remains relevant, innovative and impactful. Smart use of digital tools and flexible learning spaces will be used to improve integration between research and teaching, strengthening our capacity to adapt and connect in a rapidly changing world.

**A defined taxonomy of partnership will underpin our entire approach and support activities across the university and will include:**

- **Anchor partnerships** – corporate partners that have interests and operations across our global footprint;
- **Cluster partnerships** – clusters of external partners centred on areas of specific expertise; and
- **Strategic Alliance and Growth partnerships** – aligned with our Virtual Campus vision, partnerships with international institutions and platforms to expand the range of students we can reach, and supplement online learning with in-person teaching, student support and networking opportunities.



## 6 Strategic Enablers for Delivery of Strategy 2035

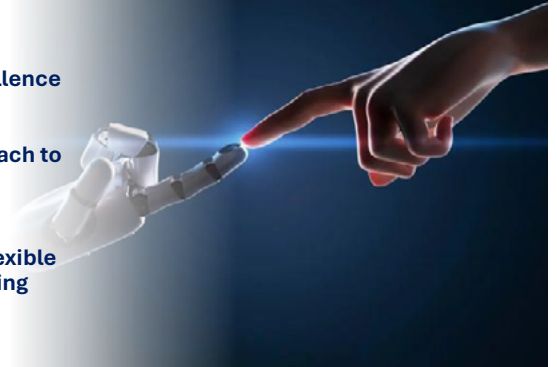
There are three strategic enablers, designed to support delivery of the intentions, outcomes and impacts of our strategy.

These are:

1. **Governance Effectiveness and Operational Excellence** – with a focus on long term sustainability and success - adopting and advancing best practice in good governance designed to be a strategic enabler with effective, efficient operating models, underpinned by our digital strategy.
2. **A strategic approach to partnership working**, intentionally developing partnerships which add value to our students and staff and raise the reputation and impact of our research.
3. **A more responsive, accessible and flexible educational offering**, with agile and market led portfolio design, meeting the changing student and employer demands, delivering an exceptional student experience.

### Three strategic Enablers for delivery of Strategy 2035

1. **Governance Effectiveness & Operational Excellence**
2. **Strategic and intentional approach to partnerships**
3. **More responsive, accessible and flexible educational offering**



### 6.1 Strategic Enabler 1: Governance Effectiveness and Operational Excellence

With a focus on long term sustainability, we will shape the University, so it is strategically aligned, operationally agile, and people-centred, delivering maximum value and impact for students, staff and society.

We will optimise our institutional and financial structures to enable the delivery and impact of our strategy. Our staff will be aligned to institutional priorities and empowered by leadership to play their part in a modern, adaptive and learning institution. This approach will ensure we remain competitive and relevant, whilst fostering a supportive and inclusive environment where our people thrive, collaborate, and drive forward our shared vision.

#### **STRONG FINANCIAL AND RESOURCE PLANNING, MANAGEMENT AND GOVERNANCE**

We recognise that financial sustainability is a necessary pre-condition to delivering our strategy and desired impacts. With the intention of increasing efficiency and effectiveness and driving increased margin to build investment capacity and create a sustainable financial platform, the University will continue to build mid-longer term financial resilience through rigorous financial stewardship and long term financial planning. The University, its Court, its leadership and its staff will focus on strategic priorities, mindful and responsive to the changing landscapes of risk and opportunity, ensuring the stewardship of the University to enable it to deliver on its purpose with impact and benefit to society. The establishment of an effective integrated planning process and global resourcing model will focus on delivery and impact, balanced with the necessary agility to respond to changes in the global higher education landscape.

#### **EMPOWERED LEADERSHIP, COLLECTIVE FOCUS AND A CULTURAL SHIFT**

We will intentionally develop a culture of collaboration and inclusivity, investing in our people and empowering leadership teams. Our culture will support an approach of trust and accountability, and we will develop people to be confident leaders and collaborators with goals aligned to strategic priorities. Leaders will be supported and equipped to take ownership, enabling faster and better-informed decisions adopting best practice across the University's governance structures. We will develop our people, and will use coaching and mentoring, creating opportunities for innovation and local empowerment. Cross-functional collaboration will be championed to break down silos and drive great outcomes and add value.

