**Contents**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>International Profile</td>
<td>7</td>
</tr>
<tr>
<td>Objectives and Approach</td>
<td>21</td>
</tr>
<tr>
<td>Achieving our Objectives</td>
<td>35</td>
</tr>
<tr>
<td>Measures of Success</td>
<td>41</td>
</tr>
</tbody>
</table>
Our vision for the next decade is to be a world-leading university - a university which will produce the next generation of global leaders in business and technology.

For almost two centuries Heriot-Watt University has pioneered innovative learning, delivering education in areas of key world importance to tackle the issues facing society. Our origins date back to 1821 in Edinburgh, but today Heriot-Watt is Scotland’s international university with partnerships around the world and 11,200 students in 150 countries overseas on our degree programmes.

Heriot-Watt is a research-led university with a strong track record and an ambitious plan for the future. Our priority is to achieve sustainable international growth and success consistent with our status as a research-led university, building on our strengths and our established global presence.

We therefore seek to achieve international objectives which are in balance with our strategy to grow the academic base by 50% by 2015 and develop the research intensity of the University, placing Heriot-Watt at the forefront of research-led education in the UK and internationally. This is consistent with our focus on excellence in interdisciplinary research and teaching, concentrating on the major challenges and global issues facing society.

This is an ambitious and wide ranging strategy which builds on our strengths and incorporates international recruitment, growth at the Dubai Campus and growth through transnational and collaborative delivery. It spans activities in both well established and new markets and combines resilience with agility. We will plan well, manage risk and adapt to change in a competitive and challenging economic environment.

Our strategic goals are:

- To build on Heriot-Watt’s international reputation and standing
- To promote Heriot-Watt as a centre for research and innovation
- To be a global leader in high quality learning and teaching
- To provide sustainable growth in academic activities
- To grow financially viable international business

We have always been at the forefront of education without borders, undaunted by the challenges that geographic, language or cultural barriers may present to discovery and learning. Indeed, we have demonstrated our commitment to overseas education with our flagship Dubai Campus, which has strengthened our position as a global player. It is now time to celebrate our worldwide success and mark the breadth and range of what we have achieved internationally and what we plan for the future.

Professor Steve Chapman
FRSE FRSC
Principal and Vice-Chancellor
Our international presence is a key component in the Heriot-Watt brand and something few other universities have been able to achieve to the same level of complexity and success.

Heriot-Watt has established a profile as an international university and internationalisation is a core component of the University’s overall strategy. We are successful in attracting international students and staff with around a third of our students studying in Scotland from outside the UK, making Heriot-Watt a culturally rich place of learning and one of the most internationally diversified universities in the UK.

In the Research Assessment Exercise (RAE 2008), which evaluates the quality of research undertaken by British higher education institutions, 50% of Heriot-Watt’s research was rated as at least internationally excellent (3* and 4*), in line with the exceptional level of the UK’s overall research performance. Heriot-Watt University has significant niches of world-leading (4*) research in areas across engineering and technology, in natural and social sciences, in business management and in design. Building on Heriot-Watt’s Research and Knowledge Exchange strengths is key to the overall success of the international strategy and it is our intention to achieve international excellence and competitiveness in today’s global research community by building on and fostering further international research links. Our global research collaborations are primarily of immediate relevance to industry and commerce.

Our international presence is a key component in the Heriot-Watt brand and something few other universities have been able to achieve to the same level of complexity and success. We are at the forefront of development, whether in our specialist areas of research or as one of the UK’s top ranking technological and business universities. Closely linked to industry, Heriot-Watt is known for providing professionally-relevant programmes which are welcomed in global markets for their relevance and value to economic development and growth. Our portfolio incorporates a number of niche programmes in specialist subject areas that are highly relevant to global issues such as energy, the environment and climate change. Our typical student is career-orientated and our graduates are valued by industry; they know the workplace is competitive and we give them the edge they need to stay ahead.

The University’s international business is diverse and well spread across a number of delivery models and types of activity. The teaching provision is underpinned by our commitment to excellence and supported by a range of assurance measures designed to maintain quality and standards, whatever the delivery mode or location of study.

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This is well illustrated by the portfolio offered at our Dubai Campus where we offer a range of programmes which respond to the region’s long term strategic and economic growth plans. Heriot-Watt was the first overseas university to be established at Dubai International Academic City in 2005, bringing high quality British education within easy reach of students in the Gulf and beyond. With postgraduate and undergraduate provision in areas such as management, the built environment, energy and engineering, we are providing highly relevant programmes to a wide range of students from undergraduates to career professionals undertaking postgraduate study. We continue to develop our portfolio in response to demand in the region and have recently introduced programmes such as civil engineering and textiles and design. In 2011, we look forward to the opening of a new, purpose-built campus at Dubai International.
An important element of our international presence and reputation is built on long-term sustainable partnerships. Our offshore student numbers grew by 10% to 11,300 in 2008/09 from the 2008/09 total of 10,128. The University has been engaged in this kind of partnership work for over 15 years and has over 50 global partners in over 30 countries with approximately 700 teachers and tutors approved by Heriot-Watt University to teach on its programmes. The main markets for undergraduate recruitment are China, Norway and Malaysia. The top markets for international student recruitment at postgraduate level are China, India, Saudi Arabia, Malaysia, Nigeria and Libya. New recruitment activities are underway in the USA, South Africa, Turkey, Ukraine and Azerbaijan.

