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2018 marks the final year of Heriot-Watt University 2013-2018 Strategic plan. Work is already underway on developing a new, inclusive strategy for Research, Innovation, Business and Enterprise across the five campus locations in Scotland, Dubai and Malaysia that meet the expectation of our funders, our stakeholders, our staff and most importantly, our students to enhance their learning experience, their employability and ultimately the contribution they will make to future society.

As Scotland's most International University, our global success in this area was recognised through the award of "International University of the Year" by the Times/ Sunday Times Good University Guide. Within the University Innovation Fund (UIF), we will continue our collaboration with and support to other organisations and with those stakeholders where we can make a significant contribution to the Scottish business landscape.

For Academic Year 2018-19 (AY18/19) we are the only Scottish University to lead two Priority Actions (PA) - PA five, Internationalisation and PA seven, Diversity and Equality. We held our UIF workshops with Scottish HEIs in 2017, during 2018 we will collaborate with Scottish HEIs to deliver the following outcomes:

- *Investigate the feasibility of a shared database of International research & KE activity from Scottish Universities that could promote Scottish Innovations at the global level*
- *Establishment of a Research & Commercialisation Directors group sub-group to review best practices in Diversity & Equality (PA7) within the Scottish Innovation community and those groups impacted upon by Innovation activities*

Priority Action 1 (PA1), Demand Stimulation - HWU has a strong reputation for "Industry Relevant" research and teaching activity; develops successful projects with Scottish SMEs through Interface and Innovation Centres (~15 in 2016) and is placed 2nd in Scotland for KTP activity with 14 active projects (11 projects in 2016).

We continue to leverage our networks (such as NCUB, KTNs, GlobalScot) to identify and develop industry partners; the alignment of our business engagement resource to key sectors secured ~33% increase in collaborative (contract) research with SMEs versus 2016 whilst winning 2 categories (multi-party collaboration and Sustained partnership) in the 2017 Scottish Knowledge Exchange Awards.

Global Partnerships that bring benefit the Scottish economy are core within our business engagement ethos - the sustained partnership award recognising our commitment to collaborative, long term strategic partnerships – **during 2018 we will continue our work with Enterprise Agencies (EAs), Interface, Chambers of Commerce, University partners and the Scottish KTP centres to instigate a series of industry days** that build on the success of

our “Year of Robotics” and showcase cross-cutting research and its application to Industry partners.

We will collaborate with HEI partners as required and will lead on developing the ‘Heriot-Watt Year of The Seas’ programme which will align with key priorities in Scotland (e.g. Aquaculture, Blue Economy/ Energy) and aspects of the UK Industrial Strategy providing opportunities for economic growth.

PA2, Simplified Commercialisation - During UIF 2017 we implemented the standard template agreements with Scottish companies and we contributed to the KTP template agreements. Aligning staff to Scottish Innovation centres (ICs) has seen Heriot-Watt secure a total of 18 collaborative projects with innovative Scottish Oil & Gas Businesses (OGIC funded).

HWU success rests on a broad range of long standing, highly successful multi-sectoral alliances with UK and International business that underpin significant research and knowledge exchange (KE) activity across HWU – **throughout 2017-2020 we will implement our enhanced strategic partnership strategy to realise new Strategic Partnerships at all levels** to develop a culture of demand led innovation.

Heriot-watt will remain as chair of universitytechnology.com, continue its Easy-IP scheme (identifying new opportunities as appropriate) whilst implementing the outcomes of an external review of its own IPR procedure & Policy. **A continued action is ensuring www.universitytechnology.com web portal remains “relevant and functional” as a one-stop shop for business;** during 2018 we will develop and submit a proposal to RCDG outlining the extension of universitytechnology.com as a showcase for Scottish HEI research capability at the global level.

PA3, Simplification – Greater Innovation - Currently under construction, **Heriot-Watt Centre for Discovery & Innovation will open in Summer 2019, welcoming its first cohort of entrepreneurs, enterprising students and innovative Scottish Businesses** where they will be able to access the latest developments in Digital Transformation, Energy Sustainability and Resilient Community technologies, the centre providing a focus for transformational business growth in Edinburgh and the Lothians.

Appointing a manager and steering committee to maximise our EPSRC Impact Acceleration Account (IAA) fund we held workshops at our UK, Dubai & Malaysia campuses that supported our Internationalisation activity (PA5). During 2017 we explored the feasibility of joint IAA programs with Scottish HEIs, Industry Leadership groups or theme areas - **during AY18/19 we will hold an ‘Impact Festival’ in partnership with Scottish HEIs in receipt of EPSRC IAA funds (Universities of Edinburgh, St Andrews, Strathclyde and Glasgow); the festival will showcase Scottish research collaborations , demonstrate their Impact on society and attract local (Scottish based) businesses that may benefit from collaboration with Scottish HEIs.**

PA4, Entrepreneurialism – we continue to develop our Enterprise Ecosystem across our campuses and in line with our 2017 aspiration will continue as host of the highly successful CONVERGE Challenge programme and provide back-office support to the programme on behalf of Scottish HEIs. Recognising CONVERGE long term ambition and sustainability we supported recruitment of new posts in 2017 - a deputy director, an outreach manager and a marketing manager, each embedded within our enterprise office and informing our best practices.

