



THE UNIVERSITY *of* EDINBURGH
STRATEGIC PLAN 2012–2016

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“Edinburgh is a truly international university firmly rooted in Scotland, and an overarching theme for this Plan is to increase our global impact and our contribution to society.”

Professor Sir Timothy O'Shea
BSc, PhD, DUniv, LLD hc, FRSE
Principal and Vice-Chancellor, The University of Edinburgh



OUR VISION

To recruit and develop the world's most promising students and most outstanding staff and be a truly global university benefiting society as a whole.

OUR MISSION

The mission of our University is the creation, dissemination and curation of knowledge. As a world-leading centre of academic excellence we aim to:

- enhance our position as one of the world's leading research and teaching universities and to measure our performance against the highest international standards
- provide the highest quality learning and teaching environment for the greater wellbeing of our students and deliver an outstanding educational portfolio
- produce graduates fully equipped to achieve the highest personal and professional standards
- make a significant, sustainable and socially responsible contribution to Scotland, the UK and the world, promoting health, economic growth and cultural wellbeing.



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PRINCIPAL'S INTRODUCTION

The University of Edinburgh is in a strong and positive position and is making a significant contribution to the economic, social and cultural wellbeing of Scotland. We are reaping the rewards of significant investments in our estate and wider infrastructure, our graduates are highly sought after by employers, our diverse research continues to receive international acclaim, and we are sector-leading for knowledge exchange and innovation. Our recent mergers with Edinburgh College of Art, the Roslin Institute and the Medical Research Council's Human Genetics Unit are enabling us to build on our high international reputation and to diversify and strengthen our scientific and cultural contribution to society. These achievements, coupled with a strong financial performance, enable us to continue to invest to support our strategic aims and objectives.

With widening participation at the heart of our agenda, we will deliver an outstanding student experience. We are making substantial investments, including providing bursaries to more of our students than ever before. We are also continually developing our partnerships with local schools. We take great pride and pleasure in the many and varied achievements of our students through their studies and their extra-curricular activities, and beyond the University, especially via public service and altruistic activity.

The focus provided by our previous Strategic Plans has helped us to achieve the success we now enjoy, which is why our new Strategic Plan 2012–2016 is at the very core of our future aspirations. Our 2012–2016 Plan sets out how we see the University continuing to push boundaries and embrace opportunities. Delivering this Plan will require us to be ever more responsive to shifts in our operating environment and increasingly agile in our approach. Positioning ourselves at the forefront of future technology trends is critical if we are to meet the needs of our increasingly diverse population of staff and students and compete successfully with the very best in the world.

Edinburgh is a truly international university firmly rooted in Scotland, and an overarching theme for this Plan is to increase our global impact and our contribution to society. Our Global Academies are key for developing innovative solutions to the world's most challenging problems. Our priorities for delivery over the next four years are set out against this background and are shaped by our commitments to social and environmental responsibility, equality and inclusion, widening participation and good governance.



The choice of indicators and the aspirational targets in the Plan demonstrate our commitment to achieve our vision. The level of engagement and enthusiasm shown by our students, staff and members of the worldwide university community in developing this Plan gives us the confidence that together we will achieve our ambitions for the future.

Tim O'Shea

Professor Sir Timothy O'Shea BSc, PhD, DUniv, LL.D. hc, FRSE
Principal and Vice-Chancellor, The University of Edinburgh



REALISING OUR VISION

Our strategic goals are excellence in education, research and innovation. Our three enablers represent what we need to realise our goals. Our six strategic themes guide our approach to achieving these goals. Our commitment to our Strategic Plan is collective and democratic: the entire University is responsible for its delivery and achievement.