Academic City, providing facilities and space to house new programmes and increasing student numbers. Building on the success and experience gained through the Dubai campus and our global network of academic partnerships, we are currently exploring opportunities for the development of a further international campus in potential markets such as Malaysia and India. An important element of our international presence and reputation is built on long-term sustainable partnerships. Our offshore student numbers grew by 10% to 11,300 in 2008/09 from the 2008/09 total of 10,128. The University has been engaged in this kind of partnership work for over 15 years and has over 50 global partners in over 30 countries with approximately 700 teachers and tutors approved by Heriot-Watt University to teach on its programmes. Heriot-Watt’s established markets for Approved Learning Partnerships are predominantly South East Asia, the Caribbean, the UK and China. The scale of operation varies, with significant presence in markets such as Hong Kong and the Caribbean where we have over 1,500 students. In Malaysia and Singapore we have a number of partners, some of which are relatively small, but a significant scale of activity overall. The map opposite shows both the top ten locations for transnational programmes and the locations of partners across the globe.

We currently recruit around 1,000 undergraduate and postgraduate overseas students per annum to the Scottish campuses. The main markets for undergraduate recruitment are China, Norway and Malaysia. The top markets for international student recruitment at postgraduate level are China, India, Saudi Arabia, Malaysia, Nigeria and Libya. New recruitment activities are underway in the USA, South Africa, Turkey, Ukraine and Azerbaijan.

Both India and China are priority markets for recruitment and transnational provision. The University has established a presence in both countries and our in-country staff have responsibilities relating to recruitment and to the development of local partnerships and collaborative activities. These staff offer a high level of insight and cultural understanding and give invaluable advice and guidance as we develop our market strategies.

We have researched and set out our strategy for China, which is founded on principles of collaboration and partnership and which plans for the development of a range of international opportunities for study, research and cultural exchange. We intend to target China as an important source of further students in support of expansion of on-campus overseas students.

We will maintain our existing partnerships with Chinese universities and the Chinese Ministry of Education and seek new, financially sustainable, educational opportunities.

With the recent approval of a new 12 centre Academic Learning Partner across South Africa, a collaboration in Libya and opportunities in the pipeline for Nigeria, there are also some important centres of recruitment in Africa for students coming to Edinburgh and Dubai.

We plan to mirror this approach now that we have established a presence in India and will put forward a strategy for our engagement in the Indian market. This will include recruitment to Scotland and Dubai and the development of in-country partnerships.

In selecting markets for transnational initiatives, we evaluate a number of factors relating to the conditions required for Heriot-Watt University to operate successfully in an overseas market. Our aim is to ensure that the market context is favourable for us to maintain quality and standards, operate within the scope of local legislative frameworks and achieve financially viable business. We therefore seek markets with:

- Sufficient student population who are suitably qualified to enter Heriot-Watt University programmes
- Populations where English is commonly spoken (both the exception of the MBA, all our programmes are taught and examined in English)
- Sustainability – reasonable prospects that long-term, quality provision can be established
- Access to student funding/ability to pay
- Adequate supply of appropriately qualified academic staff to teach and tutor on programmes
- Frameworks (Ministry of Education, accrediting bodies)
- Workable regulatory frameworks
- Sufficient scale of opportunity and market demand
- Adequate supply of appropriately qualified academic staff to teach and tutor on programmes
- Postgraduate level. Programmes in this format offer the greatest degree of flexibility to the learner and mean that a student can choose the pace of learning to suit their own circumstances. The availability of comprehensive learning resources and support from academic staff in Edinburgh, together with the opportunity to take examinations at locations around the world are essential for these students.

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Dubai Campus

The Dubai Campus is a flagship international activity for Heriot-Watt University which has significantly increased our international presence and reputation. With the September 2010 intake, the student population has risen to 1,700, showing a 36% growth from last year. The population is likely to reach 2,000 in 2011.

The development and implementation of a coordinated marketing and PR strategy has been effective in achieving successful recruitment year on year and the University has continued to introduce new programmes and build up its established portfolio. A number of programmes were introduced in 2010 including MSc's in Finance; Business Management with International Marketing, Business Management with Finance and International Accountancy and Finance. In 2009, the BEng in Civil Engineering and BSc in Fashion Design were introduced and have achieved at least a 50% growth in student intake this year. In September 2011, a further ten programmes are proposed in line with plans to move into the new purpose-built campus.

The first phase of the new campus is due to open in September 2011 and is currently under construction by our infrastructure partner, Eikon. The campus will provide Heriot-Watt, its staff and students with state-of-the-art facilities in a modern and eco-friendly design.

At 100,000 square metres, the new Dubai Campus will provide capacity for up to 6,000 students once completed and will offer purpose-built facilities for all our programmes including laboratories for engineering, studios for textiles and design and a range of classroom, lecture, library and other academic and social facilities. The completed design will include student accommodation and indoor and outdoor sports facilities as well as a large auditorium with capacity for 800 people. It is expected that the new campus will enable us to attract more students and extend into international markets, very much in line with Dubai International Academic City’s vision for Dubai to become an education hub for the region.
The Edinburgh Business School continues to invest in technology and has introduced a range of language options, operating in English, Spanish, Chinese, Arabic, Hebrew and Russian.

