

The University of Edinburgh
Strategic Plan 2008 – 2012

Contents

1	Our vision and our mission
2	Principal's introduction
3	Creating new fields of knowledge
4	Realising our vision
7	Strategic goals
8	Excellence in learning and teaching
10	Excellence in research
12	Excellence in commercialisation and knowledge exchange
15	Enablers
16	Quality people
18	Quality services
20	Quality infrastructure
23	Strategic themes
24	Enhancing our student experience
26	Advancing internationalisation
28	Engaging with our wider community
30	Promoting equality, diversity, sustainability and social responsibility
32	Building strategic partnerships and collaborations
34	Stimulating alumni relations and philanthropic giving
36	Summary of targets

Our vision

To shape the future by attracting and developing the world's most promising students and outstanding staff.

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 and economic and cultural wellbeing.

Principal's introduction



The University of Edinburgh is proud of its strong worldwide reputation. Our tradition for excellence in education and research, and our drive to disseminate the results of both to the wider world, remain at the heart of everything we do.

The Strategic Plan 2008–2012 follows on from the previous four-year Plan which underpinned the recent successes of the University. This new document aims to build upon those achievements. Inspired by the capabilities and aspirations of staff, students and supporters, it sets out a plan designed to challenge us. As higher education becomes ever more competitive, we compete vigorously at the highest level. This means setting and achieving ambitious targets across the board, from recruiting more of the best students worldwide to ensuring their experience here is second to none, from raising the bar on our outstanding record in commercialisation to taking ever more seriously our commitments as a socially responsible organisation.

This Plan introduces two new strategic themes which will be key to the University's continued success. The first of these outlines our determination to further enhance the quality of our student experience, not just as a provider of skilled and capable graduates, but as a provider of the support they need to develop as lifelong learners in the widest sense. The other relates to our desire to strengthen our ties with our alumni across the world. These individuals have a valuable role to play in our future, and we recognise that their commitment and leadership are important to the success of our largest ever fundraising campaign.

The overarching priority which pervades this document is further enhancing our global presence. We are a distinctly Scottish university based in Scotland's capital, but our reach and aspirations are international and it is in that context we must be measured. We operate on an international stage and this must be reflected in all areas of University life: from our students and staff to our collaborations that tackle problems transcending national boundaries, and in the important intellectual and societal contributions we make.

Professor Sir Timothy O'Shea BSc, PhD, FRSE

Creating new fields of knowledge

Our University, founded in 1583, is one of the great universities of the world. It was at the heart of the Enlightenment in the 18th century and today, through its research and teaching programmes, continues to address the critical issues facing our changing world. Part of its distinctive character is the ability to create new areas of knowledge.

The extraordinary level of creativity shown by our staff and students is evident, for example, in the naturalistic philosophy of David Hume; James Hutton's founding of modern geology; Charles Darwin's Theory of Evolution; James Clerk Maxwell's unified model of electromagnetism; Joseph Lister's development of antisepsis; Sir James Young Simpson's revolutionary work with anaesthesia; Sophia Jex-Blake's pioneering work in advancing medical education for women; Peter Higgs' prediction of new subatomic particles; and the first cloning of a mammal by Sir Ian Wilmut and his team.

“*There is a place that for 400 years has been celebrating the life of the mind. A place that has produced scholars, poets, politicians, dreamers, scientists, humanists. A place that has touched every corner of the world and beyond. A place that knew its direction 400 years ago and still does to this day. That place is the University of Edinburgh. Attracting the best talent from around the globe, addressing the key issues that challenge our world.*”

Tom Devine, Sir William Fraser Professor of Scottish History and Palaeography



This tradition of creating new knowledge continues apace from nanotechnology and the making of molecular machines, through regenerative medicine, informatics and artificial intelligence, and on to hosting the most powerful computer in the UK, HECToR.

“*It is a privilege to receive an honorary degree from the University of Edinburgh, which has such a distinguished record in medical and scientific research.*”

Bill Gates, Chairman, Microsoft Corporation

Our University is outward looking with a desire to contribute to society on a global scale. There are graduates of the University of Edinburgh in all parts of the world who regard our institution as having given them a life-changing experience. Our international impact has been further emphasised by the recent establishment of the Confucius Institute for Scotland, which will help develop Sino-Scottish business, cultural and academic links and offer extensive programmes of Chinese language training. Through our Centre for the Advanced Study of the Arab World, we are substantially enhancing UK capacity in Arabic and Arab studies.

