Values

All Heriot-Watt endeavours will embody our shared values of:

Pursuing Excellence
Shaping the Future
Outward Looking
Pride and Belonging
Valuing and Respecting Everyone
The Vision

Heriot-Watt’s vision is to be world leading, within all its specialist areas of science, engineering, technology and business.

The Mission

Our mission is to create and exchange knowledge for the benefit of society.

We Shall

Strengthen research intensity in fields of economic and societal benefit; Provide truly global education while maintaining our Scottish roots; and Deliver excellent student experience and highly employable graduates.

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Principal’s Introduction

Heriot-Watt is a university that remains true to its heritage of creating and exchanging knowledge for the benefit of society. Our world-class research and teaching have always been professionally relevant and so produce highly employable and innovative graduates who have a distinctive and strong professional orientation. We are an organisation with strong values that are owned by the whole of the Heriot-Watt community. A key distinction of our University is in its international activities, whether in educating overseas students in Scotland, at our campuses outside the UK, or with partner institutions. We continue to grow and develop our agenda and demonstrate our success through increased student applications from Scotland and across the globe, high levels of student satisfaction, increases in research funding and step changes in our international provision both in Scotland and overseas. The characteristics of global recognition and professional relevance are defining distinctions of the University and are considered the bedrock of this Strategic Plan.

The production of the Strategic Plan has been a robust, challenging and intellectually stimulating process and I am indebted to University staff, students, our honorary professors, Court members and other external colleagues for their time and rigorous commitment to the project. I am delighted that as a group we have reached agreement on the Strategic Priorities for the next five years, as outlined in this document.

Heriot-Watt University will continue to develop as a high performing, rapidly growing, financially sustainable university, exploiting the synergy between excellent teaching and research in a global and professional context.

We are building on very significant recent achievements but are setting higher targets again for the next five years. The overall priorities proposed for development in 2013–2018 are that all academic staff will be active at internationally competitive levels in research and/or scholarship, involved in research-informed teaching. The University’s research base will be strengthened through strategic collaborations, continued academic recruitment and enhanced strategies to secure research funding. A global educational experience will be integral to the Heriot-Watt student offering and we will encourage international learning and mobility. We will embed a distinct vision of the attributes which Heriot-Watt University graduates will develop, and be a global university measured by international presence and the proportion of income from outside the UK.

Professor Steve Chapman, Principal and Vice-Chancellor of Heriot-Watt University
The University has a sound financial base and is conservatively geared relative to the sector. An ambitious strategy inevitably involves a degree of risk, but further investment will be necessary and is justified. The alignment of professional services and infrastructure with academic endeavour will be a cornerstone of our success. This is the platform from which we will address a new and changing set of activities, with optimum efficiency and effectiveness.

I look forward to implementing this Strategic Plan and celebrating the excellence, achievement and success that I am confident our collective hard work will deliver.

Professor Steve Chapman,  
Principal and Vice-Chancellor
Research Intensification

Research Intensification
Research Intensification

Heriot-Watt is a research-led university with a distinctive subject portfolio focused on the creation and dissemination of knowledge in areas of significant economic and social impact.

Research at Heriot-Watt spans the fundamental to the applied, through an interdisciplinary approach to knowledge creation and enterprise. This is strengthened through strategic collaborations and alliances with:

- other internationally leading universities and research institutes throughout the world; and
- business, industry and public sector users of the University’s range of research outputs or knowledge exchange.

Our research leadership is recognised globally with new areas developed as opportunities and priorities are identified. The University will make sure that all of its research, including new initiatives, is sustained with the highest ambition and performance. We will make certain that the University supports and enhances a stimulating research environment in key topical areas. We will sustain investment in new research leadership posts and facilities, as well as ambitious talent development programmes for staff and research students.

To realise our ambition, we will ensure all our academic staff are active in research and/or scholarship at internationally competitive levels while delivering research-informed teaching. We will consolidate and maximise our knowledge exchange with business and the public, particularly in areas providing direct benefit to the economy and society, and the production of evidence on which policy makers can build effective strategies.