Strategic workforce planning will be embedded, with improved organisational design, change management capability and effective and empowered leadership. We will manage our talent pipeline and succession planning, encouraging and supporting performance, growth and development. Our values of *Inspire, Collaborate, Celebrate and Belong* will

continue to underpin our ways of working. Performance, development and reward systems will be designed to recognise and reinforce the behaviours and contributions that advance our strategic goals.

Our Professional Services will work in close collaboration with Schools across campuses, bringing professional, commercially minded and specialist expertise, enabling efficient delivery and scalable support which delivers the shared purpose and mission of the University. Our academic staff will collaborate in research and teaching, leading in the development and delivery of both on-campus and online programmes, and ensuring an excellent student experience. Global teaching teams will enhance our capacity to respond to demand, supporting the development of high-quality academic content. Across the Heriot-Watt community, we will work in partnership to ensure we deliver on our strategic priorities while also creating a positive and rewarding environment for our staff.

#### **GLOBAL OPERATING MODEL; DIGITAL TRANSFORMATION**

With the intention of designing an operating model fit for the future, the University will establish an operating model and the necessary digital transformation to support delivery of Strategy 2035, laying the foundations for sustainable growth. The University's global operating model will be underpinned by digital strategy and a data informed approach. The University will invest in digital infrastructure to support the scale and flexibility required for multi-mode, multi-location education delivery. We will also ensure that our business systems are designed to support an effective and efficient global operational model. We will take a rigorous approach to development and maintenance of our processes and systems.

#### **ENVIRONMENTAL SUSTAINABILITY**

Environmental sustainability will be further embedded and integrated through a strategic governance approach, engagement and leadership through our [Climate Action Framework](#) and commitments to: *leadership through action; thought leadership and foresighting; and world leading research, teaching and enterprise*. Engaging with our whole community on sustainability is key to a progressive and effective approach, providing information and learning through our Climate Advocacy Course. Managing our campus sustainability through a whole community approach, we will address the energy challenge seeking solutions through smart energy systems connecting our campuses.

## **6.2 Strategic Enabler 2: A Strategic and Intentional Approach to Partnerships**

As referenced above, partnership is a strategic growth pathway, enabled by a strategic shift in our approach which will be critical to achieving the growth, margin and impact intended.

The university will change its approach to partnerships – moving to a much more strategic, systematic and intentional approach which is designed to deliver key outcomes in our strategy. Partnerships will be mutually beneficial, and for the University, they will help drive revenue with margin, growth at scale, enhanced reputation, research advancement and employability outcomes.

Roles and responsibilities in relation to the development, contracting and management of partnerships will be established, with a clear taxonomy of partnership types. The first step will be a robust partnerships framework that structures the university's approach to forging high-impact, long-term relationships aligned with strategic goals – and there will also be changes required in mindsets and how the university operates to reap the benefits from this increased focus on partnerships.

#### **Partnership is critical to our Research reputation and impact.**

We will adopt an intentional and strategic approach working collaboratively with civic bodies, industry and research communities to co-create solutions to pressing challenges, embedding an entrepreneurial mindset to ensure research translates into real-world outcomes. Through targeted collaborations that support commercialisation, start-ups and innovation ecosystems, we will accelerate the pathway from discovery to application. Our Global Research Institutes anchor these efforts, acting as hubs for research. By clustering partners around shared values, complementary capabilities and future-focused goals, we will create integrated ecosystems that drive economic renewal, foster technological breakthroughs and deliver measurable benefit to society.

## 6.3 Strategic Enabler 3: A More Responsive, Accessible and Flexible Educational Offering

Through Strategy 2035 and the '*Shaping Futures Education and Student Life Framework*', the University will become more responsive and flexible in its approach and management of its portfolio and educational offering. This will mean being much more focused on market relevance and accessibility, proactively managing our portfolio to be aligned with market needs and providing students with industry-relevant skills. Similarly, our learning models will be more flexible and granular, including modular and lifelong learning formats, to adapt to changing student and employer needs.