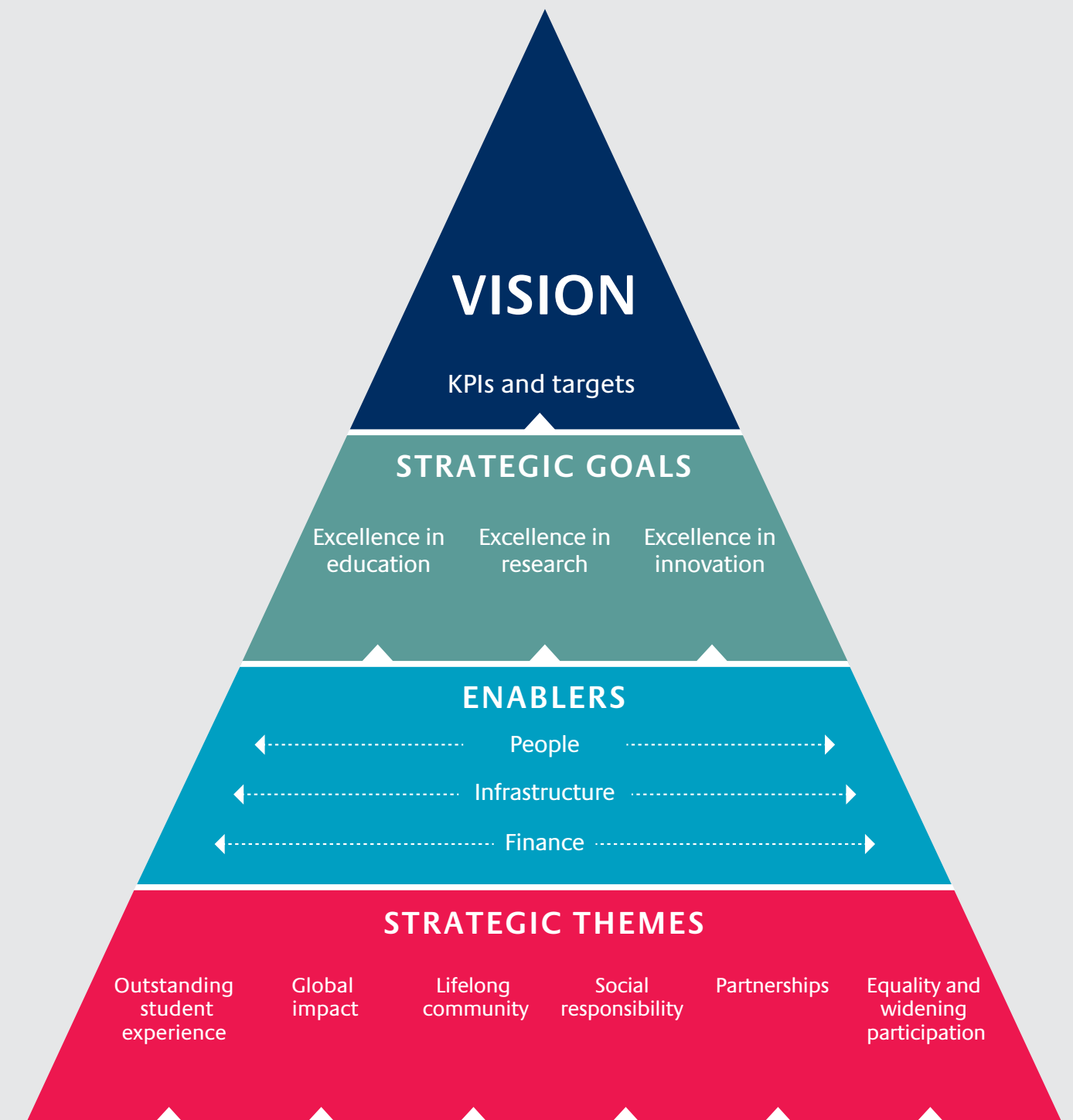
We monitor and report on progress against our KPIs and targets annually. We anticipate that, over time, the aims and objectives for each of the strategic goals will remain essentially the same, with the strategies, KPIs and targets being modified in response to changes in our operating environment.

Unless otherwise stated, the targets run for the life of the Strategic Plan.

Underpinning the University-level Strategic Plan are the complementary strategies and plans of our various business areas. These provide further detail on how the University will implement the strategies set out in this Plan.

For further information, please refer to the Governance and Strategic Planning website:

➔ www.ed.ac.uk/governance-strategic-planning



Our strategic goals are
excellence in education,
excellence in research and
excellence in innovation.

STRATEGIC GOAL

EXCELLENCE IN EDUCATION

This goal encompasses the quality, breadth and relevance of the learning and teaching of our undergraduate and taught postgraduate students. Related sections include our Outstanding student experience, Equality and widening participation, and Global impact strategic themes.



AIM

To stimulate in our students a lifelong thirst for knowledge and learning and to encourage a pioneering, innovative and independent attitude and an aspiration to achieve success within and beyond the University.

OBJECTIVES

To meet our aim we will:

- use our globally leading strengths in research to underpin and inform our teaching
- guide and support our students through University of Edinburgh degree programmes
- develop each student’s capacity to learn by enquiry, through the in-depth study they undertake, particularly at honours and postgraduate level
- foster a climate in which teaching is highly valued
- embed graduate attributes and employability in all our curricula, and equip our students to compete in the global marketplace
- facilitate flexible learner journeys.

STRATEGIES

We will achieve our objectives by:

- using our new Personal Tutor approach to guide each student’s academic plan and educational progress, supporting them to take ownership of their learning and development and to plan for their future career
- introducing further flexibility in study patterns, whilst maintaining the integrity and breadth of our curriculum, through articulations with strategic partner providers, direct entry to second year for undergraduates, and enabling students to pause their studies at appropriate points and then supporting their return
- motivating and preparing our students to gain an experience abroad as part of their degree, through vacation work or volunteering, or to undertake national or international work-based learning, recognising the benefits this brings to their educational, personal and career development
- enabling our undergraduate and taught postgraduate students to engage with cutting-edge research and the processes of discovery, knowledge generation and knowledge exchange
- working with employers, professional bodies, alumni and other stakeholders to ensure our degree programmes are responsive to need, producing graduates with socially and economically valuable attributes and expertise
- expanding and enhancing our distance education provision
- enabling our staff to embrace new technologies as part of enhancing the learning experience, and to deliver prompt and effective feedback.