To achieve these aims, the University’s priorities are to:

- Promote new interdisciplinary fields of research, emphasising economic and societal benefit in order to generate high impact outputs and attract significant research funding to increase critical mass;
- Develop further strategic collaborations through national and international academic and industrial research alliances;
- Take advantage of our international campuses and worldwide learning partnerships to extend research opportunities;
- Facilitate research management through research-led institutes and interdisciplinary research centres, providing focus and identity to enhance research opportunities, performance and funding;
- Support innovation and entrepreneurship in the creation of new enterprise; and
- Increase the number of research students commensurate with an expanded research landscape.
### Research Intensification

#### Key Performance Indicators

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Scottish-Californian Stem Cell Research

Heriot-Watt’s groundbreaking research in the field of ‘microfluidics’ is playing a central role in a new Stem Cell research collaboration with Stanford University in California and St Andrews University. The project has the potential to regenerate damaged tissue and repair conditions caused by heart attacks, spinal cord and brain injuries brought on by stroke or Parkinson’s disease. It is part of the Scottish Universities/Stanford University (SU2P) programme.

The Heriot-Watt and St Andrews teams will work with research groups at Stanford to examine how stem cells grow and divide and how they change shape to form different types of tissue. Heriot-Watt’s ‘microfluidics’ expertise and St Andrews’ microscopic laser surgery of single cells and image analysis computer software will combine with Stanford’s expertise in stem cell science, regenerative medicine and optical instrumentation design.

First Minister Alex Salmond, heard details of the collaboration during a visit to Stanford University, on the final day of his four day trade mission to the United States.

Mr Salmond said: “This research has the potential to lead to incredible medical breakthroughs that could not only give new hope to millions but contribute enormously to the economies of both Scotland and California. The SU2P programme, of which this new research is part, is an excellent example of how we can harness our own country’s talents and work in collaboration with international partners to achieve more than the sum of our parts.”

Dr Thomas Baer, Executive Director of the Stanford Photonics Research Center (SPRC), who was awarded a Doctorate of Science from Heriot-Watt in June 2012, said:

“Through the SU2P programme our Scottish collaborators are following the formula that has proven so successful at Stanford and in Silicon Valley: combining the intellectual resources found at leading universities with the innovation and entrepreneurial ethos found in early stage companies. Translating advances in the life sciences into medical practice and transforming cutting edge technologies into ground-breaking diagnostic tools have been major focuses of stem cell research and applied physics activities at Stanford. The SU2P programme will build on these Stanford strengths and the pioneering work in stem cell science that have been the hallmark of medical research in Scotland.”
Student Profile

Heriot-Watt is a multicultural university where you can meet people from different cultural and ethnic backgrounds. It provides an opportunity to learn about traditions, languages and make friends from all over the world. I had the wonderful opportunity to study abroad and the experience to live in a different country with a different language, history, economy, food, weather and traditions which has definitely marked a crossroad in my life.

The University is located in a beautiful campus surrounded by nature which makes the experience even better. Thanks to the Chaplaincy, I had the opportunity to learn more about the history and culture of Scotland. I visited many wonderful palaces, woods and towns and had the opportunity to make new friends while walking in some truly dramatic and beautiful scenery.

But it’s not all about books! Together with PhD studies, extracurricular activities are a strategic part of the formation of a person and Heriot-Watt has a lot to offer. It is a place where you can discover and try new things, such as music and drama. That is not something common in Mexican universities and gave me the opportunity to practise and improve my passion for music and acting. And I can take from this experience so many skills that will be useful in my future, making my education complete. The sports facilities are really good and I think that all the extracurricular activities that the University has to offer should be strongly promoted inside the University and on the website since this makes a big difference with other universities around the world and it can be an important factor when people make the decision where to study.

Right now, I’m completing the final stages of my PhD, finishing my thesis and applying to postdoctoral and research positions all over the world.

Four words to describe my Heriot-Watt experience:

- Multicultural
- Friendly
- Green
- Complete

Manuel Garcia Albornoz
PhD Chemical Engineering
Learning, Teaching and the Student Experience
Learning, Teaching and the Student Experience

Heriot-Watt University has a long-standing reputation for providing highly employable graduates, who have a distinctive, strong professional orientation.