“*The University of Edinburgh is a great example of how collaboration with industry can bring economic benefits to a region. Its commitment to research and innovation, and initiatives such as the University's business incubation centres, show how academia can promote and foster business enterprise.*”

António Horta-Osório, Chief Executive, Abbey

Realising our vision

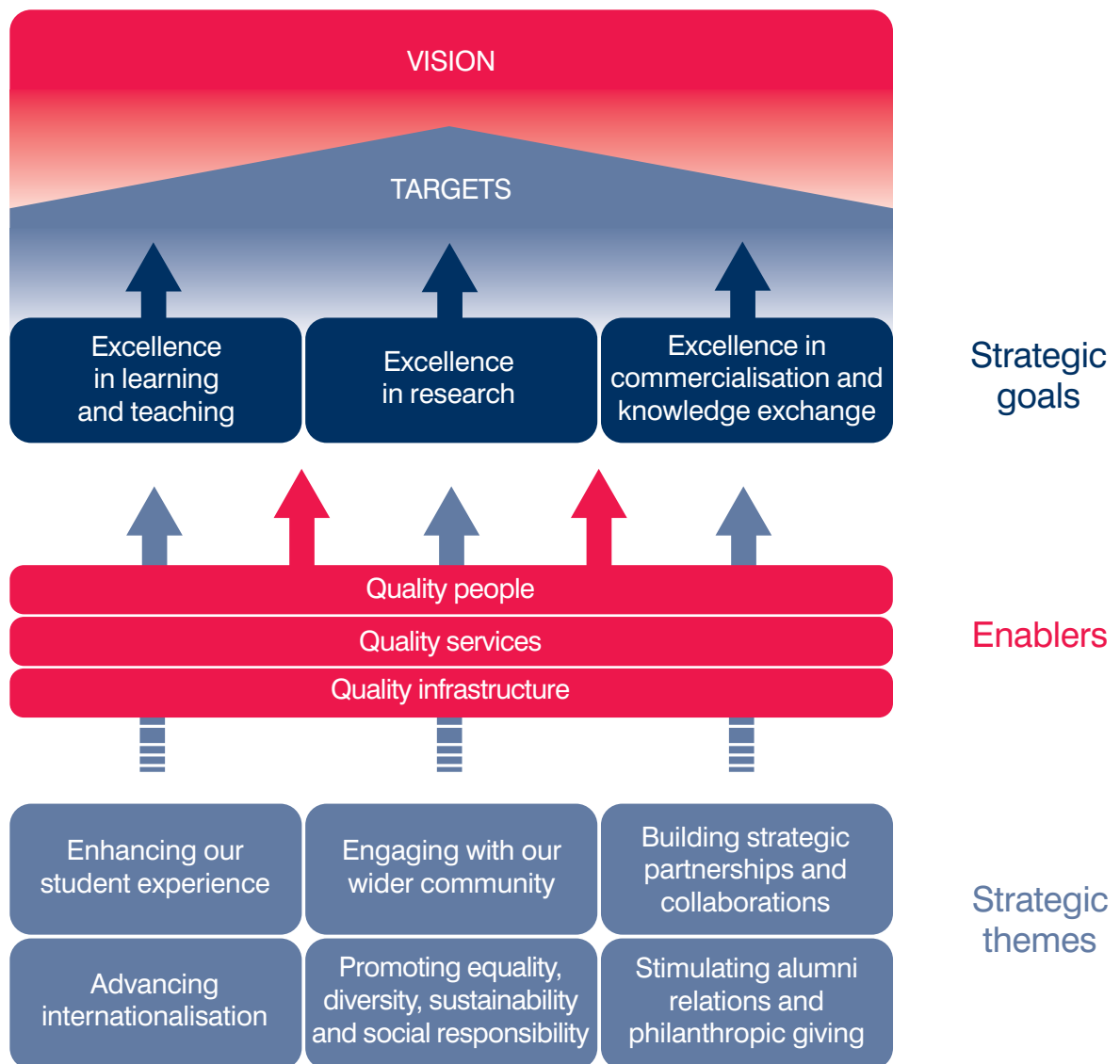
Our strategic goals of excellence in learning and teaching, research, and commercialisation and knowledge exchange embody our key business areas. Our three enablers represent what we need to deliver in order to achieve our strategic goals and our six strategic themes direct our approach to achieving these goals. Our commitment to our Strategic Plan is collective and democratic: the entire University is responsible for its delivery and achievement.