“Edinburgh degree programmes are defined by outstanding subject expertise, varied approaches to learning, experiences abroad and on placement, co-curricular activity and the development of attributes and aspirations of value for future careers.”

KPI

- 1.0 Proportion of leavers achieving a successful outcome (degree, transfer or other award)

TARGETS

- 1.1 Increase student satisfaction with academic and pastoral support
- 1.2 Increase student satisfaction with the opportunities and support for developing their graduate attributes and employability

STRATEGIC GOAL

EXCELLENCE IN RESEARCH



This goal encompasses the breadth and quality of our research and includes postgraduate research students. Further detail on knowledge exchange, public engagement, global impact and collaboration is provided in the sections Excellence in innovation, Lifelong community, Global impact and Partnerships.

AIM

To foster a vibrant, successful and interactive research community that generates ideas and discoveries, creates new fields of knowledge and makes a difference to the societal, cultural, environmental, health and wealth development of Scottish, UK and global communities.

OBJECTIVES

To meet our aim we will:

- pioneer new and emerging areas of research across the boundaries of traditional disciplines
- provide leadership on, and make advances in solving, key global research challenges
- realise the full potential of the breadth and volume of our research base
- deliver excellence with impact
- generate a cohort of future research leaders.

STRATEGIES

We will achieve our objectives by:

- fostering new approaches to cross-disciplinary research, including encouraging outstanding global research collaborations
- shaping and securing strategic partnerships with research funders
- combining our proven research excellence with demonstrable economic, environmental, health and social impact
- driving increased high-impact knowledge exchange and public engagement
- maximising our competitive research funding success, with a new emphasis on large and cross-disciplinary proposals, including playing a leading role in all Research Councils UK Grand Challenge research programmes
- positioning ourselves to compete successfully for funding from Europe and beyond, including by influencing and engaging with EU priorities for Horizon 2020, professionalising our approach to securing EU funding, and supporting our staff to be successful consortium leaders
- generating scholarships and fellowships
- driving forward sustainable use of equipment, and efficiency in other research costs
- raising the profile of our research activity and expertise, both internally and globally.



KPI

2.0 Russell Group market share of research income (spend)

TARGETS

- 2.1 Increase our average number of PhD students per member of academic staff to at least 2.5
- 2.2 Increase our score (relative to the highest scoring institution) for the citations-based measure in the Times Higher Education (THE) World University Rankings to at least 94/100

STRATEGIC GOAL

EXCELLENCE IN INNOVATION

Our well-established routes for knowledge exchange include publications arising from research and the knowledge and skills our graduates take with them when they move into employment. These are addressed in our first two strategic goals. Further detail on the wider impact of our innovation and knowledge exchange activities is provided in the Lifelong community and Partnerships sections.



AIM

To ensure our knowledge, ideas, skills and expertise are transformed into advice and opinion, innovation, intellectual property, enterprise and wealth, thereby realising national and international objectives and enriching society.

OBJECTIVES

To meet our aim we will:

- stimulate innovation and seek out novel applications, benefiting the local economy and increasing our international profile
- identify the best means of turning ideas from students and staff into commercial reality
- consolidate our reputation as a partner of choice for commercialisation and as a UK leader in new company creation
- maximise financial and wider benefits arising from knowledge exchange and open practices
- increase our impact on culture, health and wellbeing.

STRATEGIES

We will achieve our objectives by:

- inspiring students and staff to acquire and use their entrepreneurial and management skills
- stimulating students and staff to engage with the public and relevant stakeholders in industry, policy and practice as part of their research, with a focus on impacts and identifying future research requirements
- fostering innovative staff exchange with industry, cultural institutions and public service providers
- efficiently identifying and capitalising on intellectual property, including through reinforcing the University of Edinburgh's proven model of locally embedding knowledge exchange professionals in academic areas and by extending pre-incubation, incubation and science park facilities
- engaging in a professional, ethical and coordinated way with both commercial and non-commercial partners
- influencing public policy debate, formulation and implementation into practice
- improving the supply of funding to our leading spin-out and start-up companies through our venture investment arm, Old College Capital, and through developing and maintaining close relationships with venture capital funds and business angel syndicates
- working with other Scottish universities to simplify engagement with industry, while maintaining our leadership in commercialisation
- extending our range of continuing personal and professional development programmes
- developing long-term, sustainable relationships of value with the small to medium-sized enterprise (SME) community, through a focused and proactive engagement policy
- supporting partner universities in developing regions of the world to translate research output into local benefit
- fostering links with the business and financial community to support innovation and our commercialisation activities
- employing open approaches and methods, including open scholarship, open access and open educational resources.



KPI

3.0 Knowledge exchange metrics: number of disclosures, patents, licences and new company formations

TARGETS

- 3.1 Achieve at least 200 public policy impacts per annum
- 3.2 Increase our economic impact, measured by Gross Value Added (GVA), by at least 8%



ENABLERS

The realisation of our strategic goals is enabled by exceptional people, high-quality infrastructure and financial sustainability.

ENABLER

PEOPLE

Our success in achieving our strategic goals depends on the outstanding performance and contribution of all of our staff. This enabler is related to the Equality and widening participation strategic theme.