Our students and staff work in partnership to develop a range of attributes and skills for life and work. These include specialist knowledge, intellectual skills and competence, adaptability, self-development and leadership.

The University now aims to strengthen its graduates’ attributes and skills further, to their benefit and the benefit of employers and society, through:

• enhanced approaches to teaching, learning and assessment;
• further development of its facilities and support for the student learning and living experience; and
• a continually updated, relevant, broad curriculum.

This will be assisted by continued close working with our partners in the professional bodies, industry and business to keep ahead of the likely future demands of the changing workplace.

In addition, the University is committed to both research-informed teaching and drawing on leading-edge research to enhance further our teaching capacity and quality. This contributes to ensuring parity of esteem between research and teaching.

The University is also a distinctively international institution, with campuses and partners around the world. We will use this to the maximum benefit of our students, continuing to develop a leading brand of global education, delivered in a number of ways and to a consistent quality standard. This will include international mobility for an increasing proportion of students and staff and an international learning experience for all.

The University’s students, including many studying by flexible distance learning as part of their continuing professional development, have arrived at their chosen studies with the University through a diverse range of pathways. The University will continue to work with all relevant partners, including those in other educational sectors, to ensure that its programmes are accessible to well-qualified students regardless of their background, location or circumstances.

A partnership approach with all our students to deliver an internationally excellent learning and living experience is fundamental to the aims and objectives of this Strategic Plan.

Essential to the University’s strategies is careful development of the best educational and communication technologies, including further enhancement of the Virtual Learning Environment. The University will explore and exploit new technological developments and new models for learning and teaching as opportunities arise.

To achieve these aims, the University’s priorities are to:

• Work in partnership with our students to:
  – Deliver high quality teaching and learning;
  – Recognise increasing student diversity and identify solutions to their emerging needs; and
  – Work in partnership with professional bodies, business and industry to ensure that Heriot-Watt graduates can provide what is required for the success of the organisation they are joining and for their own success in their chosen field.

• Ensure that the Heriot-Watt curriculum is fit for purpose:
  – Being informed by relevant research;
  – Delivering a distinctive set of graduate attributes; and
  – Being valued by employers and society.

• Continually supporting staff to introduce enhanced approaches to teaching, learning and assessment; and

• Working with partners, including those in the Schools and Further Education Sector in Scotland, to ensure that our programmes are accessible to the brightest and best from all backgrounds.
### Learning, Teaching and the Student Experience

#### Key Performance Indicators

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Top in Scotland, Best in UK for Student Experience

Heriot-Watt University is the Sunday Times Scottish University of the Year for the second year running and the UK University of the Year for Student Experience. The University is placed 9th in the UK overall by The Sunday Times and has achieved a meteoric rise in the National Student Survey (NSS) ranking for 2012, clinching No 1 in Scotland (up from 3rd place last year) and No 4 in UK universities (up from 29th place last year). Now in its eighth year, the NSS measures 23 core criteria of the ‘student experience’ across over 120 UK universities and higher education institutions.

Principal and Vice-Chancellor, Professor Steve Chapman said: “I am absolutely thrilled and delighted that we have won ‘Scottish University of the Year’ for two years running. The fact that we have also been rated as the best in the UK for Student Experience is further excellent news. At Heriot-Watt we put great effort into delivering an exceptional student experience and these positive results represent a real strength of feeling among our students. I am very grateful to all my colleagues and students who have helped us win this award. Everyone should feel a great sense of pride in our achievement.”

National Student Survey 2012

• 91% of students ‘satisfied’ with Heriot-Watt student experience
• Chemical Engineering; Psychology; and Planning ranked Top in UK
• Chemistry; Civil Engineering; Marketing; and Mechanical Engineering ranked No 2 in the UK.

Graduate Employment

• Over 94% of graduates in employment or further study within six months of graduation, which places us in the Top 10 of UK universities.

DHLE Survey 2010/11
Graduate Profile

There is only one word which can describe my time at Heriot-Watt and that is...phenomenal! From my days of living in the halls of residence in first year, to last minute cramming in the library for my final exams, I had an absolute blast! In my time at University not only did I make friends that will last me a lifetime, but I also learned valuable lessons that would set me up for the working world.