### THE 'SHAPING FUTURES EDUCATION AND STUDENT LIFE FRAMEWORK'

The Shaping Futures and Student Life framework will contain key features that will maintain and further enhance the exceptional quality of our graduates, including:

- ensuring that our learning is flexible, accessible and relevant;
- inspiring a shared commitment to challenge-based learning and employability;
- embedding excellence and securing appropriate consistency and efficiency in design and delivery;
- a suite of signature educational experiences to '*Go Global; Study Global; Collaborate and Work Global.*'

### HIGH-QUALITY, FLEXIBLE, ACCESSIBLE AND CAREER ALIGNED EDUCATION

We will deliver high-quality, flexible, accessible and career aligned education at every stage of life. We will enhance the employability of our students, providing our learners with high-quality, flexible, accessible and career aligned education. The University's employment-focused approach to learning and teaching will equip students with the capabilities, curiosity and sense of purpose to step confidently into and through their professional careers, to inspire their communities, to provide leadership, and to navigate real-world challenges with confidence. A current strength of the University will become an outstanding feature for which our graduates are well known.

### A SIGNATURE STUDENT LEARNING EXPERIENCE; A CURRICULUM FOR CHANGE MAKERS

Through the '*Shaping Futures Education and Student Life Framework*', we will deliver a signature Heriot-Watt student experience. With a programme portfolio which is flexible and intentionally designed to meet graduate and employer needs, the curriculum will be designed to develop graduates who are not only career-ready but also capable of being 'Future Shapers' in line with our institutional purpose to develop leaders who will make positive impact transforming lives and addressing real world challenges. At the core is a commitment to real-world learning, integrating industry relevant challenges, enterprise and innovation into the academic experience. Shaped through collaboration with industry, business, research and civic partners, the curriculum will reflect current and future demands, empowering students with both the mindset and skillset to make meaningful impact. For all our students we will offer a challenging, enjoyable and enriching experience in their time at Heriot-Watt.

### A GLOBALLY CONNECTED COMMUNITY, CREATING LIFELONG OPPORTUNITIES FOR STUDENTS & ALUMNI

With a distinctive, globally-connected approach, the University will foster a global learning community that extends beyond any single campus – and far beyond graduation. Through inclusive, intercultural experiences and meaningful engagement across campuses and regions, students will develop a strong sense of purpose, community belonging, and global awareness. Lifelong connections will be sustained through alumni networks and continuous learning, enabled by our expanding flexible learning offer across on campus and online learning. Active participation in a shared Heriot-Watt journey will open doors to new opportunities, collaboration and personal growth.

### EDUCATION WITH EXCEPTIONAL EDUCATIONAL OUTCOMES, NO MATTER WHERE LEARNERS ARE IN THE WORLD OR THEIR LIVES

We will offer a future-facing portfolio that supports learners at every stage of their educational journey. Through simplified programme structures and flexible pathways, students will be able to move between different types of learning. The programme portfolio will be designed to serve a wide range of learner needs by offering personalised education. By 2035, we expect the mix of full time and part time students to have shifted, with a much greater portion of work based and lifelong learning via micro-credentials. With an agile approach to programme development, we will be responsive to emerging opportunities. We will be open to developments in educational technologies including AI, so we are well positioned to implement innovation at scale, improving learner outcomes and maintaining global competitiveness.

## 7 Strategic, Operational and Financial Planning and Metrics

Following approval of Strategy 2035 by Court in June 2025, Phase 1 will be initiated. Strategy 2035 is a ten-year strategy, with three main phases of delivery envisaged, recognising that things will change and the strategy is likely to evolve over that time period. The initial focus will be on the operational and financial planning for delivery of Strategy 2035, with a smooth transition from Strategy 2025 to the launch of the new strategy in August 2026.

The planning work in Phase 1 will be done in a similar way to the development of Strategy 2035, mobilising leaders across the University within a Programme Structure and using a series of sprints, supported and project managed by our Project Management Office, with regular reporting to the Strategy Review Group and other bodies including University Executive and Court.

**Strategic Enablers and Growth Strategies – Planning for a Programme of Work:** The Strategic Enablers will strengthen our capability to respond to changes in the Higher Education landscape and our Growth Strategies will build on our strengths and give us greater resilience, creating margin for investment. Our ethos of employability and focus on real world challenges, will help build reputation and impact, helping attract and retain talent through our staff and students.

The three Strategic Enablers will be articulated into plans for change, and these will be delivered over Phase 1 with sufficient time to ensure the University and its community achieve these shifts together and move forwards with confidence.

**Ambition and Intentions in Strategy 2035:** The table below, along with Appendix 1, explains in a bit more detail the scale of ambition and intentions in Strategy 2035, with an indicative list of measures. Through Phase 1, the performance measures will be set in more detail alongside the financial and operational plans.

