

International Strategy 2019-2024

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Version Control History

Version Number	Date of Change	Summary of Revisions Made
.0		
.1	February 2021	New Strategy developed to outline the market context, future vision and strategic focus over the next 5 years to 2024. Includes Strategic Implementation Plan for the period to 2024.

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Perth College UHI

International Strategy 2019-2024

Introduction

This International Strategy sets out Perth College UHI's ambition to significantly impact the growth and development of the College and the University of the Highlands and Islands through deepening and diversifying its International Partnerships and Recruitment. It outlines the purpose, vision and strategic approaches the College will undertake to achieve that impact.

1 Executive Summary

Perth College UHI plays an influential role in increasing the international business of the University through delivery of Transnational Education Partnerships, hosting international students and staff from partner universities thereby broadening the cultural diversity of the experience of students on campus. This International Strategy outlines the market context, future vision and strategic focus required to address the market opportunities and challenges open to the College over the next 5 years to 2024. It includes our Strategic Implementation Plan for the period to 2024.

2 Strategic and Market Context

There are a number of strategic drivers to support the College's increasing investment into international development. Internationalisation is one of the 4 key pillars of Scotland's Economic Strategy and through the Scottish Funding Council's Strategic Framework, Colleges and Universities are encouraged to develop International Partnerships to increase the financial sustainability of our organisations. This will become increasingly necessary as projections for the sector by Audit Scotland predict a widening gap between income and expenditure. Increasing the proportion of non-government income to counter the increased cost base is recommended. Targeting the domestic market alone would limit the opportunities open to the College and building on and diversifying existing international partnerships will support the College's strategic aim to achieve continued financial sustainability.

The UK's planned departure from the EU will further increase the risk of reducing revenue streams as a result of uncertainties over the mobility of EU nationals. The College's reliance on revenue from EU sources equates to approximately 10% and with potential year on year reductions in EU students, particularly with a No Deal Brexit, non-EU revenue streams will become increasingly important.

A positive announcement in April 2019 by the Scottish Government confirmed that students from EU27 countries starting an undergraduate degree in 2020-21 will continue to be funded for the duration of their studies. There is a risk, that the Scottish Government might remove some or all of the funded places currently filled by EU students from 2021-22 onwards. This will be kept under review to minimise the impact

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on the College, however targeting an increase in the numbers of non-EU students would be prudent.

Depending upon the outcome of Brexit negotiations, the UK Government White paper proposes EU students ultimately requiring a Tier 4 visa to study in the UK beyond 2022. This scenario will be likely to significantly reduce the number choosing the UK to study. With comparatively lower RUK and International student numbers, UHI will be likely to see a bigger per capita reduction in EU students than other universities.

The proposed re-introduction of the Post Study Work visa will open non-EU markets, particularly India and Perth College UHI would benefit from being fully prepared for this opportunity.

Perth College's Role within UHI

At University level, UHI's proportion of students from outwith Scotland are much lower than other universities. Approximately 50% of the university's international business originates from Perth College led recruitment and delivery. The University's strategic objective is to increase International revenue from £2m to £4m within 5 years. Perth College will play a key role in the achievement of this target. To achieve this, international revenue streams will require 50% year on year growth from the projected £1m budgeted in 2019/20.

An International Steering Group has been established with 6 Workstreams involving representation from all Academic Partners with the goal of creating a UHI International Strategy to achieve this £4m target. Based on the current MicroRam funding model, any Academic Partner generating increased International students on campus-based network programmes or delivered on a TNE basis, receive a share of that revenue.

Current Market Reach

On behalf of the University, Perth College leads international partnership relationships in China, Japan, India, North America and Europe. Targeting AST international partnerships for the benefit of Perth College will provide another growth opportunity. The first of these will be within Kuwait for the Aircraft Maintenance Engineering System and Management BSc. Appendix 1 provides a breakdown of these partnerships and the curriculum offer.

Target Market Growth Projections

The College will further develop existing and new relationships within markets where we already have partnerships.

Established Markets

China

Japan

Growing/Emerging Markets

India

AST Partnerships

Other Target Markets

North America

Europe

Malaysia

Indonesia

3 Competitor Analysis

In UK terms, other universities have a greater track record in recruiting International students. Appendix 2 shows the UHI's relative undergraduate and postgraduate recruitment in the context of other Scottish universities with Appendix 3 showing the comparison in relation to TNE where UHI fares better and in fact punches above its weight relative to its size.