AIM

To value, support, develop and utilise the full potential of our staff, working with each other across our community to make the University a stimulating and successful place to work.

OBJECTIVES

To meet our aim we will:

- attract, reward and retain the best people, accessing talent from around the world
- develop the knowledge, capabilities and skills of our people
- maintain a sustainable staffing profile which meets our evolving needs
- be inclusive, supportive and collegial in our approach, which is underpinned by principles of dignity and respect, equality and diversity, health, safety and wellbeing.

STRATEGIES

We will achieve our objectives by:

- promoting the attractiveness of the University as a globally significant institution, and supporting new staff to enable them to become effective
- rewarding excellence and success in a variety of ways
- motivating our staff to be part of our world-changing aspirations by clearly linking individuals' objectives to those of their School/support department and University through annual reviews
- investing strategically in our staff in order to inspire and equip them to deploy a range of skills to shape, influence and lead, and supporting professional and career development, planning and advancement
- fostering a culture of high aspiration and performance, drawing on excellent leadership, effective management and employee engagement
- promoting flexible interdisciplinary and team working, job exchanges and secondments, and a healthy work-life balance
- providing safe and accessible working environments
- fostering our ethos of collegiality, tolerance, compassion and strong ethics, through effective employee engagement and empowerment, transparency and excellent communications
- continuing to develop constructive partnership working and effective consultation/negotiation with our recognised trade unions.



KPI

- 4.0 Proportion of staff who have had an annual review within the previous year, incorporating the identification of objectives and development needs

TARGETS

- 4.1 Achieve the institutional Athena SWAN Silver award
- 4.2 Increase our number of international applications for academic posts

ENABLER

INFRASTRUCTURE

High-quality infrastructure is key to enabling us to achieve our strategic goals. Further detail on sustainability issues is provided in the Social responsibility strategic theme.

AIM

To provide a modern, efficient and stimulating working and learning environment to sustain world-class academic and support activities.

OBJECTIVES

To meet our aim we will:

- pursue consistency and continuity in quality and experience across all elements of our physical, information technology and library infrastructures
- challenge the scale and sustainability of our estate, whilst protecting our important assets, including iconic buildings which form a key part of our heritage
- optimise our use of space
- achieve greater integration of information technology infrastructure and major equipment procurement within our overall estate planning process
- ensure that we have the information we need to support learning, teaching, research and effective decision-making.

STRATEGIES

We will achieve our objectives by:

- adapting our infrastructure to meet the changing needs, approaches and working patterns of our diverse population of staff and students and the wider community we serve to best support our world-class academic activity
- demonstrating agility in our approach to planning and delivery of estates projects, pursuing consolidation and reconfiguration opportunities where required and critically challenging project briefs
- making strides to improve our use of space and deliver increased value for money, by demonstrably improving our learning and teaching estate utilisation via the delivery of the long-term aims of our Timetabling Policy, by reducing the extent of our dispersal across small buildings and by effectively communicating the importance of good space management
- putting in place information and communications technology with the power and resilience to provide easy access to resources, and to support individual and group study and working, both on-campus and mobile
- developing and maintaining our rich and varied assets in the University's libraries and collections, ensuring the widest access to them
- identifying future technological developments and positioning ourselves to rapidly and flexibly respond to these
- taking a systematic approach to acquiring, creating, capturing, storing, presenting and managing our information resources.

KPI

5.0 Total income per square metre of Gross Internal Area (GIA)

TARGETS

- 5.1 Increase the proportion of our building condition at grades A and B on a year-on-year basis, aiming for at least 90% by 2020
- 5.2 Increase student satisfaction with learning resources (library, information technology, study space and equipment) to at least 85%



ENABLER

FINANCE

Delivery of all the University's aims and objectives is dependent on our overall financial strength.

AIM

To maintain and enhance our overall financial strength in order to deliver our strategic goals and enhance the University's competitive position.

OBJECTIVES

To meet our aim we will:

- secure long-term viability
- ensure short- and medium-term viability
- ensure high standards of accountability, probity and financial control
- deliver best value in all our activities
- ensure good governance.

STRATEGIES

We will achieve our objectives by:

- prioritising and aligning our resources to our strategic priorities by actively monitoring the economic and funding environment and objectively appraising the short- and long-term financial implications of all major decisions
- periodically reviewing and updating our financial strategy and undertaking an annual assessment of our financial sustainability
- regularly updating our short- and long-term financial forecasts, and using these to guide decision-making
- growing and diversifying our income from a wide range of financially sustainable academic and commercial activities which generate surpluses for re-investment
- securing and managing our funds to support investment in our infrastructure and development of sustainable new activity
- keeping the balance between our recurrent and capital spend under review
- managing our costs and driving efficiencies in the delivery of all our activities, including through procurement
- maintaining a comprehensive and effective risk management, internal audit and assurance framework and carefully managing major financial risks to the University
- ensuring that our investment, treasury and loan strategies optimise the financial return to the University and provide maximum financial support to endowed activities
- ensuring our ethical investment policy remains fit for purpose
- coordinating with the Development Trust to deliver a new fundraising campaign and encourage increased philanthropic income
- further develop our governance framework to enhance decision-making and accountability.