The great thing about studying at Heriot-Watt was the united atmosphere - everyone was there to work hard and play hard, and as every 'school' was on one campus, not only did you socialise and study with your own class, but also others – ensuring that when you went to Jam Friday you knew everyone!

Since I have left Heriot-Watt, I have; travelled to Australia, New Zealand and Thailand for six months, worked at ICAS assisting on the Accountancy Graduation Ceremony 2010, Bigmouthmedia Ltd as a Junior Affiliate Marketer, Heineken UK as a Marketing Team Assistant – assisting in the Heineken Cup, and London 2012, and more recently, doing SEO for a small local DIY firm. Studying at Heriot-Watt has definitely played a huge role in setting me up for my working life; it gave me valuable experience, and taught me that knowledge teamed with common sense and drive will ultimately get you where you want to go.

Four words to describe my Heriot-Watt experience:

Inspirational
Enriching
Social
Unforgettable
Internationalisation

Heriot-Watt is ‘Scotland’s international university’ and is among the UK’s top five universities in terms of its international presence and number of international students.

The University will provide a global educational experience for its students, wherever they are based (whether in the UK, Dubai or Malaysia, or with a partner institution or studying by distance learning), including providing opportunities for international mobility for an increasing percentage of its students and staff.

The University will also increase the internationalisation of its research and knowledge exchange activities, including embedding these in our international campuses.

Over the next five years, Heriot-Watt will continue the strategy set in 2010 to approximately double the scale of its international activities.

We will further enhance the awareness of a Heriot-Watt education internationally and attract increased numbers of students to the campuses in Edinburgh, the Scottish Borders and Orkney.

Our regional recruitment strategies, already in place in China and India, are set to grow with new international offices being considered where market potential exists, for example in Brazil.

A Heriot-Watt degree is of an equivalent standard regardless of the mode or location of learning. We shall continue to review and investigate the possibility of further overseas campuses, based on this core principle.

Heriot-Watt is also committed to placing our programmes in the local context and offering an excellent learning environment, which connects all students across the entire University.

The University’s international reach is increased by its relationship with its learning partners. These carefully selected and monitored institutions have the capacity to provide access to remote locations and/or to focus on excellence in specialist areas.

We shall continue to strengthen our learning partner network, achieving geographic coverage where markets and local regulatory conditions support partnership delivery in-country. In addition, we shall continue to improve the quality of these alliances, assuring quality, promoting a highly rated student experience, enhancing development potential and ensuring financial sustainability.

Heriot-Watt’s track record in providing a flexible education to independent learners through distance learning is also outstanding and is an opportunity we shall continue to offer.

To achieve these aims, the University’s priorities are to:

- Continue to grow rapidly all streams of international activity;
- Secure the success of the new Malaysian Campus;
- Enhance the internationalisation of research and knowledge exchange activities;
- Ensure that Heriot-Watt University qualifications are recognised and respected internationally, providing entry to jobs worldwide;
- Facilitate international mobility for Heriot-Watt students and staff;
- Provide a state-of-the-art virtual learning environment (VLE), a “virtual campus”, supporting the needs of all Heriot-Watt students independent of location or mode of study; and
- Support the development of Heriot-Watt as an international university with Scottish roots.
## Internationalisation

### Key Performance Indicators

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<td>5,900</td>
<td>7,850</td>
</tr>
<tr>
<td>Income from international student fees</td>
<td>£40m</td>
<td>£90m</td>
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Global Ambition

DUBAI
Heriot-Watt University was the first British university to set up in Dubai International Academic City in 2005, offering top quality British education to students and executives from around the United Arab Emirates (UAE) and further afield. The University was invited to Dubai in recognition of its global reputation and international reach in the fields of engineering and management and is now providing undergraduate and postgraduate programmes tailored to meet the demands of the United Arab Emirates employment market. In 2012 a new purpose-built campus opened representing an investment of £35 million, able to accommodate over 3,000 students.