We secured further support from Scottish Enterprise HGSP project for two new projects that will spinout in 2018; both female entrepreneurs having taken part in CONVERGE Challenge. Two of our previous HGSP projects / Converge Alumni securing >£2M venture funds in 2017, we shared the success of our spinout process through Scottish Spinout Support Group (SSOSG); actively participating in the development of, and adhering to the broad principals laid out within the “common statement on formation of spinout companies” submitted by SSSOSG to Universities Scotland during 2017. We welcome the opportunity to demonstrate best practices and work with HEI partners, EAs and others to further develop our entrepreneurial activity.

Having recruited strongly within Enterprise for 2017 UIF year; **we will continue investment into our enterprise ecosystem, capitalising on our new “Student Enterprise Zone” within the James Watt Student Centre.** Launched in semester 1 of 2017 and branded as “The Enterprise Journey” we can report a step-change in the level of Student (and staff) engagement with our Enterprise activity across the 5 campus locations;

UIF AY2016/17	Supporting SIE, Enterprise Campus & Crucible events only; 1 student startup – Turtlepack Ltd.
UIF AY2017/18 (at January 2018)	3 Bootcamps held in UK - ~50 students engaging in our Enterprise Journey. 13 student startups developing.
Our Ambition for UIF AY2018/19	We will hold enterprise boot camps across all HWU campuses to engage >750 students globally and support >20 startups in Scotland.

We will globalise the Watt Ventures Student Competition as part of the year round Enterprise Journey and promote cross working between STEM and HASS students to support Enterprise & Entrepreneurism skills development. We will continue the development of further “MSc / MBA with Enterprise” in collaboration with our Business School.

PA 5, Internationalisation - as stated in our 2017 UIF, HWU will lead Internationalisation activity under PA 5 in collaboration with Scottish HEI partners and EAs. To support Internationalisation we will;

- Seek funding for our Ideas to Export Programme (I2E) which will support use our international reach and campus locations in Dubai and Malaysia as gateways to international markets for Scottish companies, in particular SME’s.

- Leverage our investment with Scottish Development International in Dubai to deliver benefit to Scotland through a 2 year business development programme supporting Scottish businesses.
- Continue our liaison with Scottish Government, SFC and Royal Society of Edinburgh (RSE) with the ambition to showcase Scottish HEIs partners' enterprise and entrepreneurship at selected Innovation and Investment Hubs.
- Build on the success of a multi-university a "trade mission" to Boston region in October 2017 to promote Scottish research and technology in the USA; we will continue our support of the "University Technology from Scotland" initiative, investigating further opportunities for similar missions (Dubai, India, Malaysia etc.) where opportunities may exist for collaborative R&D with Scottish Businesses.
- Our first cohort of "Go Global" students has graduated; further cohorts are underway and we will continue to offer degree courses where our students can transfer between UK/ Dubai/ Malaysia to complete their course (the #GoGlobal teaching programme).

PA6, Inclusive Growth & Societal Impact - Building on the success of our 2017 Year of Robotics where we engaged >13,000 people, >100 Schools/ 1400 pupils in >50 events, our Engage team will enhance our public engagement activities in Dubai and Malaysia (supporting PA5 internationalisation), with a global themed programme of engagement to educate, inspire, and inform. **HWU Engage team will lead the societal aspects of our "2018 Year of the Sea" supporting academics through the delivery of good practice training and high profile outreach events** that celebrate our contributions to blue economy research, and highlighting the importance of research and innovation around this global ecosystem.

With a leading role in Scotland Graduate Apprentice Scheme and seven courses available in 2018, HWU is well placed to support economic growth through Skills development - We will engage the Scottish College networks to support the apprenticeship family, identifying opportunities for future collaboration.

PA7, Equality & Diversity - With our deep understanding and commitment to tackling Diversity & Equality at the highest level, **guided by our AthenaSwan team Heriot-Watt will lead on PA 7 in partnership with Scottish HEIs; during AY18/19 we will continue our support for "Female Focussed" enterprise while further developing the outcomes of our collaborative workshop**, embedding identified best practices across our STEM and HASS research, and within teaching and the Student experience.

In 2017 UIF, we extended our Watt Ventures programme to include our International campuses, proposed a "female focussed" and were successful in a collaboration between our Edinburgh Business School/ Dubai Campus and Women's Enterprise Scotland (WES) in support of the AcclearateHer Entrepreneurship programme. We retained our AthenaSwan awards and continue our recruitment of women to professorial and senior executive roles.