KPI

6.0 Operating surplus as % of turnover (aim for 3%)

TARGETS

- 6.1 Increase our total income per staff full-time equivalent (FTE) year-on-year, aiming for an increase of at least 10% in real terms
- 6.2 Increase our Return on Capital Employed (ROCE)

“Our achievements, coupled with a strong financial performance, enable us to continue to invest to support our strategic aims and objectives.”



STRATEGIC THEMES

Our approach to the achievement of our strategic goals is shaped by our six strategic themes.

STRATEGIC THEME

OUTSTANDING STUDENT EXPERIENCE

This strategic theme builds on our Excellence in education strategic goal, covering some of the opportunities available to our students and the support we provide, which contribute towards our students’ outstanding experience.



AIM

To create the opportunities for our students to have an exceptional and distinctive experience which prepares them for life beyond their studies and which is the beginning of a positive lifelong relationship with the University.

OBJECTIVES

To meet our aim we will:

- combine our recognised teaching excellence with an outstanding student experience both on-campus and online
- revitalise our academic and pastoral support framework
- foster in our students and alumni a real sense of belonging to a community of learners
- take a cohesive, inclusive and individualised approach to enhancing our student experience that encompasses all subjects, all modes of learning, all student services, and all parts of our estate
- promote student health, wellbeing and safety
- equip our graduates with the expertise and graduate attributes they need to achieve their full potential within the global community.

STRATEGIES

We will achieve our objectives by:

- ensuring staff have the skills and knowledge to respond effectively to the range of our students’ circumstances, experience, expectations and aptitudes
- raising students’ awareness and take-up of curricular and co-curricular opportunities, such as studying abroad, learning a language or fulfilling student ambassador roles, and expanding provision of these opportunities
- working in partnership with EUSA, and in other ways, to develop student peer support
- promoting and recognising students’ participation in co- and extra-curricular activities which can contribute towards achievement of the Edinburgh Award, including student representation roles, work experience and helping with a peer-assisted learning scheme
- providing high-quality and well-placed learning and social spaces that support group and individual learning and form stimulating for the life of our academic community
- providing inclusive and extensive recreational and sports facilities and supporting our student societies and sports clubs
- taking action in response to internal and external student feedback
- brokering strategic partnerships between academics, industry, specialists and other institutions to enhance the development of graduate attributes in all students
- improving connectivity and liaison between Schools, Colleges and University-wide student support services, to better recognise and respond to the needs and expectations of our students, prospective students and graduates
- creating lifelong links with alumni, and between the University and the wider Edinburgh community, which are mutually beneficial and which bring richness to our student experience.

KPI

7.0 Proportion of graduates (undergraduate and postgraduate) in graduate-level employment or further study

TARGETS

- 7.1 Increase the level of overall satisfaction expressed in responses to the National Student Survey (NSS), Postgraduate Taught Experience Survey (PTES) and Postgraduate Research Experience Survey (PRES) to at least 88%
- 7.2 Increase the number of our students who have achieved the Edinburgh Award to at least 500
- 7.3 Create at least 800 new opportunities for our students to gain an international experience as part of their Edinburgh degree





STRATEGIC THEME

GLOBAL IMPACT

In this strategic theme, we highlight our approach to achieving global impact. This section complements our three strategic goals, but also links with our Lifelong community and Partnerships strategic themes.

AIM

To be global in our aspirations, impact and dimensions, to the benefit of the University community and society as a whole.

OBJECTIVES

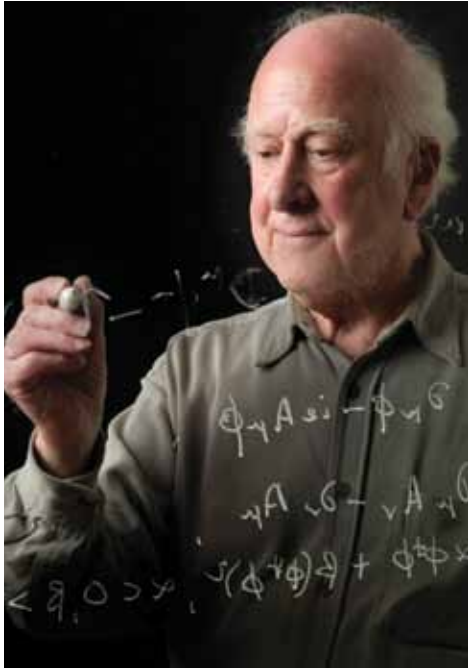
To meet our aim we will:

- expand our global outreach and capacity-building contributions
- build integrated responses to complex global issues
- promote global citizenship.