MALAYSIA
Building on the success of Dubai, Heriot-Watt won a tender against ten other international universities in 2011 to establish Heriot-Watt University Malaysia. Working closely with Putrajaya Holdings Sdn Bhd (PJH), the master planners responsible for the development of the beautiful administrative capital of Malaysia on behalf of the Malaysian Government, a new flagship campus in Malaysia is currently under construction. When it opens in 2014 it will offer an exceptional learning environment for teaching and research in all disciplines.

Until 2014 Heriot-Watt University Malaysia will be based in Putrajaya Holdings’ prestigious headquarters in Menara PJH. It is from this location we will be offering a range of postgraduate programmes specifically tailored to contribute to the continuing economic success of Malaysia and the South East Asia region.

The new campus at Putrajaya will also be a platform for research activity and knowledge transfer. We will build research programmes in Malaysia, introducing research initiatives in line with the priorities expressed in the Government’s “10th Malaysian Plan” and seek collaborations with other Malaysian universities and industry partners in areas relevant to the economic development of the country.

Heriot-Watt University Malaysia is a significant milestone in our vision to share expertise and educational excellence across the globe. We look forward to making a real and lasting contribution to the region through the creation of Heriot-Watt University Malaysia.
My life here at Heriot-Watt University has been enriched by great experiences – a beautiful campus in a gorgeous city with fantastic friends who share similar passions to me! My professors/lecturers have been brilliant in supporting and encouraging me through my career and aspirations. Through Heriot-Watt, I have been able to meet people from different organisations in the Brewing and Distilling industry enabling me to build a strong professional network, which I believe is of paramount importance in today’s world.

Currently, as well as being a PhD student, I am a Teaching Assistant at the University, a Young Member Representative of the Institute of Brewing and Distilling and a member of the Brewing and Whisky societies, which is helping me shape my career in the academic and professional world. It’s also allowing me to meet and work with some great minds on novel research in the field of alcohol production. I have organised a number of events including the most recent Ice Breaker event and Home Brewing Competition with the aim of bringing together younger and more experienced members in this industry to keep the passion alive and kicking!

I originally came from India to study my MSc in Brewing and Distilling at Heriot-Watt University. The fact that I stayed on to do my PhD here speaks for itself on the wonderful experience I have had and my passion to keep it going for as long as I can!

Four words to describe my Heriot-Watt experience:

- Enjoyable
- Educative
- Eventful
- Inspirational

Abhishek Banik
PhD (Brewing) student and teaching assistant International Centre for Brewing and Distilling
Enabling Strategies
Christina Miller Hall
Opened in 2012, part of a £34 million investment in new
build residences in Edinburgh and the Scottish Borders.
Enabling Strategies

To deliver our strategy, we rely on having excellent management ensuring financial health and sustainability in securing the best use of resources. Informed by strong values, Heriot-Watt University will also engender a positive, creative, and collegiate partnership among all staff and students.

The University has a sound financial base in terms of annual operating surpluses, diversified and growing income streams, and effective control of costs. Historically it has been relatively conservative in its borrowing; however an ambitious strategy will require a degree of risk, and further investment will be necessary. Our ambitions are already being pursued in a first phase of student residences renewal at the Scottish Campuses and in the development of the new Malaysian Campus.

In financial terms the Strategic Plan targets:
- income growth by over 50% over the next 5 years; and
- annual operating surpluses of at least 7% of income within 5 years.

In achieving these targets, we will seek to increase our financial resilience and agility in order to redeploy resources to best effect, and to promote an entrepreneurial approach across all operating units.

The Strategic Plan calls for significant investment in the growth of our research capacity at the highest levels, both in terms of staff and facilities. We will invest also in the estate, infrastructure and IT, supporting excellent teaching and learning while delivering a high quality student experience. It is anticipated that significant investment capacity should be available to the University, subject to the performance of the plan, careful business planning and the well-managed execution of strategic projects.

We will pursue other streams of income in support of our strategy, and are in the process of developing a fundraising development campaign within the timescale of the Strategic Plan. We will make the most of the commercial value emanating from the University’s intellectual property and research and develop commercial income opportunities from the University estate and other facilities.