The Edinburgh Business School MBA is one of Heriot-Watt’s flagship programmes. The MBA programme was launched in 1990, and by 1995 had more students than any other MBA programme in the world. Fifteen years on, despite fierce global competition, the programme has over 9,000 active students, from 160 countries — and the regional spread is unique, with 30% of the active students drawn from the Americas, 25% from Europe, 20% from Africa, 15% from the Middle East and 10% from Asia. The programme is the largest in the world and is included in the Financial Times listing. The target audience for the MBA is mid-career professionals who are already in responsible jobs, but who want to broaden their management skills in order to perform better and increase the success of their organisations. EBS offers a model of learning delivery that is successful in both developed and emerging economies; with SMEs and multi-nationals; and with a diverse range of cultures. The Business School continues to invest in technology and has introduced a range of language options, operating in English, Spanish, Chinese, Arabic, Hebrew and Russian. The MBA offers flexibility to students, allowing them to choose the pace of learning, offering exams throughout the year at over 350 global locations, with a range of study options and in a choice of the main global languages. There is a global network of student support advisers and offices in its major market centres: EBS Canada, EBS America, EBS Latin America, EBS Africa, EBS Arab World, EBS Asia, EBS Australia.
Heriot-Watt currently recruits around 1,000 overseas students annually to the Scottish Campuses. All of these students have automatic free membership of the Watt Club, the oldest alumni association in the UK.

Founded in 1854, the Watt Club now incorporates Heriot-Watt University’s Alumni Association and has branches all over the world and throughout the UK. The Watt Club historical records are available for consultation in Heriot-Watt University Archive, and include the very first minute book of 1854. The significant increase of our international alumni, especially those studying overseas through distance learning and Approved Learning Partners, has resulted in an expansion in the geographic range and nature of the Watt Clubs around the world. It is very much network based, where people can meet formally and informally and amongst our international graduates a great enthusiasm exists for alumni to come together.

In particular, alumni clubs are thriving in Hong Kong, Kuala Lumpur and Oslo with a dynamic, slightly younger member profile. While in Toronto, another flourishing Watt Club, the age group tends to be slightly older, organising more traditional events. Indeed, 2010 saw the launch of the Indian Watt Club in Delhi. However each club has a conspicuous presence and is very much network based and a useful place for alumni to meet either formally or informally.

case study: Recruitment to the UK

HERIOT-WATT ALUMNI ASSOCIATION – THE WATT CLUB

Our typical student is career-oriented and our graduates are valued by industry; they know the workplace is competitive and we give them the edge they need to stay ahead.
The Ocean Systems Laboratory is a leading international centre for research and development in subsea technology, involving over 30 academic, research and support staff. Its work spans a spectrum of advanced robotics and signal processing activities including design, modelling and control of Remotely Operated Underwater Vehicles, Autonomous Underwater Vehicles and Robot manipulator systems. Applications are in oil and gas exploration and production, marine science, (including environmental impact assessment), hydrographic survey, salvage and military roles. The laboratory enjoys international funding of several million pounds from blue chip companies, UK Government, the European Union, Ministry of Defence, and the US Office of Naval Research. It also collaborates regularly with marine scientists and oceanographers and the offshore industry around Europe and the world.

The Ocean System research staff have built close links within the University of Florida and now benefit from a seabed testing area off the US coast. Recent exchanges have seen students working at both MIT and Florida Atlantic University. The laboratory has recently spun out SeeByte Ltd as its commercialisation partner.

To develop knowledge exchange opportunities for our world leading research by seeking international licensing opportunities and the support of our spin out companies in foreign markets

We aim to continue to develop collaborative agreements for teaching and research with international partners

case study: Research and Knowledge Exchange

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Hong Kong has one of our largest and most prestigious Approved Learning Partners. Edinburgh Business School has been working with Hong Kong Polytechnic University since 1998 and students there have the option to study in both English and Chinese. A few years ago, English would have been the preferred language of study but now most of the employment opportunities are from Chinese not Western companies and there has been a recent shift to studying in Chinese. The Business School has just under 300 students there and 900 graduates.

Heriot-Watt’s School of Management and Languages has been working with Hong Kong Polytechnic University for nine years and over this period they have been the School’s largest partner with on average 600 students a year on the programme. Indeed, last year, graduates totalled over 400. Ranked as one of the top 200 world universities, Hong Kong Polytechnic University is one of our most esteemed partnerships.

The University has been working with partners for over 15 years and has over 50 global partners in over 30 countries with approximately 700 teachers and tutors approved by Heriot-Watt University to teach on its programmes.

An important element of our international presence and reputation is built on long term sustainable partnerships.

case study: Global Partnerships and Independent Learning

ACADEMIC PARTNERSHIP - HONG KONG

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OBJECTIVES
Heriot-Watt University will build on its international reputation and standing to be a global leader in high quality learning and teaching. It will provide sustainable growth in academic activities and financially viable international business.

Building on its track record of successfully delivering transnational education, Heriot-Watt University has identified five objectives in its international strategy.

1. Recruitment of International Students to the UK - To increase international recruitment to the UK campuses and to build long-term strategic partnerships and networks to support this activity in a sustainable manner. To continue to recruit international students to our UK campuses through direct recruitment and through our alliance with Study Group. The continued development of existing-in-country offices in China and India will help to establish the University in key markets, building the Heriot-Watt brand presence and developing an in-depth understanding to inform recruitment and in-country activities.

2. Research and Knowledge Exchange - To achieve international excellence and competitiveness in today’s global research community by building on and fostering further international research links. This will include promoting Heriot-Watt as a world centre for research and innovation, continuing to search for the best quality researchers from around the world at all levels. It will also mean continuing to develop our collaborative relationships for teaching and research with the top international research universities and developing knowledge exchange by seeking international licensing opportunities and the support of our spin out companies in foreign markets.