STRATEGIES

We will achieve our objectives by:

- incorporating internationalisation in all areas of University activity, including by developing a globally relevant curriculum, promoting global citizenship and collaborating on teaching, research and knowledge exchange with international partners
- promulgating the success of our Global Academies in creating innovative approaches to trans-disciplinary academic collaboration
- positioning ourselves at the forefront of understanding of trends in regions with the greatest pace of economic and social change, and using this knowledge to mitigate the risks and maximise the opportunities of working internationally
- developing the reach and strengths of our overseas offices
- advancing our support for our global alumni community and networks
- promoting and recognising the value of international mobility, cross-cultural understanding and multilingualism for all our students and staff
- expanding the availability, and optimising the impact, of our international scholarships
- supporting EUSA Global in improving international student induction, mentoring, mobility and representation.



KPI

- 8.0 Proportion of international students from beyond our five most well-represented countries

TARGETS

- 8.1 Increase our headcount of non-EU international students by at least 2,000
- 8.2 Increase our research grant income from EU and other overseas sources so that we enter the Russell Group upper quartile
- 8.3 Increase our number of masters students on programmes established through our Global Academies by at least 500

To make a positive intellectual, educational, economic, scientific and cultural contribution to society and to promote understanding of, and support for, the University and its work.

OBJECTIVES

To meet our aim we will:

- build on our Enlightenment principles to enhance public engagement with our work, influence policy-makers, and bring about change
- make our resources and expertise widely available
- be a responsible and influential neighbour, employer and adviser
- build an informed, engaged and supportive international community of alumni and associate friends, through a lifetime of contact
- have a valued cultural and sporting profile in Scotland and across the world.

STRATEGIES

We will achieve our objectives by:

- welcoming local residents and members of our wider community into our buildings to participate in lectures, conferences and wide-ranging festival, cultural and sporting events, to enjoy our galleries, collections and other facilities, and to take up lifelong learning opportunities
- engaging positively with local councils and other key partners over a range of issues, including strategic and local planning, transport and the relations between Edinburgh's student and permanent communities
- demonstrating our view that public engagement is a key element of our purpose, linked to research impact, by promoting, recognising and celebrating success in this area
- providing expert contributions to public debate and policy-making, and leading the engagement agenda in Scotland
- encouraging individuals and teams of staff and students to participate in sporting events and competitions and to undertake volunteering activities
- recognising the contribution of our former students, and increasing the extent and depth of the engagement of our alumni and associate friends in the current and future life of the University
- promoting the University of Edinburgh's achievements, both locally and globally.

KPI

9.0 Physical and virtual footfall

TARGET

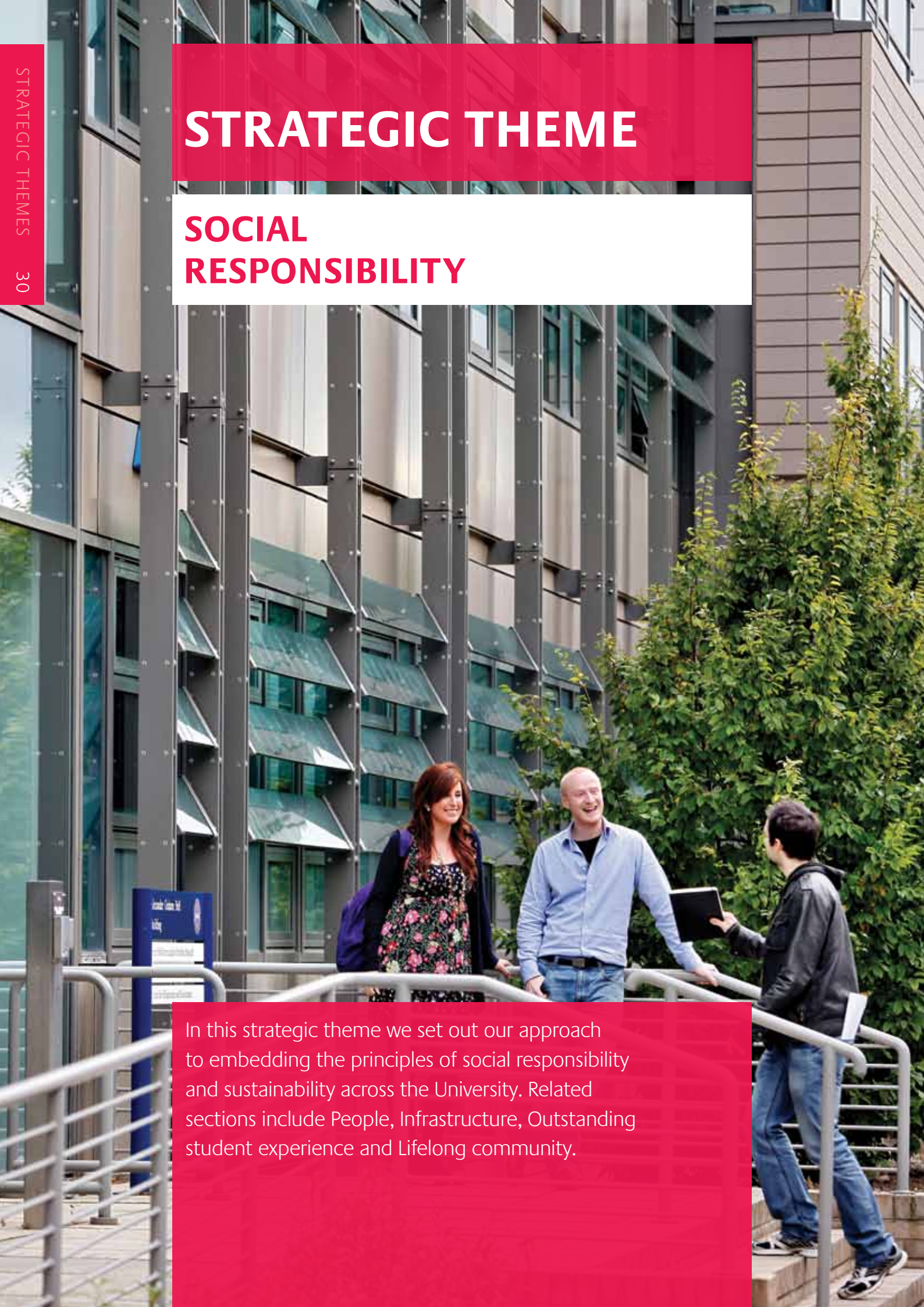
9.1 Increase the number of active alumni engagements with the University via the Alumni Services website, social media and e-newsletters