**The key elements of the strategy are summarised below:**

| ELEMENTS OF S2035                                    | SUMMARY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |  |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Strategy 2035                                        | <ul style="list-style-type: none"> <li>Our Strategy focusses on applied learning for life and employability, with research that enables solutions for real world challenges.</li> <li>We are partners, collaborators, entrepreneurs and innovators.</li> <li>We care about sustainability, about developing and educating people who will lead out and make a difference in the world.</li> </ul>                                                                                                                                                                                                                                 |  |  |
| Institutional Impact Statement                       | <ul style="list-style-type: none"> <li>Our Purpose is to develop leaders to build an equitable, sustainable, and enriching society.</li> <li>Our community will leverage its global presence and focused expertise to provide applied learning and research to transform lives and address real-world challenges.</li> </ul>                                                                                                                                                                                                                                                                                                      |  |  |
| A Distinctive University                             | <ul style="list-style-type: none"> <li>A Scottish University with global reach and an exceptional record for Transnational Education</li> <li>A university which is values led; a community with people at its heart</li> <li>Characterised by an exceptional partnership with students and experience that is personal, local and global</li> <li>Rooted in our heritage from 1821 in providing access to education</li> <li>Focused on learning for employability and for success in life</li> <li>With research excellence which impacts on real world challenges and benefits society</li> </ul>                              |  |  |
| Ambition and Growth<br>Two Strategic Growth Pathways | <ul style="list-style-type: none"> <li>The University will increase its reach and impact through its Virtual Campus</li> <li>We will intentionally develop strategic partnerships for learning and research, and online and on-campus provision</li> <li>We will deliver an exceptional student experience, with flexible and accessible provision with an underpinning ethos of employability</li> <li>We will deliver strong graduate outcomes and lifelong learning opportunities</li> <li>We will foster excellence in research and innovation with a focus on real world challenges through our Global Institutes</li> </ul> |  |  |
| Values led; people at the heart                      | <ul style="list-style-type: none"> <li>The University's staff and students are the bedrock of its reputation; it is their achievements in teaching, learning and research, underpinned by our values as a community, that makes the University what it is today.</li> <li>These values – to Inspire; Belong; Celebrate and Collaborate – help us stay true, with respect for one another; understanding and valuing diversity.</li> </ul>                                                                                                                                                                                         |  |  |
| Three Strategic Enablers                             | <ul style="list-style-type: none"> <li>Good Governance and Operational Excellence</li> <li>Strategic and Intentional approach to Partnerships</li> <li>More responsive, accessible and flexible educational offering</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                   |  |  |



## KEY METRICS FOR SHAPE AND SIZE

These metrics will be further developed in the next phase of planning for the operationalization of Strategy 2035, and expressed as performance indicators with delineated stage gates across the planned phases of the strategy implementation. For the two growth areas, targets and 'scorecards' will be used to support tracking and reporting on performance.

|                                      | 2025                    | 2030         | 2035                                                               |
|--------------------------------------|-------------------------|--------------|--------------------------------------------------------------------|
| <b>Growth</b>                        | 6%pa                    | 6%pa         | 20%pa<br>(50% over 10 years)                                       |
| <b>Turnover</b>                      | £300m                   | £370m        | £460m                                                              |
| <b>Margin</b>                        | Group <4%<br>(Dubai 8%) | 4%           | 4%                                                                 |
| <b>Deficit/surplus</b>               | £(7m)                   | £35m         | £75m                                                               |
| <b>Debt service</b>                  | £6-8m                   | £10-£12m     | £15m<br>(2% of turnover for long term debt of £145M repayment)     |
| <b>Capital Requirement</b>           | £10m                    | £10-12m      | £15m                                                               |
| <b>Investment Requirement</b>        | £10m                    | £20m         | Generate significant surplus to enable strategic investment (£37M) |
| <b>Student Growth in S2035</b>       | <b>2025</b>             | <b>2030</b>  | <b>2035</b>                                                        |
| <b>Scotland</b>                      | 9,000-10,000            | 9,000-10,000 | 9,000-10,000                                                       |
| <b>Dubai</b>                         | 5,000                   | 6,000        | 8,000                                                              |
| <b>Malaysia</b>                      | 2,000                   | 3,000        | 5,000                                                              |
| <b>Online (includes CPD numbers)</b> | 10,000                  | 20,000       | 100,000                                                            |
| <b>CPD (from KEIF)</b>               | £4M                     | £6M          | 10M                                                                |
| <b>Degrees: Micro Credentials</b>    |                         |              | 75:25                                                              |
| <b>Full time : Part time study</b>   |                         |              | 50:50                                                              |