Other countries which are often more appealing than the UK to international students are Australia, US and Canada, primarily as a result of the Post Study Work (PSW) opportunities provided. The reintroduction of PSW will enable the UK to compete again, however the proposed offer is for 2 years initially PSW visas after graduation. It applies to people who graduate from degree level or above. The guideline will be published by UKVI in 2020 spring/summer time.

4 SWOT Analysis

CHINA

Strengths	Weaknesses (Internal)
<p>Expertise in market knowledge and contacts. Experience in TNE delivery, developed over 7 years. Understanding of market entry and approval processes. Successful models with strong attainment rates, recognised by Chinese Ministry of Education. Actively contributing towards China's programme of education reform. Student support.</p>	<p>Location – Rurality. VC delivery can impact student satisfaction. Staffing capacity and person dependency in key areas, particularly in Engineering.</p>

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<p>Good facilities in Perth/UHI and within Chinese partner institutions. Very strong relationships with supportive partners. Responsive. Competitive Fees. Small class sizes. Location – safe and secure.</p>	
<p>Opportunities</p> <p>Institutional agreements. Re-introduction of PSW. Developing new types of business/ research. Broaden into wider curriculum areas. Developing new partnerships – Tier 3 and 4 cities progressing into Tier 2 cities. Review delivery models for greater financial sustainability. English language development. Marketing – Chinese website. Alumni engagement to broaden education and industry partnerships.</p>	<p>Threats (UHI)</p> <p>Academic Ranking. Structure. Limited international support. Limited product recognition for the market. Research profile. Competitors. Immigration regulations. In-country approval policies. English language proficiency limiting to student attainment levels.</p>

INDIA

<p>Strengths</p> <p>Responsive. Supportive. Market knowledge. In-country representation with strong networks of academic contacts. Competitive Fees. Student support. Our niche programmes currently fit market demand. AST. Location – safe and secure.</p>	<p>Weaknesses (Internal)</p> <p>VC delivery not always conducive to international student engagement. Limited international development resources. Location – Rurality. Not so well known outwith UK. Lack of internationalisation. Scholarship policy is limited. Fee structure within market is low. Student volume required for sustainability.</p>
<p>Opportunities</p> <p>Aircraft Engineering and Management is a high priority area in India. AST. Demand for MBAs in India. Re-introduction of PSW opportunities. Quality Assurance of Learning and Teaching.</p>	<p>Threats (UHI)</p> <p>High tuition fee. Limited marketing support. Limited brand awareness. Brexit. Competitors. Immigration regulations. Student Quality.</p>

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5 Mission, Vision and Strategic Aims

Mission – To change lives through excellence in education, research and innovation, developing knowledge and skills and the experience to succeed.

Vision – To be an inspirational partner in international education, research and social transformation.

Values – Ambition, Integrity and Respect.

Strapline – Adding Value and Inspiration in Learning. Alternatives – Broaden your Future.

Strategic Aims

- i To deliver high quality programmes that will generate mutually beneficial international partnerships leading to increased student recruitment and collaborative research opportunities.
- ii To internationalise the curriculum to broaden the education and cultural experiences of students and staff.
- iii To raise the international profile of University of the Highlands and Islands Perth Campus.

6 Strategy Map and Balanced Scorecard

Theme	Strategic Objective	KPI	Target	RAG Status
Financial	Increase the Financial Sustainability of the College.	International/RUK Revenue (£).	Yr 1 – £900k Yr 5 – £2.7m	
		Margin.	Yr 1 – 30% Yr 5 – 40%	
Customer	Increase the quality of mutually beneficial international/EU partnerships and student recruitment.	International Partnerships.	Yr 1 – 16 Yr 5 – 30	
		Student satisfaction.	95%	
		New Markets.	Yr 5 – 4	
		TNE students.	Yr 1 – 150 Yr 5 – 450	
		On Campus students.	Yr 1 – 25 Yr 5 – 100	
	Deliver increased attainment through an enhanced student experience.	Student attainment.	Yr 1 – 80% Yr 5 – 85%	
		Student retention.	Yr 1 – 85% Yr 2 – 90%	