STRATEGIC THEME

LIFELONG COMMUNITY

This strategic theme sets the University's activities in the context of our wider community. External teaching and research collaborations and knowledge exchange are addressed in our strategic goals. Other related sections include Social responsibility and Global impact.



STRATEGIC THEME

SOCIAL RESPONSIBILITY

In this strategic theme we set out our approach to embedding the principles of social responsibility and sustainability across the University. Related sections include People, Infrastructure, Outstanding student experience and Lifelong community.

AIM

To create the conditions under which our students, staff and the wider community are inspired and supported to engage with and contribute to social responsibility and sustainability across the University and beyond.

OBJECTIVES

To meet our aim we will:

- minimise our environmental impact
- maximise our contribution to society
- have infrastructure which is developed and, where possible, operated to meet national and international environmental sustainability and social responsibility objectives
- exhibit high ethical standards
- balance our community's desire for around-the-clock access to responsive infrastructure against the impact on our costs and carbon footprint.

STRATEGIES

We will achieve our objectives by:

- embedding our commitment to social responsibility and sustainability in our curricula, policies, strategies and procedures
- motivating all members of the University community to become effective advocates who actively support best practice, innovation and leadership with regard to social responsibility and sustainability
- offering every student opportunities to study the broader aspects of current global challenges, social responsibility and sustainability, and to explore in depth how their chosen subjects relate to them
- demonstrating and reporting our main social, environmental and economic impacts
- recognising and sharing our current expertise, opportunities, activity and achievements relating to social responsibility, sustainability and the global challenges
- managing our physical infrastructure and the procurement of goods and services in ways that maximise efficiency and effectiveness while minimising social, environmental and other impacts
- applying sustainable development guidelines and adopting appropriate HE BREEAM (Building Research Establishment Environmental Assessment Method for buildings) standards for environmental performance
- improving our overall management of resources to reduce waste and maximise recycling
- facilitating sustainable and active travel between the different parts of our dispersed estate and promoting more sustainable modes of business travel
- in partnership with EUSA, consolidating our long-standing commitment to contribute to meeting the global poverty challenge through fair trade.



KPI

10.0 Carbon emissions per £ million turnover

TARGET

10.1 Reduce absolute CO₂ emissions by 29% by 2020, against a 2007 baseline (interim target of 20% savings by 2015)

PARTNERSHIPS

This strategic theme sets out our approach for attaining our strategic goals through the pursuit of strategic partnerships and collaborations.

To develop long-term productive partnerships and collaborations that augment the local and international standing of the University.

To meet our aim we will:

- position ourselves to create and seize partnership opportunities at the frontiers of new knowledge
- enhance our capacity and competitiveness
- generate mutually beneficial sustainable outcomes
- secure more efficient use of resources
- contribute to international and national priorities for teaching and research.

We will achieve our objectives by:

- developing, and deriving benefits from, local and international strategic partnerships and collaborations with other leading universities, the commercial sector and governmental and civil society organisations, which are built on excellence and driven by shared academic interest
- deepening our established relationships with research pooling partners, NHS Scotland, our associated institutions and other local institutions and businesses
- bringing an international research dimension to the Scottish Government and its constituent bodies
- hosting new, and developing existing, research centres and cutting-edge facilities of national and international significance
- deriving maximum benefit from external expertise and participation in national and international networks
- exploring opportunities to collaborate and share activities, services, systems and facilities internally, across institutional boundaries, and with commercial partners, where mutual benefits can be realised.

11.0 Number of our research publications which are internationally co-authored

11.1 Increase our number of PhD students on programmes jointly awarded with international partners by at least 50%



STRATEGIC THEME

EQUALITY AND WIDENING PARTICIPATION

In this strategic theme we set out our approach to embedding the principles of equality, inclusion and diversity throughout our community and our commitment to widening participation. This section is closely connected to our People enabler.