| Environmental Sustainability targets                                                                                                                                                                                                                                                                                             | Baseline (2018/19)        | 2030                     | 2035                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------|-------------------------|
| <b>These targets reflect ambitious action to reduce our emissions, and the impact of modelled projects across our Scope 1, 2 and 3 core emissions. Achievement of the targets will ensure that our Scope 1 and 2 emissions are reduced in alignment with a 1.5oC science-based target trajectory.</b>                            |                           |                          |                         |
| <b>Core Emissions</b><br><i>As a global institution we are aiming to be net-zero across our core operational emissions by 2035 at the latest, with an ambition to bring forward this achievement as far as possible.<br/>We will adopt a combination of intensity metrics to measure our progress: tCO2 e/student FTE kWh/m2</i> | 20,379 tCO <sub>2</sub> e | 10,700 CO <sub>2</sub> e | 5,350 CO <sub>2</sub> e |

| Research & Enterprise Reputation, Income           | 2025 | 2030 | 2035 |
|----------------------------------------------------|------|------|------|
| <b>New Research Awards</b>                         | £59M | £66M | £80M |
| <b>Industrial Partnership Income</b>               | £14M | £22M | £35M |
| <b>No of Highly Cited Researchers</b>              | 1    | 10   | 20   |
| <b>Enterprise Income</b>                           | £3M  | £9M  | £13M |
| <b>Number of Spin outs</b>                         | 14   | 32   | 50   |
| <b>Graduate Start Ups (ethos of employability)</b> | 12   | 63   | 100  |
| <b>Doctoral Student Enrolment</b>                  | 1100 | 1350 | 1600 |
| <b>QS Ranking</b>                                  | 287  | 220  | 200  |

| Distribution of Tuition Fee by campus (2025) | Total Tuition Fee Income (2025)                 | Scotland | Dubai | Malaysia |
|----------------------------------------------|-------------------------------------------------|----------|-------|----------|
| Undergraduate                                | c£89m<br>(+29m Teaching Grant in Scotland only) | 43.1%    | 44%   | 12.9%    |
| Taught Postgraduate                          | c£43m                                           | 71.8%    | 27.2% | 1%       |
| Research Postgraduate                        | C£11.4m                                         | 94.7%    | 3.5%  | 1.8%     |

| Assumptions to be integrated into our Financial Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Disinvestment from loss making or strategically unaligned activity</li> <li>Dubai and Malaysia Campuses used to capacity</li> <li>Assumes investment and likely restructure for HW Online</li> <li>Significantly different balance of students on campus/online/location/with partners</li> <li>Significant growth in lifelong learning and micro-credentials with flexible delivery</li> <li>Investment in soft infrastructure for pedagogical skills for PT and micro-credential development and delivery</li> </ul> |

| Proposed Assumptions on Allocation of budgets based on revenue                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Our overall margin needs to be linked to cash – as it is this which will drives our ability to fund future investments and adhere to debt covenants.</li><li>• Using the assumptions below suggests we need to generate 12% margin.</li><li>• However, removing non-cash items such as depreciation expense and income from capital grants which will be circa 6% suggests achieving a 4% margin would be sufficient.</li></ul> |                                                                        |
| Grants to Students (Research) to support James Watt PGR Scholarships                                                                                                                                                                                                                                                                                                                                                                                                    | 1% of turnover                                                         |
| Grants to Students (Scholarships/widening access)                                                                                                                                                                                                                                                                                                                                                                                                                       | 1% of turnover                                                         |
| Capital spend (Business as Usual)                                                                                                                                                                                                                                                                                                                                                                                                                                       | 5% of turnover to be invested in replacement activity                  |
| Capital spend (Enhancement)                                                                                                                                                                                                                                                                                                                                                                                                                                             | 3% of turnover to be invested in new technology, strategic investments |
| Financing (Debt Repayment)                                                                                                                                                                                                                                                                                                                                                                                                                                              | Generate 2% of turnover for long term debt repayment ie the £145m      |
| Contingency                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Generate 2% contingency each year                                      |