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Theme	Strategic Objective	KPI	Target	RAG Status
	Create opportunities for visiting international scholars.	International scholars.	Yr 2 – 2 Yr 5 – 10	
Process	Deliver quality programmes internationally.	New programmes.	Yr 5 – 6	
	Adapt delivery models to support customer and market needs.	Student satisfaction.	95%	
	Introduce more scalable international growth models including franchising.	International partnerships.	Yr 2 – 1 Yr 5 – 5	
	Retain UKVI Tier 4 License.	Visa refusals. Enrolment. Student Completion.	<10% >90% >85%	
	Increase international partnerships and recruitment through improved marketing and communications.	Positive international coverage.	International Communications. Strategy. Chinese website. Social Media In-Market. Alumni Network.	
	Introduce commercial subsidiary for international business.	Dedicated international staff.	Yr 1 – 0 Yr 5 – 6	
		Increased margin.	Yr 1 – 30% Yr 5 – 40%	
	Introduce Scholarship policy tailored to market demands.	Increased recruitment.	Yr 5 – 100	
	Increase accommodation options for Perth international students.	Increased host families.	Yr 1 – 35 Yr 5 – 70	
		Increased residences.	Yr 1 –	
People	Embed a collaborative commercial culture across the College.	Staff delivering international programmes.	Yr 1 – 6 Yr 5 – 16	
		Academic programmes delivered internationally.	Yr 1 – 2 Yr 5 – 10	

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7 Key Initiatives to Achieve the Strategic Objectives

Phase 1 (2019/20)	Phase 2 (2020-2022)	Phase 3 (2023-2024)
<ul style="list-style-type: none"> i Deepen and establish new relationships – £900k ii Review delivery models including commercial subsidiary. iii Develop exchange opportunities for students and staff. iv Enhance comms including Chinese website and social channels. 	<p>China – Implement Micro Campus, ZUA, HUUC new delivery. AST Partnerships – Develop new relationships for PC.</p> <p>India – Establish VES MBA and create opportunities to develop learning centres.</p> <p>North America – Establish sport, business and music.</p>	<p>China – Implement Research collaborations.</p> <p>China – Sichuan University of Arts and Science new delivery.</p> <p>Develop Partnerships in new South East Asian markets.</p> <p>Establish Learning Centres in India.</p> <p>Establish IBM collaboration in India.</p>

References

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 National Performance Framework, Scottish Government, 1 July 2019
 Strategic Framework 2019-2022, SFC
 Scotland's Colleges 2019, Audit Scotland June 2019

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Appendix 1

Country	Partnership Universities	Curriculum Areas
Brunei	Brunei HMSF	Engineering
China	Chengdu College of Polytechnics	Student Exchange
	Shenyang Sport University	Sports and Language School
	Sichuan University of Arts and Science	Arts
	Hunan Institute of Engineering TNE	Engineering
	Zhengzhou University of Aeronautics	Engineering
	Zhoukou Normal University	Arts
	Henan University of Urban Construction	Engineering
Iceland	University of Akureyri	Business Management
	Karunya University	Business Management
	Sanjay Ghodwat University	Engineering
India	Regional Institute of Management and Technology	Business Management
	Chandigarh Group of Colleges	Business Management
	VESIM Vivekanand Educational Society	Business Management
Japan	Kanda University of International Studies	Student Exchange
	Ferris University	Language School
	Chiba University of Commerce	Language School
	Nagoya University of Foreign Studies	Student Exchange
Kuwait	Kuwait College of Aviation	Engineering
USA	Lander University	Sports and Student Exchange

