1. Introduction

The University welcomes the opportunity to make a written submission to the Scottish Parliament’s Europe and External Relations Committee’s (EERC) in order to inform its inquiry on “Connecting Scotland: how Scotland can engage most effectively in a globalising world.”

We note that the Committee has three main aims:

- To map international activities carried out by Scottish organisations,
- To understand how these activities contribute to international engagement, and
- To understand how these activities provide opportunities for learning and exchange.

We also note the key questions in the inquiry and these are addressed in the sections below, incorporating an introduction to Heriot-Watt University’s international strategy and portfolio of international activities.

Question 1: What international activities are happening now in your sector and/or organisation? Please describe how and why these activities take place. Are other sectors or organisations involved? What do these activities contribute or achieve?

2. Heriot-Watt University – Strategic Approach

Heriot-Watt University’s mission is ‘to create and exchange knowledge for the benefit of society.’ This mission is fulfilled in a global context, focussed through our institutional strategy which comprises: Research Intensification; Learning, Teaching and the Student Experience; Internationalisation; and the underpinning ‘Enabling Strategies’. The International Strategy\(^1\) is a core part of the institutional strategy and plan.

The aims of the International Strategy are:

- To build on Heriot-Watt’s international reputation and standing;
- To promote Heriot-Watt as a world 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.

The strategic objectives are articulated the institutional 5 year plan and are delivered through 5 models of activity:

- International Research and Knowledge Exchange;
- International Campuses;
- Academic Partnerships and Collaborations;
- Independent Distance Learning (Postgraduate);
- Global Recruitment, to all the HWU Campuses.

\(^1\) [http://www.hw.ac.uk/documents/heriot-watt-international-strategy.pdf](http://www.hw.ac.uk/documents/heriot-watt-international-strategy.pdf)
The scale of international activity at Heriot-Watt is strategically significant with around 40% of total annual revenue derived from overseas activities. The University currently has around 20,000 students studying overseas. These students are located at the international campuses in Dubai and Malaysia, with international collaborative or academic partners or as postgraduate independent learners.

The University has identified significant benefits of internationalisation to the University, its staff and students, as follows:

- The creation of a diverse, multi-cultural environment on campus;
- Enhanced opportunities for international collaboration in teaching and research;
- Opportunities for students to acquire the graduate attributes which prepare students for entry to global workplace and are proven to be valued by employers;
- Enhancement of the student experience, with opportunities for international mobility.

The contribution of internationalisation extends into the wider economy, benefiting Scotland and the UK, but also the overseas locations where Heriot-Watt University is a significant organisation and employer. As an example, Heriot-Watt University Malaysia has been recognised by the Malaysian Government as an economic development project, with a special project status and related targets and support to help the University as its operation develops.

The University works in partnership with many UK and International Universities and other agencies and institutions in the delivery of its internationalisation agenda. Partnership and collaboration are central to the University’s approach.

The recent Quality Assurance Agency (QAA) Enhancement Led Institutional Review (ELIR) of Heriot-Watt identified the University’s good practice, stating that it has a “Culture of internationalisation and an embedded global ethos, with a genuine and considered approach to creating an international experience for all students and staff;”

The following sections provide an overview of the university’s international engagement.

3. Global Presence

Heriot-Watt is top in Scotland and one of the top three institutions across the whole of the UK in terms of the scale of its transnational provision. Heriot-Watt University has a strong presence in Asia, with international campuses in Dubai and Malaysia. In both cases, the University offers a portfolio of academic programmes which match the economic development priorities in country. At both campuses, the University works closely with industry and is gradually developing its research and knowledge exchange activities. The University employs academic and professional services staff in these locations. There are c.4000 students in Dubai2, which was established in 2005, and c.650 in Malaysia3 where the University’s campus opened in September 2014. The target growth in Malaysia is to achieve 4,000 students in the first phase development. This is a major international project, establishing Heriot-Watt as the international university in Putrajaya, the Malaysian government capital.

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2 http://www.hw.ac.uk/dubai.htm
3 http://www.hw.ac.uk/malaysia.htm
4. Research and Impact

The University is renowned for its strong relationship with industry and the impact of its research. A distinctive characteristic of Heriot-Watt is its strategic collaborations through national and international academic and industrial research alliances. Over 80% of academic staff are currently engaged in research at internationally recognised levels. The University is a partner in seven of the Scottish Research Pools. Heriot-Watt is world renowned in areas such as petroleum engineering, actuarial and financial mathematics, photonics, manufacturing, translating and interpreting, logistics and business education. The creation of interdisciplinary teams around identified themes such as manufacturing, energy, the environment and finance, bring experts from different areas together, maximising their potential to work towards effecting positive change.