## 8 Risks and Mitigations

The table below sets out an initial identification of risks and mitigations. This will be further developed along with the Strategic Plan and will be incorporated into the wider strategic risk management framework as we take the Strategy forwards. Our approach to managing risk embraces the need to respond and adapt with agility

| Risk                                                                                                                                        | Description                                                                                                                                                                                                                                                                                      | Impact | Likelihood | Mitigation Approach                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Failure to adapt and differentiate in a competitive global education market</b>                                                       | Risk that Heriot-Watt does not evolve its educational offer quickly and distinctively enough to meet rapidly changing global, regional and local demand, affecting student recruitment, especially online and internationally.                                                                   | High   | Medium     | Ongoing agile portfolio review, market-driven programme development, focus on flexible learning and distinctive global positioning (Virtual Campus, Signature Student Experience).                                                                                                                                                                    |
| <b>2. Lack of investment capacity to deliver the changes required to achieve S2035</b>                                                      | Risk that the University is unable to secure a Strategic reserve/investment fund and cannot fund the changes we need to make or invest in the growth areas.                                                                                                                                      | High   | Medium     | Rigorous financial management and challenge through effective MI and budget meetings; close monitoring of cash and improved management of cash position. Strategic approach to long term financing.                                                                                                                                                   |
| <b>3. Regulatory changes in sector and across jurisdictions which impact ability to recruit students</b>                                    | Sector disruptions in Scotland likely to lead to increased regulation over the University as a charity in Scotland. Other regulatory pressures particularly to do with visa controls.                                                                                                            | High   | medium     | Continuous management of compliance with regulatory requirements, with vigilance over visa control compliance. Strong governance and assurance frameworks with a continuous improvement approach, ensuring a rigorous approach to good governance and decision making.                                                                                |
| <b>4. Insufficient agility and capability to scale Virtual Campus model</b>                                                                 | Risk that internal systems, processes and operating models do not keep pace with the growth and complexity required for the Virtual Campus, impacting learner experience, scalability and financial returns. Risk that we fail to protect quality and standards in the virtual campus expansion. | High   | High       | Analysis of how to optimise the corporate setting for HW Online (Virtual Campus). Investment in digital infrastructure and staffing; clear operating model and governance; clear academic quality processes, particularly for assessment and academic integrity support; phased implementation plan with dedicated leadership and specialist support. |
| <b>5. Organisational complexity and lack of clarity impeding delivery and coherence</b>                                                     | Risk that organisational complexity, unclear roles, governance and ownership undermine alignment and coherence across Schools, regions and global operations.                                                                                                                                    | High   | Medium     | Establishment of global operating model, clarified governance, clear strategic leadership, integrated planning processes and defined accountabilities across delivery structures. Develop staff, build capability.                                                                                                                                    |
| <b>6. Workforce capability, culture and engagement misaligned with strategic ambitions</b>                                                  | Risk that staff skills, mindsets and engagement do not align with strategic shifts required limiting ability to deliver transformation.                                                                                                                                                          | High   | High       | Strategic workforce planning, leadership development, values-based culture change programme, investment in digital and pedagogical capability and co-created change approach.                                                                                                                                                                         |
| <b>7. Risk that we don't achieve financially sustainable research that is excellent and delivering the impact envisaged in the Strategy</b> | Risk that research capacity, focus and financial models do not support the mission-led, externally-funded and globally relevant research ambitions, affecting impact, reputation and income.                                                                                                     | High   | High       | Review and realignment of research priorities (GRIs and Schools), development of global research operating model (TRADE), focus on mission-driven clusters and strategic partnerships.                                                                                                                                                                |
| <b>8. Partnership model risk – managing reputational and operational risks at scale</b>                                                     | Risk that the growth and diversification of global partnerships leads to reputational, operational or delivery challenges if not governed through clear frameworks and relationship management structures.                                                                                       | High   | Medium     | Creation of comprehensive partnership framework and taxonomy; strengthened due diligence and governance assurance processes; develop useful policy and practice; clear accountability for partnership relationship management and delivery.                                                                                                           |