The professional services of Heriot-Watt University are responsive to priorities in research, teaching and learning, and the student and staff experience, co-creating value with service users in a coherent, effective manner. The measures of professional service effectiveness will be aligned to the academic strategies of the University, with service costs proportionate to academic income. Service providers and users will work together ensuring balance and optimum collaboration in pursuit of the University’s objectives. Management and governance structures will be continuously reviewed to ensure they best serve and reflect the profile and direction of the University.

The ‘Spirit of Heriot-Watt’ articulates five values informing behaviour throughout the University: Pursuing Excellence; Shaping the Future; Outward Looking; Pride and Belonging; and Valuing and Respecting Everyone. Implicit within these is Equality and Diversity which is a focus for staff and students.

Heriot-Watt University has a key asset in its five campuses: Edinburgh; Scottish Borders; Orkney; Dubai and Malaysia. Campus development is critical to our success and we will continue to develop the estate and buildings in support of our research and student experience ambitions. In support, we will ensure that environmental performance and sustainability of the University’s operations are addressed.

Above all, Heriot-Watt University enjoys a reputation as a well-run and responsible organisation. Effective communication of achievements and priorities, within and outside the University, will remain a key enabling strategy.
## Enabling Strategies

### Key Performance Indicators

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<td>Operating surplus</td>
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<td>Academic investment fund</td>
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<td>Available to service capital investments</td>
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<td>Efficiency: Professional Services cost as % of academic income</td>
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Major Investment in Student Service Centre

Creating a hub for student service requirements under one roof and one central point of contact for student needs has proved to be a huge success for the University. Opened in September 2010, the Student Service Centre has unquestionably been a contributory factor to Heriot-Watt’s ranking as The Sunday Times Top UK University for Student Experience in 2012.

The £2.4 million initiative was the result of extensive student research and feedback to inform service provision and future student needs. It was also part of a wider strategic move within the central area of the University’s Edinburgh Campus to provide a student focus, with improvements to student support and accommodation offices, and the student union advice centre, as well as cafes and shops.

One of the major drivers of the project, Kathy Patterson, Academic Registrar and Deputy Secretary said: “Bringing together all student-facing elements of Academic Registry, Finance Office and the Cash Office within Hospitality Services in one central location with upgraded facilities has made it easier for students to access the services they need in a modern and friendly environment. Having a dedicated and specially trained team of staff to deal with a wide range of student issues has also been welcomed by students and added to the positive student experience. Furthermore, a benefit not anticipated has been the hugely positive reception of the new facilities by staff across the campus.”
Graduate Profile

When first starting at Heriot-Watt University, the thought of going to university was scary especially from the change in environment from high school. However, the four years I spent at the University flew by and the mixed emotions were quickly a distant memory.

My time at Heriot-Watt was not all about education but also about the extra-curricular activities and clubs the University has to offer. At Heriot-Watt I met people from all parts of the world (some who are still friends so many years on). These people are the ones who made the university experience more exciting and enjoyable and with the support of all the lecturers and mentors, I knew being at Heriot-Watt was the right choice for me.

It is one experience in life I will not forget. It has given me more confidence as a person and helped me prepare for the different challenges in my working and personal life. The set of skills and knowledge I gained as part of my Management degree has allowed me to develop as an individual and given me that push to start my own online Jewellery company – Siamaa.

Four words to describe my Heriot-Watt experience:

Special
Enjoyable
Supportive
Inspiring

Amina Akram
MA Management
### Research Intensification and Knowledge Exchange

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<td>Income from international student fees</td>
<td>£40m</td>
<td>£90m</td>
</tr>
</tbody>
</table>

### Enabling Strategies

<table>
<thead>
<tr>
<th></th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total income</td>
<td>£150m</td>
<td>£235m</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>Academic investment fund</td>
<td></td>
<td>£4.5m</td>
</tr>
<tr>
<td>Available to service capital investments</td>
<td></td>
<td>£5m</td>
</tr>
<tr>
<td>Efficiency: Professional Services cost as % of academic income</td>
<td>29%</td>
<td>25.5%</td>
</tr>
</tbody>
</table>
Values

All Heriot-Watt endeavours will embody our shared values of:

Pursuing Excellence
Shaping the Future
Outward Looking
Pride and Belonging
Valuing and Respecting Everyone