Research expertise In the new Research Excellence Framework (REF) outcomes, Heriot-Watt University has risen to 33rd position in the UK and, in terms of 3* (internationally excellent) and 4* (World leading) gradings, Heriot-Watt is ranked 22nd in the UK and 3rd in Scotland. In terms of the new Impact gradings, Heriot-Watt ranks 22nd in the UK and 2nd in Scotland.

5. Collaboration and Partnership

Heriot-Watt has a long established and extensive network of around 50 academic partners from North and Central America, Africa, Europe, through the Middle East and Asia, incorporating both teaching and research. The Edinburgh Business School at Heriot-Watt is globally successful with more than 11,900 active students who are able to study flexibly across a range of study options: on campus in Edinburgh, Dubai and Malaysia; with academic partners across six continents; and as independent learners.

The partner network provides a wide geographic spread, but the University also focuses on a number of major markets, with defined strategies to match their specific regulatory and wider operating contexts. A number of examples are provided below to illustrate this:

5.1. China: The University has an office in China with three staff who help manage partner relationships and recruitment to the Heriot-Watt Campuses. The University’s International Strategy Board has a China Strategy Implementation Sub Group which provides a focal point for our plans and activities in China across the institution. We have a network of excellent partnerships and collaborations with Chinese Universities. These partnerships incorporate both teaching and research and facilitate staff, student and knowledge exchange in areas such as engineering, mathematics, energy, finance and economics, and translating and interpreting. Around 100 students come to HWU through these partnerships and collaborations annually.

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4 [http://www.hw.ac.uk/student-life/international/study-in-your-own-country/approved-learning-partners.htm](http://www.hw.ac.uk/student-life/international/study-in-your-own-country/approved-learning-partners.htm)
Earlier this year, and building on our partnership with Tianjin University of Finance and Economics, Heriot-Watt launched the fifth Confucius Institute in Scotland, the Scottish Confucius Institute of Business and Communication. The university works closely with business and industry and the Confucius Institute is building on this experience as well as our expertise in Chinese translation and interpreting.

5.2. Brazil: The University also has a Sub-Group focussed on Brazil. The Strategy for Brazil is research-led, focusing on the development of research partnerships with the top 20 Brazilian Universities. Newton Funding of £42K has been secured for the next research workshop which will be held in September 2015 in collaboration with the University of São Paulo under the theme of “Rain, Rivers and Reservoirs”.

5.3. India: India is a very important market to Heriot-Watt for recruitment and for research and our Dubai campus is home to a significant proportion of students from the Indian sub-continent. We have a representative based in India and we are currently developing a market-specific strategy for India which will embrace both research collaboration and explore potential for learning and teaching initiatives.

6. Postgraduate Independent Learning

Heriot-Watt University has a significant number of postgraduate students who study globally with Heriot-Watt as supported independent learners. See Appendix 1 for a list of the programmes that extend through management, built environment, engineering and energy.

7. Student Mobility

Heriot-Watt students are encouraged to take advantage of opportunities for an international experience as part of their study through options such as programmes incorporating a study abroad element, exchange programmes and inter-campus transfers. The University is currently in the process of establishing “The Heriot-Watt Global Student Programme”, due to be launched in September 2015, which is designed to facilitate and encourage greater mobility across the University’s campuses as well as with exchange partners in Europe and beyond. Research has highlighted the benefits to graduates who have acquired a global outlook and some international experience when they move into their careers. The International Unit report: “Gone International: Mobile students and their outcomes”\(^5\) sets out the findings of their research based on a cohort study of 2012/13 graduates. The key findings, comparing mobile and non-mobile students’ outcomes, show that, six months after graduating:

- ‘A lower proportion of graduates who were mobile were unemployed
- A higher proportion of graduates who were mobile were working abroad, if in employment
- On average, graduates who were mobile earned more across 11 out of 17 subject areas
- Graduates who were mobile earned more if they remained in the UK to work.
- Graduates who were mobile were earning more in 40 out of 67 subjects’

Question 2: Do you think your sector and/ or organisation is effective in participating in international activities? If not, what would help you to make improvements? What prevents you from making improvements now?