## APPENDIX 1: Summary of S2035 – what we mean, the scale of ambition and indicative measures

| ELEMENT OF S2035                                                                                                | WHAT WE MEAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | SCALE OF AMBITION                                                                                                                                                                                                                                                                                                                                                               | INDICATIVE MEASURES                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Our Approach – Values led, people at the heart</b><br><br><b>And:</b><br><br><b>Three Strategic Enablers</b> | <p>Throughout Strategy 2035, we will continue to be values led, with people and the distinctive partnership with our students at the heart of our approach and decision making, ensuring the University is a great place to work and study.</p> <ol style="list-style-type: none"> <li><b>Governance Effectiveness and Operational Excellence</b><br/><i>Adopting and advancing best practice in good governance designed to be a strategic enabler with effective, efficient operating models, underpinned by our digital strategy</i></li> <li><b>Strategic and intentional approach to partnerships</b><br/><i>Developing partnerships that add value to our students and staff and raise the reputation and impact of our research</i></li> <li><b>More responsive, accessible and flexible educational offering</b><br/><i>With agile and market led portfolio design, meeting the changing student and employer demands, delivering an exceptional student experience</i></li> </ol> | <p>Approach will be focused and intentional, with collective action to achieve the Strategic goals.</p> <p>We will prioritise rigorously</p> <p>We will adopt an empowered leadership approach with trust and accountability</p> <p>We will establish a global operating model and enhance efficiency and effectiveness</p> <p>We will build a new approach to partnerships</p> | <ul style="list-style-type: none"> <li>Staff satisfaction</li> <li>Student satisfaction</li> <li>Enrolment and retention</li> <li>Governance effectiveness</li> <li>Financial sustainability</li> <li>Partnership profile and capability</li> </ul>                                                                                  |
| <b>The Virtual Campus</b>                                                                                       | <p>The Virtual Campus embodies a bold vision to build on our rich heritage, leveraging our expertise, knowledge and reputation to position Heriot-Watt at the forefront of digitally delivered education across the globe. Growth in the Virtual Campus will deliver flexible, learning designed to meet the requirements of learners throughout their life and careers.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>The University will significantly grow its online provision to reach around 100,000 students by 2035. Growth will come from 3 core areas: Portfolio; Distribution at Scale; Innovation.</p>                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Portfolio expansion</li> <li>4 new Programmes per annum</li> <li>Innovation in products and formats</li> <li>Scale up online operationally</li> <li>Online enrolments and retention</li> <li>Income</li> <li>Student outcomes</li> <li>Partnerships with new distribution channels</li> </ul> |
| <b>Signature Heriot-Watt student experience</b>                                                                 | <ul style="list-style-type: none"> <li>We will provide exceptional educational outcomes and experiences, no matter where learners are in the world or their lives.</li> <li>Programmes will meet learners where they are at, supporting pace, place and mode flexibility.</li> <li>The Shaping Futures and Student Life framework will further enhance the exceptional quality of our graduates</li> <li>Students will recognise the benefits of being part of Heriot-Watt – a distinctive university.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>To achieve an exceptional student experience across all the taught provision.</p> <p>To maintain the outstanding partnership with our students.</p> <p>To embed our ethos of employability across our programmes.</p> <p>To empower global learning and Go Global opportunities.</p>                                                                                         | <ul style="list-style-type: none"> <li>Employability</li> <li>Graduate outcomes</li> <li>Student satisfaction</li> <li>Access and inclusion</li> <li>NPS</li> </ul>                                                                                                                                                                  |
| <b>Flexibility and Lifelong Learning</b>                                                                        | <p>By 2035, we expect to see a significant shift in the balance of part time to full time students, with more choosing to acquire learning and qualifications through flexible part time study over a lifetime.</p> <p>Lifelong learning, learning in work, and micro credentials with flexible delivery will be much more common.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>By 2035:</p> <p>The balance of Full time to Part time students could be 50:50</p> <p>The balance of Degrees to Micro credentials could be 75:25</p>                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>Student numbers across modes and locations of study</li> <li>Access and inclusion metrics</li> <li>Balance of FT:PT</li> <li>Balance of Degrees to Micro credentials</li> </ul>                                                                                                               |
| <b>Employability</b>                                                                                            | <p><b>Our Ethos of Employability</b> underpins our growth strategies and our purpose as Future Shapers.</p> <p>We will build on our partnerships with business and industry for research and for</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>With portfolio development based on market, commitment to access and inclusion, and ethos of employability, programmes will be strongly orientated</p>                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Number of internships</li> <li>Employability</li> <li>Market and employment orientation of Portfolio</li> <li>Partnerships</li> </ul>                                                                                                                                                         |