3. Global Partnerships and Independent Learning - To continue to grow and develop the Academic Partner network, including the development of strong, multi-programme partnerships. To extend the range of disciplines and programmes available to our partners and their student markets. For independent learners, to increase the availability of Heriot-Watt programmes at the postgraduate level, where students want flexibility and wish to combine work or other activities with their personal and academic development.

4. Heriot-Watt Dubai Campus - To continue to build on the success of the Dubai Campus, introducing new programmes and growing the scale to 3,500 students by 2017. Working with our infrastructure partner, to move to a purpose-built expanded Heriot-Watt Campus in Dubai International Academic City. To continue to reach out from the Campus, extending our partner network, using Dubai as a regional hub in the Middle East. To continue to explore the potential for Dubai Campus to develop as a research centre.

5. Branch Campus - To grow our presence throughout the world and extend our global reach beyond our first overseas campus in Dubai. To develop a detailed proposal for a new overseas campus development with a potential start date of 2013.

APPROACH
We are committed to the strategic target of doubling the University’s income from international activities in the next seven years. This is a broadly-framed ambition, recognising the potential for Heriot-Watt to build on its success and unique position internationally and to maximise the benefits of this through a coordinated international strategy, founded on commitment to quality and standards and to achieving sustainable and viable growth.

The University has plans, owned and progressed by each of our six academic schools and two postgraduate institutes, which demonstrate the breadth and diversity of our international activities and the way in which Schools strive to achieve a balance between the various aspects of their teaching and research agendas. We recognise and value the different strengths of our Schools and the different opportunities available to them and play to these strengths, rather than adopting a ‘one size fits all’ approach.
Heriot-Watt University has well developed, tried and tested quality assurance procedures for partnerships, collaborations and branch campus operations. The institution, Schools and Institutes have engaged with the challenges of the international strategy, playing to their particular strengths in both teaching and research. Schools increasingly share good practice, experience and expertise which proves to be necessary and valuable across the institution.

The University's approach to internationalisation incorporates effective planning and management; is risk-aware and is underpinned by a central concern for quality and standards and the protection and enhancement of the Heriot-Watt brand. The strategy is challenging, but is built on strength and experience, providing resilience through operating in a range of markets and through a variety of models. The characteristics of our strategy are as follows:

AGILE
Heriot-Watt is a relatively small institution – a potential advantage in being able to respond to change. Across the board, plans have been put in place to accelerate engagement with a range of international delivery models. It is a challenge for Heriot-Watt University to be able to monitor and review continuously market opportunities, both those which are established and those emerging for the future.

RESILIENT
In the context of the challenging economic and market climate, one of the strengths of Heriot-Watt's position and strategy is maintaining its academic standards whether programmes are delivered on or off campus, in Scotland or overseas. As a guiding principle, the academic standards and quality of learning of all the University's awards matches the UK expectations and benchmarks and this applies wherever programmes are delivered. All our awards are set within the Scottish Credit and Qualifications Framework and follow the Quality Assurance Agencies (QAA) Codes of Practice.

Heriot-Watt University has well developed, tried and tested quality assurance procedures for partnerships, collaborations and branch campus operations. Schools and Institutes have considerable experience and expertise in this area. As an example, the International Centre for Examinations provides effective and secure arrangements for examinations for international programmes, managing around 28,000 examinations for our Schools in over 400 locations worldwide each year.

QUALITY OF LEARNING AND TEACHING AND STUDENT EXPERIENCE
The University's learning and teaching strategy is integrated with the international strategy and engages with the challenges posed by international expansion, addressing issues relating to learning and teaching and quality and standards across the international provision through a range of strategic projects. This ensures the needs of all students, irrespective of mode or location of study, are addressed. As an example of how this work is being progressed, a Student Experience Office is being set up in Dubai to take account of the culture, health and wellbeing of students, including their financial situation, their social and sporting activities, career development and employment opportunities.

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PLANNED
The international strategy is fully integrated into the University's planning processes and common approaches to business planning for international projects are being adopted. The University's risk management strategy includes consideration of the external and internal factors which impact on the international strategy.

MARKET AWARE
The establishment of a market research strategy provides mechanisms which improve our capability to monitor and analyse markets, in conjunction with the considerable knowledge and expertise held by staff across the institution, and our in-country office staff in India and China. In addition, the Heriot-Watt University Alumni network, the Watt Club is a highly valuable resource and gives us access to a global network of people who are passionate about the University and keen to support our development.

We understand the need to help our partners to promote the Heriot-Watt University brand and key messages effectively on our behalf and have achieved a major improvement in our web presence, including a partner resource site where they can access marketing and branding toolkits, guidelines and publications. In Dubai, a highly successful marketing strategy has been developed which has been key to the delivery of sustained growth in student recruitment over a number of years. This incorporates marketing activities such as schools liaison and open days, web and publications, PR and engagement with key stakeholders, including the Dubai authorities, ensuring synergy with the Government's strategic development plans.

BASED ON VALUES
Partnership is core to our international strategy; partnership with our infrastructure partner in Dubai, with our approved learning partners and collaborative partners in industry and academia for both research and teaching. In many of our key markets there is a high value placed on education and stakeholders welcome the opportunity to enter into collaboration and partnership on a respectful and equal basis. Our institutional values are therefore highly relevant to our international activities and future development.
The Institute of Petroleum Engineering (IPE) has brought postgraduate education and training to over 300 graduates since 2001 through a partnership with Tomsk Polytechnic University, Siberia. The University’s standard Approved Learning Partner model is used. The learning materials are authored and produced by staff in the Institute of Petroleum Engineering, while the delivery is undertaken by staff in Tomsk. Examinations are the same as those for all students, wherever they are in the world, and are set and marked by IPE staff in Edinburgh. Project reports and presentations are assessed jointly by IPE and Tomsk staff. This approach to assessment is the standard model used in all of Heriot-Watt’s approved learning partnerships, and assures high academic standards and quality irrespective of mode and location of delivery. The graduates from the Tomsk MSc in Petroleum Engineering generally go on to employment within the Russian oil industry. However, many graduates subsequently progress to international oil and gas companies, and we are now meeting Tomsk graduates all over the world.