\(^5\) http://www.go.international.ac.uk/sites/default/files/Gone%20International%20mobile%20students%20and%20their%20outcomes.pdf
Heriot-Watt University measures the performance of its international strategy and achievement of targets. By these objective measures, as well as more qualitative assessments of the impact and value of internationalisation, the organisation is successful, although there are always areas that we will continue to improve and develop for the future. Heriot-Watt is a member of the Universities Scotland International Committee and is an active participant in sector wide initiatives and collaborative projects. The University and the sector operate in the context of the Scottish Government International Development Framework and Policy and the Higher Education sector in Scotland is of an appropriate scale to be able to work together effectively. Scottish Development International and British Council Scotland are both significant agencies in supporting and developing the country’s international activities and profile. The following points would help make improvements or support effective and successful engagement in international activities:

- Continuing to enhance the profile of Scotland as an outward looking country with a strong profile in particular sectors, including the specific strengths of its education frameworks, HE sector, research and teaching.
- Ministerial endorsement of major projects/developments within the context of the Government’s International Development Framework.
- Ensuring that Scotland is seen as a welcoming destination for overseas students and staff, that we are outward looking and international.
- A coordinated approach across the agencies that operate in the international sphere. Recent work such as the ‘Connected Scotland’ initiative show good practice in agencies working in collaboration together and with the sector. This would help avoid duplication and help ensure cohesion of messages and activities.

Question 3: What should organisations in Scotland do to be effective internationally? Are you aware of any good examples of this from Scotland or another country?

Heriot-Watt University has a significant international portfolio of activities. For this to be successfully and sustainably delivered, institutional leadership and commitment to the strategy of internationalisation is critical. This is expressed through the vision, mission and strategy of the University. The strategy and rationale for internationalisation is understood and embedded across the institution; it is part of the character and values of the institution.

Scotland is a small country with a coherent education system, set in a context of a collaborative approach to research through pooling and other initiatives, and a national qualifications framework. There are defined sector level priority groups for economic development and activity, providing opportunities across business, industry and higher education. These include: Energy - Oil and gas; Energy - Renewable and low carbon technologies; Food and drink; Life sciences; Tourism; Creative industries; Financial and business services; Technology and engineering. These combined factors present realisable opportunities for collaboration and a joined up approach to make greater impact at international level.

A key issue for success is ensuring that Scotland is seen as a welcoming destination for overseas students and staff, that we are outward looking and international. Other countries

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The HWU values are: Pursuing Excellence; Shaping the Future; Outward Looking; Pride and Belonging; Valuing and Respecting Everyone.
adopt positive immigration policies which welcome talented people and support internationalisation across higher education in terms of staff and student mobility. The recent call to reinstate post study work visas in Scotland is most welcome, recognising that international students benefit Scotland’s economy, society and culture.

Ruth Moir, Assistant Principal (International Development),
On behalf of Heriot-Watt University

17 April 2015
Appendix 1:

- Architectural Engineering, Architectural Project Management, MSc Diploma
- Brewing and Distilling by Distance Learning, MSc Diploma Certificate
- Building Conservation (Technology and Management), MSc Diploma
- Business Psychology, MSc Diploma
- Carbon and Energy Management, MSc Diploma
- Civil Engineering, MSc Diploma
- Civil Engineering and Construction Management, MSc Diploma
- Construction Project Management, MSc Diploma
- Doctor of Business Administration, DBA
- Energy, MSc Diploma
- Engineering Psychology with Ergonomics, MSc Diploma Certificate
- Financial Management, MSc
- Human Resource Management, MSc
- Marine Renewable Energy, MSc Diploma
- Marketing, MSc
- Master of Business Administration, MBA
- MBA with Specialism in Finance, MBA
- MBA with Specialism in Human Resource Management, MBA
- MBA with Specialism in Marketing, MBA
- MBA with Specialism in Strategic Planning, MBA
- Petroleum Engineering, MSc
- Quantity Surveying, MSc Diploma
- Real Estate And Planning, MSc Diploma
- Real Estate Investment and Finance, MSc Diploma
- Real Estate Management and Development, MSc Diploma
- Renewable Energy Development (RED), MSc Diploma
- Safety and Risk Management (distance learning only), MSc Diploma
- Safety, Risk and Reliability Engineering (distance learning only), MSc Diploma
- Strategic Planning, MSc
- Structural and Foundation Engineering, MSc Diploma
- Sustainable Urban Management, MSc Diploma
- Urban and Regional Planning, MSc Diploma
- Water and Environmental Management, MSc Diploma
- Water Technology and Desalination, MSc Diploma