AIM

To create and maintain a diverse community of students and staff, thereby enriching the learning, working and social experience for all and demonstrating our commitment to social justice.

OBJECTIVES

To meet our aim we will:

- admit the very best students from a wide range of backgrounds
- embed equality, inclusion and diversity as fundamental principles throughout our community
- foster a culture which permits freedom of thought and expression within a framework of mutual respect
- strive to ensure that no student is deterred from entering the University by financial barriers
- enable students from under-represented groups to fully embrace their University experience, successfully complete their programme of study and expand their ambitions and employment opportunities.

STRATEGIES

We will achieve our objectives by:

- protecting and celebrating diversity as a defining element of the University of Edinburgh experience
- ensuring staff have appropriate training and information in equality areas to prevent discrimination, make reasonable adjustments and promote equality of opportunity
- ensuring staff and students with particular needs have access to appropriate facilities and support
- raising engagement and aspirations in individuals from under-represented groups, broadening the base of our applicant pool
- orientating prospective students to the challenges and opportunities of higher education and the University of Edinburgh experience, through our targeted outreach work and on-campus events
- developing flexible entry and exit routes for students
- taking context and individual circumstances into account when identifying students with the best potential to succeed, through our fair, clear and transparent admissions policy
- fully supporting our students in their learning and career planning, and in their living environment within the University, so that they achieve a good outcome from their studies and then progress successfully on to further study or high-quality employment
- providing, and raising awareness of, our access bursaries and making fundraising for bursaries and scholarships a high priority for philanthropic giving
- being at the forefront of the initiation, design and implementation of national widening participation projects and outcome measures.



KPI

12.0 Undergraduate entrants from under-represented groups

TARGETS

- 12.1 Converge on our participation benchmarks for under-represented groups
- 12.2 Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels, and reduce the gender pay gap for University staff

SUMMARY OF KPIs AND TARGETS

STRATEGIC GOALS

	KPIs	TARGETS
EXCELLENCE IN EDUCATION	1.0 Proportion of leavers achieving a successful outcome (degree, transfer or other award)	1.1 Increase student satisfaction with academic and pastoral support 1.2 Increase student satisfaction with the opportunities and support for developing their graduate attributes and employability
EXCELLENCE IN RESEARCH	2.0 Russell Group market share of research income (spend)	2.1 Increase our average number of PhD students per member of academic staff to at least 2.5 2.2 Increase our score (relative to the highest scoring institution) for the citations-based measure in the THE World University Rankings to at least 94/100
EXCELLENCE IN INNOVATION	3.0 Knowledge exchange metrics: number of disclosures, patents, licences and new company formations	3.1 Achieve at least 200 public policy impacts per annum 3.2 Increase our economic impact, measured by GVA, by at least 8%

ENABLERS

	KPIs	TARGETS
PEOPLE	4.0 Proportion of staff who have had an annual review within the previous year, incorporating the identification of objectives and development needs	4.1 Achieve the institutional Athena SWAN Silver award 4.2 Increase our number of international applications for academic posts
INFRASTRUCTURE	5.0 Total income per square metre of GIA	5.1 Increase the proportion of our building condition at grades A and B on a year-on-year basis, aiming for at least 90% by 2020 5.2 Increase student satisfaction with learning resources (library, IT resources, study space and equipment) to at least 85%
FINANCE	6.0 Operating surplus as % of turnover (aim for 3%)	6.1 Increase our total income per staff FTE year-on-year, aiming for an increase of at least 10% in real terms 6.2 Increase our ROCE

STRATEGIC THEMES

	KPIs	TARGETS
OUTSTANDING STUDENT EXPERIENCE	7.0 Proportion of graduates (undergraduate and postgraduate) in graduate-level employment or further study	7.1 Increase the level of overall satisfaction expressed in responses to the NSS, PTES and PRES student surveys to at least 88% 7.2 Increase the number of our students who have achieved the Edinburgh Award to at least 500 7.3 Create at least 800 new opportunities for our students to gain an international experience as part of their Edinburgh degree
GLOBAL IMPACT	8.0 Proportion of international students from beyond our five most well-represented countries	8.1 Increase our headcount of non-EU international students by at least 2,000 8.2 Increase our research grant income from EU and other overseas sources so that we enter the Russell Group upper quartile 8.3 Increase our number of masters students on programmes established through our Global Academies by at least 500
LIFELONG COMMUNITY	9.0 Physical and virtual footfall	9.1 Increase the number of active alumni engagements with the University via the Alumni Services website, social media and e-newsletters
SOCIAL RESPONSIBILITY	10.0 Carbon emissions per £ million turnover	10.1 Reduce absolute CO ₂ emissions by 29% by 2020, against a 2007 baseline (interim target of 20% savings by 2015)
PARTNERSHIPS	11.0 Number of our research publications which are internationally co-authored	11.1 Increase our number of PhD students on programmes jointly awarded with international partners by at least 50%
EQUALITY AND WIDENING PARTICIPATION	12.0 Undergraduate entrants from under-represented groups	12.1 Converge on our participation benchmarks for under-represented groups 12.2 Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels, and reduce the gender pay gap for University staff



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