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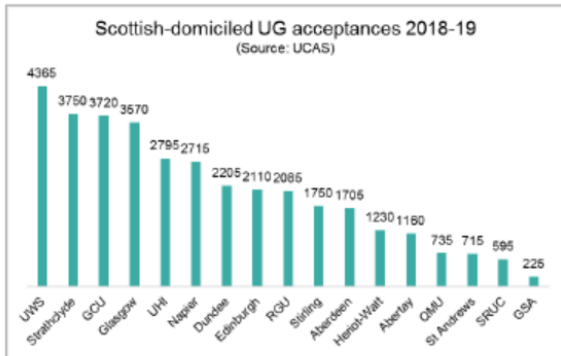
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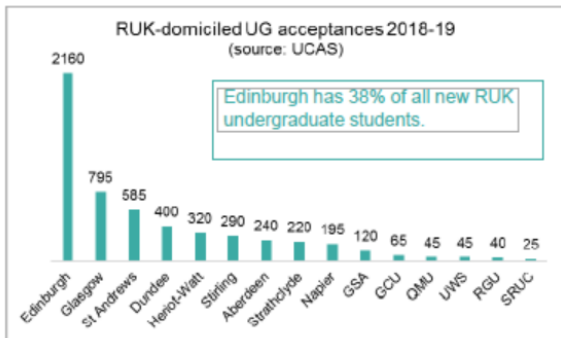
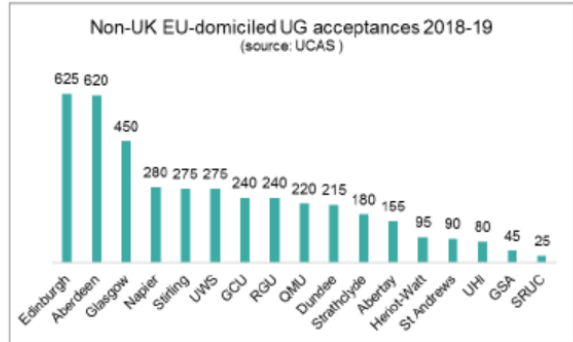
Appendix 2

Scottish sector: 2018 undergraduate acceptances

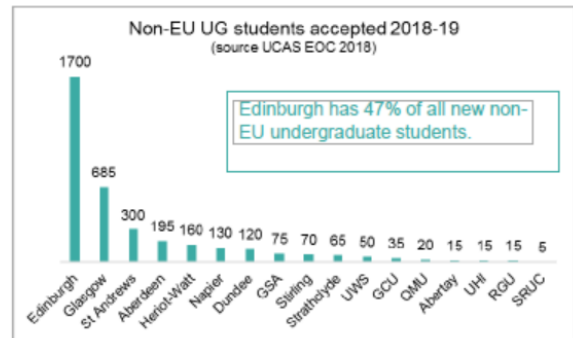
This data show UCAS undergraduate acceptances to Scottish universities for entry in academic year 2018-19. It is the most recent snapshot available.



SFC-funded students (Home and EU)
Modern universities = 30% of Scottish-domiciled acceptances



Non-SFC funded (RUK and non-EU)
Modern universities = 7% of acceptances from RUK
8% of the international non-EU students



Scottish sector: international (non-EU) taught postgraduate (PGT) students

Over half of the new PGT students from outwith the EU who came to Scotland in 2017-18 registered at the universities of Glasgow and Edinburgh. Only 14% went to the modern universities

39% of non-EU PGT students in Scotland are studying on a business programme.
36% of those non-EU business students are studying at the University of Glasgow.

NEW NON-EU PGT 2017-18	TOTAL	share
The University of Glasgow	3090	27%
The University of Edinburgh	2815	24%
The University of Strathclyde	1135	10%
The University of Aberdeen	730	6%
Heriot-Watt University	595	5%
The University of Stirling	510	4%
The University of Dundee	470	4%
Edinburgh Napier University	425	4%
The University of St Andrews	415	4%
The University of the West of Scotland	375	3%
Glasgow Caledonian University	370	3%
The Robert Gordon University	270	2%
Glasgow School of Art	195	2%
Queen Margaret University, Edinburgh	85	1%
Royal Conservatoire of Scotland	60	1%
University of Abertay Dundee	35	0%
University of the Highlands and Islands	20	0%
SRUC	0	0%
TOTAL	11595	100%

NEW NON-EU PGT 2017-18	TOTAL	share
(D) Business & administrative studies	4515	39%
(9) Engineering & technology	940	8%
(B) Social studies	885	8%
(I) Education	670	6%
(8) Computer science	590	5%
(3) Biological sciences	510	4%
(C) Law	490	4%
(2) Subjects allied to medicine	450	4%
(H) Creative arts & design	425	4%
(A) Architecture, building & planning	395	3%
(6) Physical sciences	350	3%
(G) Historical & philosophical studies	330	3%
(F) Languages	315	3%
(7) Mathematical sciences	270	2%
(1) Medicine & dentistry	165	1%
(E) Mass comms & doc	165	1%
(5) Agriculture & related subjects	125	1%
(4) Veterinary science	5	0%
(J) Combined	0	0%
TOTAL	11595	100%

This data show registered students at Scottish universities. Source: HESA. 2017-18 is the most recent data available.