The academic achievements of the Heriot-Watt MSc in Petroleum students are testament to the success of the partnership.
case study: Research and Knowledge Exchange

BRIDGING COMMUNICATIONS RESEARCH WITH CHINA

A Science Bridges Award linking UK universities and Chinese universities and institutions, led by Heriot-Watt University, works on new developments in high-speed, secure wireless multimedia connections.

The £1.1m UK-China Science Bridges, funded by Research Councils UK (RCUK), is part of a £12m set of collaborations between British universities and institutions in China, India and the US. The partnership involves Academic partners from the UK and 13 Chinese consortium members including seven universities and six companies.

The aim of this project is to create, initially, a UK-China panel within a Mobile Virtual Centre of Excellence and, ultimately, a UK-China Joint research and development centre for fourth generation (4G) Wireless Mobile Communications, enabling long-term sustainable collaboration between the UK and China by supporting collaborative research, mutual visits, exchange of researchers, and rapid technology transfer and commercialisation.

Dr Cheng-Xiang Wang, a lecturer in Mobile Communications and Networks at Heriot-Watt, and the Principal Investigator with the project, said, “The aim is to become fully connected with the top universities and telecommunication companies who are playing lead roles in 4G research and development in China, and to build on existing substantive collaborations between existing UK and China consortium members, strengthening and broadening research links.”
In terms of international fashion, Dubai now has a significant reputation as a prime location in the Middle East for designers and the retail industry.

For Heriot-Watt University, which has one of the oldest textiles schools in the world, it was natural to establish a fashion degree at our Dubai Campus. We now have around 50 undergraduates and numbers are expected to rise at future intakes.

So far all the students are female but Vanessa Northway, of the School of Textiles and Design, says the University is increasingly getting enquiries from male students about the programme. Students study design, marketing and retail and the communication and styling aspects of the industry, before choosing an area in which to specialise. After completing their first year they have the option to transfer to a Scottish Campus.

Career opportunities in the fashion industry in the UAE are growing rapidly, as witnessed by the increasingly high profile of the annual Dubai Fashion Week at the iconic Jumeirah Towers.

With its mall-based culture, Fashion Week in Dubai is now a major date in the fashion calendar, with many designers keen to participate because the market is more competitive in terms of price. It also gives many of the students the opportunity for invaluable hands-on work experience, and a taste of the industry at close quarters.

Students come from an international background, including from countries such as UAE, Russia, USA and India. Graduates completing programmes are likely to pursue careers in fashion merchandising and marketing or buying and many also aspire to set up their own boutiques.

Heriot-Watt provides a much sought after and high quality British education in Dubai as well as at home and around the world.
During 2010, the University continued to develop its international profile in China and India through the expansion of our in-country offices. Following on from the opening of Heriot-Watt’s first in-country office in China in August 2008, the number of Chinese postgraduate ‘taught’ numbers has increased from less than 100 to over 200.

Another key feature of our increased presence in China was the signing in March 2010 of a Memorandum of Understanding with the Chinese Service Centre for Scholarly Exchange (CSCSE), one of the constituent offices of the Chinese Ministry of Education. This agreement will provide access to develop articulation links with up to seven leading Chinese Universities such as the Shanghai University of Finance & Economics and the Beijing Foreign Studies University.

To assist in this expansion, a second Chinese in-country representative was appointed. Dr Lisha Ma, who holds a PhD in Computer Science from Heriot-Watt, was appointed in August to assist Mr Wang Zhongyi in expanding the University’s presence in China.

Ms Anita Abbi joined Heriot-Watt as the University’s representative in India. Based on the approach employed in China, Anita has been similarly tasked with supporting the recruitment and development of local partnerships and collaborative activities.

Both China and India are priority markets for recruitment and transnational provision. The University has established staff in both countries who are responsible for recruitment and development of local partnerships and collaborative activities.

Around a third of all our students studying in Scotland come from outside the UK and the University currently recruits around 200 undergraduate and 800 postgraduate overseas students per annum to the Scottish Campuses. In 2010, we continued to attract students from around the world and saw international recruitment increase by 11%.
INTERNATIONAL STRATEGY
2011 | 33

Since the early 1990’s, the University has established successful partnerships in the Caribbean, including two partners in Trinidad and Tobago and a partner in Jamaica. This has proved to be an excellent market for Heriot-Watt and, in a population of 1.2 million, we have seen sustained demand for the University’s portfolio of programmes. Through its longstanding partnership with the School of Business and Computer Sciences, Edinburgh Business School currently has 1,320 students on its MBA and specialist MSc programmes and over 600 graduates residing in Trinidad and Tobago.

The early success of the Business School’s partnership has helped to establish the Heriot-Watt brand in the region and the Schools of Management and Languages and Built Environment both work in partnership with the Trinidad based School of Higher Education with campuses in San Fernando and San Juan. Students have demonstrated the clear demand in the region for programmes in areas such as civil engineering, construction management and surveying as well as in accountancy and finance. This has become a strong partnership and over the past eight years around 100 undergraduate management students join programmes each year.