| ELEMENT OF S2035                                     | WHAT WE MEAN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | SCALE OF AMBITION                                                                                                                                                                                                                                                                                                                                                                                                   | INDICATIVE MEASURES                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                      | internships and employability, enhancing the student experience.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | through our ethos of employability.                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Access and inclusion</li> </ul>                                                                                                                                                                                                                                                                                                                                            |
| <b>Research with impact on real world challenges</b> | <p><b>Mission Based Research Excellence and Impact</b><br/>We will foster excellence in research and impact, with growth through partnerships and a focus on real world challenges through fundamental research and our Global Research Institutes.</p> <p><b>Excellence in Research and Innovation - Delivering high impact research focused on real world challenges</b><br/>The University's research output is critical to our reputation, global reach and impact. It is central to being an academic community and great place to work and study, adding value to students and staff who are attracted to join Heriot-Watt as a result. The partnership approach is critical to our success.</p> | Excellence in research raises the University's reputation, critical to attracting and retaining high quality staff and students. The University will be in the top 250 universities in the world.                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Reputation – top 250 in first 5 years</li> <li>Growth of income and Impact</li> <li>number of strategic partnerships</li> <li>Increase in commercialisation activity: licensing of IP, spin outs, patents</li> <li>Growth in PGR students and programmes</li> <li>Impact of partnerships</li> <li>Staff satisfaction</li> <li>Employment and retention of staff</li> </ul> |
| <b>Excellence</b>                                    | <p>The University will intentionally focus on priority outcomes – in graduate outcomes, employability and addressing real world challenges through research excellence, partnerships and wider education portfolio.</p> <p>We will foster excellence in research and impact, with growth through partnerships and a focus on real world challenges through fundamental research and our Global Research Institutes.</p>                                                                                                                                                                                                                                                                                | <p>Excellence in research raises the University's reputation, critical to attracting and retaining high quality staff and students. The University will be in the top 250 universities in the world.</p> <p>Through our Shaping Futures Education and Student Life Framework we will embed excellence.</p>                                                                                                          | <ul style="list-style-type: none"> <li>Reputation – top 250 in first 5 years</li> <li>Impact of research</li> <li>Value of partnerships</li> <li>Excellence in outcomes – graduate outcomes and employability</li> </ul>                                                                                                                                                                                          |
| <b>Environmental Sustainability</b>                  | Environmental sustainability will be further embedded and integrated through a strategic governance approach and leadership through our <a href="#">Climate Action Framework</a> and commitments to ten actions in: leadership through action; thought leadership and foresighting; and world leading research, teaching and enterprise. We will address the energy challenge investigating smart energy systems connecting our campuses.                                                                                                                                                                                                                                                              | We are thought leaders in sustainability and see that future prosperity depends on us curating a future with institutional, environmental, economic and human factors in mind. As we look forwards in Strategy 2035, we are sharpening our focus and building on these strengths and characteristics.                                                                                                               | <p><b>Core Emissions</b><br/><i>As a global institution we are aiming to be net-zero across our core operational emissions by 2035 at the latest, with an ambition to bring forward this achievement as far as possible.</i><br/><i>We will adopt a combination of intensity metrics to measure our progress: tCO<sub>2</sub> e/student FTE kWh/m<sup>2</sup></i></p>                                             |
| <b>Financial Sustainability</b>                      | <p><b>STRONG FINANCIAL AND RESOURCE PLANNING, MANAGEMENT AND GOVERNANCE</b><br/>With the intention of increasing efficiency and effectiveness and driving an increase in margin to build investment capacity and create a sustainable financial platform, the University will continue to build mid-longer term financial resilience through rigorous financial stewardship and long term financial planning.</p>                                                                                                                                                                                                                                                                                      | We recognise that financial sustainability is a necessary pre-condition to delivering our strategy and desired impacts. The University, its Court, its leadership and its staff will focus on strategic priorities, mindful and responsive to the changing landscapes of risk and opportunity, ensuring the stewardship of the University to enable it to deliver on its purpose with impact and benefit to society | <ul style="list-style-type: none"> <li>Margin</li> <li>Investment capacity</li> <li>Resilience</li> <li>Efficiency and effectiveness</li> <li>Effective, integrated planning process</li> </ul>                                                                                                                                                                                                                   |