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Appendix 3 – Perth College UHI International Strategy Summary

Mission Statement	To change lives through excellence in education, research and innovation, developing knowledge and skills and the experience to succeed.			
PC International Vision	To be an inspirational partner in international education, research and social transformation.			
Values	Ambition, Integrity, Respect.			
Strapline	Adding Value and Inspiration in Learning.			
Impact towards achievement of National Performance Framework Outcomes	<p>Our people:</p> <ul style="list-style-type: none"> • Are creative citizens where their vibrant and diverse cultures are expressed and enjoyed widely. • Have a globally competitive, entrepreneurial, inclusive and sustainable economy. • Are well educated, skilled and able to contribute to society. • Are open, connected and make a positive contribution internationally. 			
Strategic Aims	<p>To deliver high quality programmes that will generate mutually beneficial international partnerships leading to increased student recruitment and collaborative research opportunities.</p> <p>To internationalise the curriculum to broaden the education and cultural experiences of students and staff.</p> <p>To raise the international profile of University of the Highlands and Islands Perth Campus.</p>			
Strategic Themes	Financial Sustainability	Improved Student and Staff Experience	Quality Programmes, Partnerships, Recruitment and Research	Growing International Profile
KPI's	Revenue Yr 1 – £900k Yr 5 – £2.7m Margin Yr 1 – 30% Yr 5 – 40%	Student Satisfaction 95% Student Growth Yr 5 – 300% Student Attainment – 85% Student Retention – 90%	Retain Tier 4 License. New International Programmes(6). International Partnerships (30). Commercial Subsidiary. Introduce Franchising.	International Communications. Strategy. Chinese website. Social Media In-Market. Alumni Network.
Phase	Priority Countries/Markets			
1 2019/20	Established Markets	China Japan		Europe
2 2020/22	Growing/Emerging Markets	AST Partnerships US		India
3 2022/24	Other Target Markets	Malaysia		Thailand Brunei (Appendix H)

Currently, there are 20 Undergraduate Degree programmes and 3 Postgraduate Degree programmes being validated for international Tier 4 students at Perth College UHI. This does not include the network programmes in Art/Social Science/Humanities.

Perth College aims to promote different types of curriculums in different markets. The programme list below shows which Academic Partner the programme leader is based.

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Perth College will prioritise the Perth College-led programme in the international market.

- China – Engineering, Business and Leisure, Creative Industries.
- India – IT, Engineering, Business and Leisure, Creative Industries, MBA.
- Japan – Short-term studies and English language.
- USA – Business and Leisure, Science and Environment, Engineering, IT, MBA.
- Malaysia/Thailand – Focus on MBA and Engineering.

Postgraduate Programmes (3 programmes)

<input type="checkbox"/> Business Administration (Aviation) MBA	Programme leader is based in Perth. Tier 4 students can only study this programme at Perth.
<input type="checkbox"/> Business Administration (Executive) MBA	Programme leader is based in Perth. Tier 4 students can only study this programme at Perth.
<input type="checkbox"/> Music MMus	Programme leader is based in Perth. This programme is only delivered in Perth.

Undergraduate Programmes (20 programmes)

Business and Leisure (5 programmes)	
<input type="checkbox"/> Accounting and Finance BA (Hons)	Programme leader is based in Perth. Most face-to-face delivery takes place in Perth.
<input type="checkbox"/> Business and Management BA (Hons)	Programme leader is based in Inverness. Inverness is the lead partner and offers the most face-to-face delivery.
<input type="checkbox"/> Hospitality Management BA (Hons)	Programme leader is based in Perth. Most face-to-face delivery takes place in Perth.
<input type="checkbox"/> Outdoor Education and Learning BA (Hons)	Programme leader is based in Perth. Both Inverness and Perth offer the same proportion of face-to-face delivery.
<input type="checkbox"/> Sport and Fitness BSc (Hons)	Programme leader is based in Perth. There is face-to-face delivery in all academic partners.
IT (1 programme)	
<input type="checkbox"/> Computing BSc (Hons)	Programme leader is based in Moray. The third year of the programme involves wide-ranging delivery from partners. In the fourth year, there is an equal split between Moray and Perth.