In a recent development and in line with the University’s strategy for international development, we are introducing new programmes to this partnership in 2011, offering the BSc Psychology with Management and MSc Business Psychology.

In February 2011, Heriot-Watt will run its first overseas graduation event in Trinidad and Tobago, presided over by the Principal and Vice-Chancellor and attended by our partners and around 250 graduates and their families.

case study: Global Partnerships and Independent Learning

ACADEMIC PARTNERSHIP – TRINIDAD AND TOBAGO

We aim to extend the range of disciplines and programmes available to our partners and their student markets.

The University’s international business is diverse and well spread across a number of delivery models and types of activity.
The University has agreed ambitious targets for growth which have been developed in plans by each academic School and postgraduate Institute, according to their particular strengths and responding to a range of opportunities available both on campus and in overseas markets. Whilst some Schools have well-established and broadly spread international activities, others are at earlier stages of implementation. Irrespective of any new initiatives we decide to undertake, the achievement of targets should not be underestimated, particularly in the context of increasing competition.

To secure the objectives of our international strategy in a sustainable way, we set targets for the growth of student numbers and contribution of these activities to the University’s financial and strategic position. Our view of these targets in 2010/11 is set out opposite, representing - in summary - a doubling of activity, over a seven year period. Additionally, we continue to evaluate several potential major strategic initiatives, on the scale of new campus developments. If pursued, these would result in a further step-change increase in scale.

A. RECRUITMENT OF INTERNATIONAL STUDENTS TO THE UK

The table opposite shows the targets for recruitment of international students to the University’s UK campuses. These targets will be achieved through the following:

- Coordinated marketing strategies, focusing on key markets and the exploration of new markets
- Building long term strategic partnerships overseas and in the UK
- Effective management of agent networks, using in-country offices to deepen links through our permanent and higher profile presence in key markets
- Building on our alliance with Study Group in developing recruitment channels
- Supporting foundation English recruitment

In recent years, Heriot-Watt has continued to achieve steady growth in the number of international students studying at Scottish campuses and notably growth was at 20% in the last two years. This has resulted in the University now being amongst the most successful UK Higher Education Institutions in attracting international fee income across its whole international provision, now worth 20% of overall institutional income and in the region of £30 million per annum to the University.

This success was recently noted in the Financial Times, profiling Heriot-Watt as second only to the London School of Economics in the UK in attracting such a high percentage of institutional income from international markets. International students accounted for 35% of the overall student numbers on Scottish campuses in 2010, making Heriot-Watt one of the most internationally diversified universities in the UK.

At the same time, this places a responsibility on the University to manage the quality of student experience, addressing the particular needs of such a multi-cultural population.

Active consideration is given to this across the institution ensuring that a good balance is maintained in terms of the student population on particular programmes so that the quality of learning experience and the particular qualities of studying at a Scottish university are preserved. The University continues to monitor student satisfaction and respond to issues raised through feedback.
Achieving our Objectives

Heriot-Watt also attracts an unusually high proportion of students from EU countries. In particular, the University has welcomed large numbers of French, Irish, Greek and German students to Scottish campuses in recent years. Notably, links with the French technical colleges (LUTs) have resulted in sizeable intakes in recent years, accounting for around one-seventh of the overall Home/EU Undergraduate intake in 2009.

Future growth will be predicated on maximising recruitment from existing primary and mature markets and also in diversifying recruitment by investing in new markets. Ambitious targets are being brought forward in each market to contribute towards the effective doubling of international fee income by 2017.

On campus in Edinburgh, the University has a partnership with ‘Study Group’ which offers courses to equip overseas students with the skills and qualifications required for undergraduate and postgraduate study at Heriot-Watt University. Study Group is a leading private provider in international education, specialising in the provision of world-class university access and English language programmes. At the Edinburgh Campus, Study Group offers an undergraduate certificate programme which allows students to fast track to the second year of an undergraduate programme at the University in Business and Management, Engineering and Computing and Life Sciences. The Pre-Masters programme prepares students for postgraduate study at the University.

The recruitment strategy employed by Heriot-Watt in order to achieve such growth will require to be wide ranging and varied. The strategy used in each country will need to vary considerably in order to reflect local market conditions. Some featured examples of how Heriot-Watt will deliver growth are:

- Agency network – the University has around 130 agents supporting the promotion of the University in over 230 cities worldwide. This network provides local representation around the world and currently provides over one-third of the University’s international intake. This network will be further expanded and supported.

- Government sponsors – many governments seek to engage with Heriot-Watt’s business, science and engineering expertise by sponsoring students to study on Scottish campuses. Heriot-Watt is included in a select list of institutions receiving funding from governments from countries as diverse as Mexico, Kazakhstan, Saudi Arabia and Libya. A more strategic approach to the management of these key relationships will be pursued with a view to maximising engagement with sponsors.

- Institutional partnerships – in addition to the University’s extensive Academic Partners network, Heriot-Watt is also actively engaged in partnering with a range of leading Universities worldwide. The nature of partnership varies and includes articulated delivery of Bachelor level programmes, combined Masters level degree programmes with European partners and student and staff exchange through numerous global links. Recruitment efforts will focus on further increasing the range of partners.

In-country presence - Heriot-Watt opened an in-country office in China in 2008 and employed a representative in India in 2010. The impact of the China office has already been significant with registered Chinese postgraduate students more than doubling from 2008 to 2010. Staffing of the Chinese office has been expanded in 2010 and further growth is planned. Similar success is projected in India in the coming years through greater support of the agency network and development of institutional partnerships.