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Science and Environment (4 programmes)	
<input type="checkbox"/> Archaeological Science BSc (Hons)	Programme leader is based in Orkney. Orkney is the lead partner and offers the most face-to-face delivery. This is the location that international students are recommended to attend.
<input type="checkbox"/> Archaeology and Environmental Studies BSc (Hons)	Programme leader is based in Orkney. Orkney is the lead partner and offers the most face-to-face delivery. This is the location that international students are recommended to attend.
<input type="checkbox"/> Bioscience BSc (Hons)	Programme leader is based in Perth.
<input type="checkbox"/> Environmental Science BSc (Hons)	Programme leader is based in North Highland College. Most face-to-face delivery takes place at Inverness.

Creative Industries (5 programmes)	
<input type="checkbox"/> Audio Engineering BSc (Hons)	Programme leader is based in Perth. This programme is only delivered in Perth.
<input type="checkbox"/> Contemporary Art and Contextualised Practice BA (Hons)	Programme leader is based in Perth. The programme is delivered at Perth and Inverness with shared lead partnership.
<input type="checkbox"/> Music Business BA (Hons)	Programme leader is based in Perth. This programme is only delivered in Perth.
<input type="checkbox"/> Popular Music BA (Hons)	Programme leader is based in Perth. This programme is only delivered in Perth.
<input type="checkbox"/> Visual Communication and Design BA (Hons)	Programme leader is based in Perth. Both Perth and Inverness deliver this programme on a face-to-face basis.

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Engineering (5 programmes)	
<input type="checkbox"/> Aircraft Engineering BEng (Hons)	Programme leader is based in Perth. This programme is only delivered in Perth.
<input type="checkbox"/> Aircraft Maintenance Engineering and Management BSc (Hons)	Programme leader is based in Perth. This programme is only delivered in Perth.
<input type="checkbox"/> Electrical and Electronic Engineering BEng (Hons)	Programme leader is based in Lews Castle. Delivery is split between the academic partners. The largest cohort for face-to-face delivery of year 3 is at North Highland with smaller cohorts at the other partners. Face-to-face delivery of year 4 is mainly at Perth, but with some delivery from Lews Castle.
<input type="checkbox"/> Energy Engineering BEng (Hons)	Programme leader is based in Lews Castle. Most face-to-face delivery takes place at Lews Castle.
<input type="checkbox"/> Mechanical Engineering BEng (Hons)	Programme leader is based in North Highland.

This list below shows the UHI Networked Degrees which international students can choose to study in Perth College through mixed methods including face-to-face delivery and VC.

Perth College can offer on-campus facilities for students to study these programmes but it would not be very good student experience internationally.

- Archaeological Studies MLitt
- Archaeology BA (Hons)
- Archaeology and Criminology BA (Hons)
- Archaeology and Sociology BA (Hons)
- Criminology and Theology BA (Hons)
- Culture, Heritage and Criminology BA (Hons)
- Culture, Heritage and Politics BA (Hons)
- Culture, Heritage and Sociology BA (Hons)
- History BA (Hons)
- History and Criminology BA (Hons)
- History and Politics BA (Hons)
- History and Sociology BA (Hons)
- Literature BA (Hons)
- Literature and Criminology BA (Hons)
- Literature and Politics BA (Hons)
- Literature and Sociology BA (Hons)
- Philosophy, Politics and Economics BA (Hons)
- Politics and Archaeology BA (Hons)

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- Politics and Criminology BA (Hons)
- Politics and Theology BA (Hons)
- Scottish History BA (Hons)
- Scottish History and Criminology BA (Hons)
- Scottish History and Politics BA (Hons)
- Scottish History and Sociology BA (Hons)
- Social Sciences BA (Hons)
- Sociology and Criminology BA (Hons)
- Sociology and Politics BA (Hons)
- Sociology and Theology BA (Hons)
- Theological Studies BA (Hons)

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