B. RESEARCH AND KNOWLEDGE EXCHANGE

Building on Heriot-Watt’s Research and Knowledge Exchange strengths is key to the success of the international strategy. In order to achieve its international ambition in Research and Knowledge Exchange, Heriot-Watt will continue the search for the best quality researchers from around the world at all levels, continue its development of collaborative relationships with international research universities and develop knowledge exchange by seeking international licensing opportunities and the support of our spin out companies in foreign markets.

At the core of our ambitious international strategy is a research-led university, in the recruitment of academic staff who already have, or have the potential to develop, internationally recognised research. Our approach to recruitment is through world-wide searches in order to attract the highest quality staff such that a large proportion come from abroad. This international flavour is also reflected in the number of research students and postdoctoral research staff that are attracted to Heriot-Watt from around the world.

Heriot-Watt University has been a key supporter of the development of research pooling in Scotland. The central objective of ‘pooling’ was to increase the international competitiveness of research in Scotland. Heriot-Watt University has made major contributions to this agenda in physical sciences, engineering, mathematics, and economics.

European Union research funding is an increasingly important source and often involves extensive collaboration with partners from across Europe. The University has experienced staff dedicated to advising staff on opportunities, establishing networks, putting together collaborative bids and helping the administration of successful grants. Indeed, staff are called to advise other European nations on research funding strategies and research support functions. In 2009, the University won over £3M funding from the EU to promote the commercialisation of research both from within the institutions and partner organisations.
Achieving our Objectives

The table below outlines the targets set for growth of students through our partner network and independent distance learning.

We will continue to grow the Academic and Collaborative Partner network and establish viable scale, multi-programme partnerships where appropriate. Our intention is to achieve this through:

- Expansion of existing partnerships where appropriate to achieve effective and viable scale, for example, partners in Trinidad and Tobago, Jamaica, London
- Development of new multi-programme partnerships, for example, new partnership in South Africa
- Development of new programmes available to our partners and their student markets
- Building on our strategic alliance in China forming partnerships under this arrangement
- Development activities in key markets, forming research and teaching collaborations
- Individuals and research groups working with peer universities

The Academic Partner network gives Heriot-Watt University access to a wide range of markets and addresses the demand for UK quality Higher Education to be made available to local markets through transnational education partnerships. This model gives students access to a range of Heriot-Watt University degree programmes at undergraduate and postgraduate levels within their local culture and home contexts. It is a less expensive option than coming to study on campus in the UK or Dubai.

Having established a prominent market position in terms of independent learning provision, it is now our intention to increase the number of independent learners through:

- Development of new programmes in this format, particularly at the postgraduate level
- Expansion of provision for existing programmes
- Reviewing and closing small, non-viable partnerships
- Expansion of existing partnerships where appropriate to achieve effective and viable scale, for example, partners in Trinidad and Tobago, Jamaica, London
- Development of new multi-programme partnerships, for example, new partnership in South Africa

The Independent Distance Learning model is ideal for working professionals who wish to continue their careers whilst developing their academic qualifications at postgraduate level. Programmes in this format offer the greatest flexibility to the learner and mean that a student can choose the pace of learning to suit their own circumstances. The availability of comprehensive learning resources and support from academic staff in Edinburgh, along with the opportunity to take examinations at locations around the world are essential for these students.

The costs of this mode of study are lower than on campus and the student typically pays on a course by course basis as they work through the programme. In most cases, students can opt to pay to attend elements of the programme on campus or transfer to an alternative mode of study if they wish.

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<th>International Student Growth: ALPs and Distance Learning</th>
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Achieving our Objectives

D. HERIOT-WATT DUBAI CAMPUS
We will continue to build on the success of the Dubai Campus, introducing new programmes and growing the scale to 3,500 students. Projected growth year on year is shown in the table below. We intend to achieve this growth through:

- Planned introduction of new programmes
- Widening multi-intake and part-time provision across programmes and schools
- Coordinated marketing and recruitment strategy for the region
- Strengthening links with local industry leading to growth in student internships, placements and employability

E. NEW INTERNATIONAL BRANCH CAMPUS
Furthering our commitment to the provision of transnational education, we will bring forward detailed proposals for a branch campus development with 3,000-5,000 students, commencing 2013. This will be achieved through:

- Detailed planning and development of frameworks for evaluating options and partnerships
- Preparation of business models and planning, based on experience of Dubai Campus, with emphasis on generating sustainable surpluses
- Developing options for branch campus developments in Malaysia, India and other potential markets, based on business development work

Achieving Student Growth - Dubai Campus

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Success in qualitative terms is measured to ensure that we continue to maintain quality and standards and provide a high quality of student experience. Another measure of our success is the demand for places at the University and the strength of market presence we are able to establish.

In terms of Research and Knowledge Exchange, the Research Assessment Exercise, or Research Excellence Framework, provides external benchmarking in research achievements across the sector. In practical terms, the ability to recruit international students is strongly influenced by the University’s research performance.

To summarise, the main mechanisms for monitoring achievements against the targets are:

- The setting and monitoring of achievements against student numbers and financial targets against all strands of the international strategy
- Annual reporting and accountability on country specific strategies
- Monitoring of effectiveness of market and brand strategies
- Monitoring of feedback through student satisfaction surveys and other monitoring processes
- Performance in RAE/REF and monitoring of grants and income secured
While most universities have a campus mindset based around a bricks and mortar institution, at Heriot-Watt University we pioneered a new way of delivering our degrees based on Independent Distance Learning.

The groundbreaking initiative, driven initially by Edinburgh Business School (EBS), was designed to give working professionals the choice to study. In 1990 EBS launched Distance Learning programmes in Australia, South Africa and the USA, that would suit the needs of people who could never go to campus—generally mature, working professionals. By 1995 it was the largest MBA programme in the world and is still listed as the largest in the world by the Financial Times (March 2010). The E-MBA programme has over 9,000 active students from 165 countries.

“We designed and created programmes entirely round the needs of working individuals,” explains Alick Kitchin, of EBS.

“We started with distance learning, then moved into online learning so if you are a lawyer in Manhattan, an aid worker in Cambodia, or an entrepreneur in Hong Kong and you need to know the core skills of business and management, we provide you with what you want. Language development has been the next stage to take Heriot-Watt degrees to a wider audience and we now offer the MBA in six different languages. We have always wanted to give people choice and language is part of that choice. If you want to go into markets like Eastern Europe or Latin America then you need to have the spoken language.”

In addition to the programmes taught by EBS, there are now many postgraduate courses available to study through distance learning. A cost-effective way to study, Independent Distance Learning also means you can work at your own pace, in your own language and culture, remain in employment while you study, and apply your learning directly to your job.

case study: Global Partnerships and Independent Learning

INDEPENDENT DISTANCE LEARNING

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The University’s expertise in textiles could soon be helping to educate weavers in the small Himalayan Kingdom of Bhutan.

Professor Alison Harley, Head of the School of Textiles and Design and Ruth Moir, Director of International Development, visited the country as part of a United Nations Development Programme Project. It is hoped that Heriot-Watt will be able to assist in the creation of Bhutan’s first ever national curriculum for weavers. Many of Bhutan’s 700,000 people are involved in weaving and tailoring, one of its main industries.

Professor Harley has since highlighted her work in a presentation to MSPs at Holyrood on the findings from her visit to the country high in the Himalayas between India and China.

Professor Harley explained, “It is one of the main industries, but they do not have a formal curriculum for weavers – it is a master-apprentice model using verbal instructions. The locals wear traditional Bhutan dress every day, but the industry is so limited because it can’t be easily reproduced and faces strong competition.”

It is hoped that the School can work with Bhutan to develop the sector with the aid of an educational programme based on the Scottish system and that it will help relieve poverty in the country.
In Singapore, Trent Global is a hugely successful Approved Learning Partner for the Schools of Management and Language and Built Environment.

Programmes are offered at certificate, diploma, undergraduate and masters levels. Since its inception in 2004, Trent Global has established itself as a leader in built environment degree programmes and offers degrees in the fields of Facilities Management, Construction Project Management, Quantity Surveying, Building Surveying, and Construction Financial Management.

Singapore has also become a hub with students coming from as far away as China and all over the South East Asia region to study a Heriot-Watt degree. It is the largest partner offering courses within the Built Environment area, with approximately 700 students registered. It is intended to recruit up to 180 new students every year.

We also have an academic English programme, which allows us to build up the language competency of students with academic qualification to enable them to join our degree programmes.

In addition, The School of Management and Languages has worked with UpTrend in Singapore for six years, offering five degrees at undergraduate level.

Singapore is a growing market and we’re hoping to increase the numbers to around 100 students every year starting the programmes.
Heriot-Watt first year student Kimberly Alphonso was the 2010 winner of the prestigious Grazia/Swarovski Young Designer of the Year competition with her design of chiffon pants and a devore top embedded with Swarovski crystals. Her award was presented before 500 guests at a glittering dinner hosted by the Grazia fashion magazine in Dubai.

After her success, Kimberly, who travels from Abu Dhabi to study at the Dubai Campus, has yet to decide whether to continue designing or specialise in fashion marketing in her second year. She is keen to transfer to the UK and develop her understanding of the European fashion industry. As part of her prize, Kimberly will travel to Austria to work with the design team at the Swarovski headquarters.

Another Heriot-Watt student, Krupa Vyas, 17, was also a finalist in the competition. She has secured a work placement at Swarovski in Dubai.

Kimberly and Krupa beat off fierce competition from students at four of the leading design schools in the region. They were tasked with designing “high street wear” themed garments. Kimberly said that her designs, “embody modern Arabia: traditional fashion with a modern touch,” while Krupa said that she is, “inspired by the architecture of Paris: the mirrors and mosaics in Versailles.”
Heriot-Watt students are not confined by geographic or language barriers whether engaged in a distance learning MBA, in the Spanish language, in Mexico, a BA in Fashion Design in Dubai or an MSc in Petroleum Engineering in China. Yet, crucially, the degree each person will be awarded is distinctly Scottish.

We endeavour to make sure that students from every country sit the same examinations at the same time on the same day. This helps us ensure the learning outcomes and quality and standards of the degree are guaranteed.

The logistics are incredible - the International Centre for Examinations, working closely with the Academic Registry, oversees 28,000 exams in 400 locations throughout the world annually. The efficiency of the operation is testament to the high standards we demand from all involved.

It is important that Heriot-Watt students, no matter where they are, recognise the commitment from the University and Principal and Vice-Chancellor, Professor Steve Chapman, who makes a point of attending as many of the international graduation ceremonies as possible, whether they are in Singapore, Hong Kong, Dubai, Kuala Lumpur, Trinidad and Tobago or Moscow. Around 900 students graduate at our overseas ceremonies every year. Each trip is a welcome chance to meet the students and their families and celebrate their achievements.