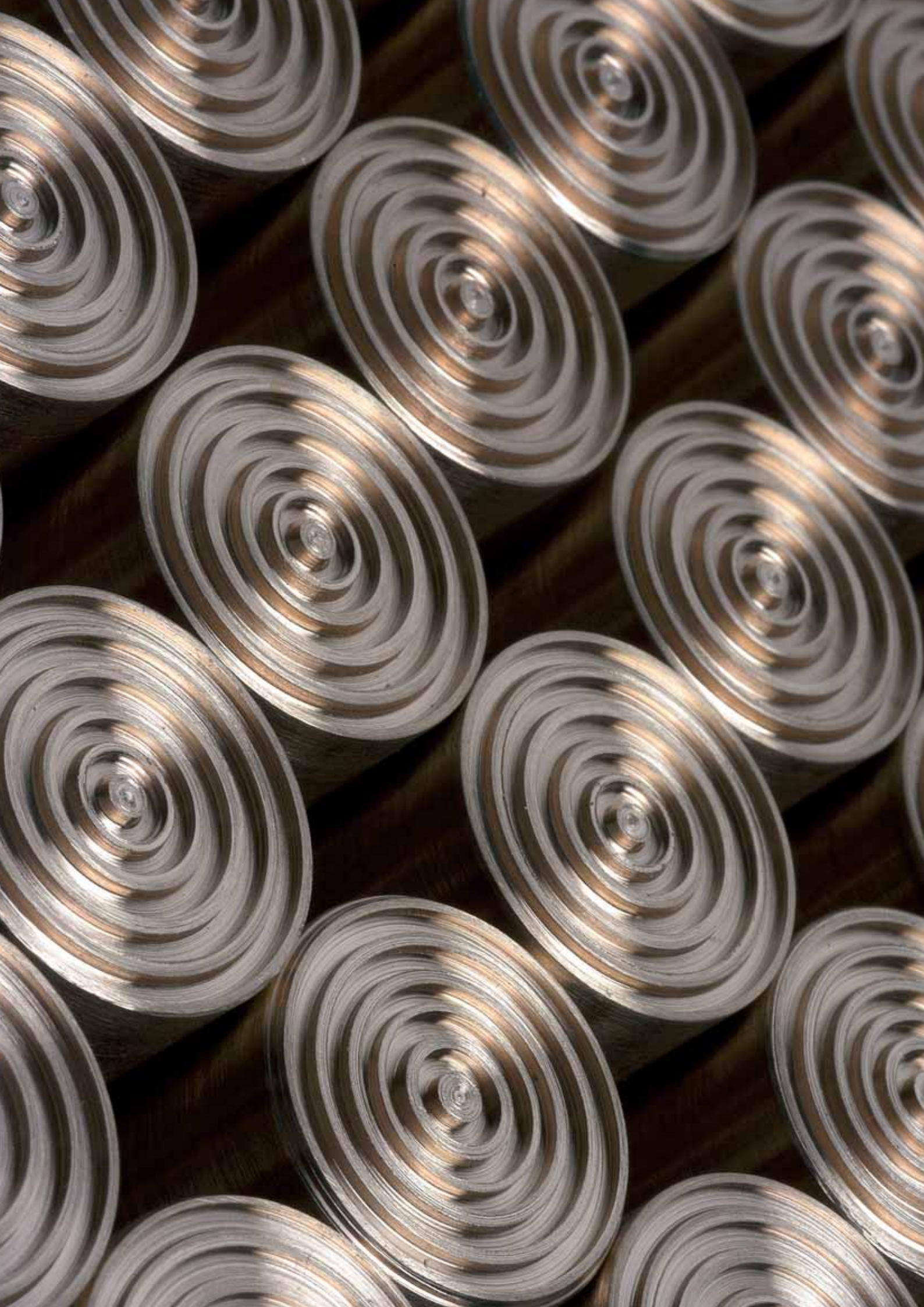
A continuous review of, and response to, changes in the operating environment are fundamental elements of good strategic planning. We monitor progress against our targets annually. Status reports are considered by our Central Management Group, Finance and General Purposes Committee and the University Court, and are submitted to the Scottish Further and Higher Education Funding Council for information. We anticipate that, over time, the aims and objectives for each of the strategic goals will remain essentially the same, with the strategies and targets being modified in response to changes in the external and internal environments.

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

www.planning.ed.ac.uk/strategicplanning





Strategic goals

Our strategic goals are excellence
in learning and teaching,
excellence in research, and
excellence in commercialisation
and knowledge exchange.

Strategic goal: Excellence in learning and teaching

This goal encompasses the quality, breadth and relevance of the learning and teaching of undergraduate and taught postgraduate students. Related sections include Enhancing our student experience, Promoting equality, diversity, sustainability and social responsibility and Advancing internationalisation.

Current position

The University of Edinburgh is one of the UK's largest and most comprehensive universities. The breadth of subjects we teach gives a distinctive flexibility to our educational provision. In 2007/08 there were more than 18,000 undergraduate students on more than 600 degree programmes across 25 broad academic subject areas, and more than 3,500 taught postgraduate students on 220 programmes. Applications for autumn 2007 entry to our undergraduate programmes numbered 45,000, the third highest received by any UK institution.



The Centre for Teaching, Learning & Assessment promotes excellence in learning and teaching through the professional development of our teaching staff, the support of innovation and the dissemination of good practice. We aim to ensure that leadership and achievement in teaching are recognised via our staff recruitment and reward policies.

Guided by the Vice-Principal for Learning and Teaching, we are committed to learning from, and responding to, student feedback. Recent findings of independent surveys, our own internal student surveys, and internal and external reviews of teaching quality indicate that assessment and feedback is an area in which we can, and will, improve.

Our e-learning activities enhance the educational experience of our campus-based students and we are expanding access to postgraduate and continuing professional development programmes by developing market-leading e-distance courses.

We continue to invest in cutting-edge learning and teaching spaces. Our recent innovations, including personal response systems and teaching studios, have received international recognition.

Objectives

In pursuing excellence in learning and teaching, we will:

- recognise and promote excellence in teaching
- enhance the student learning experience, prioritising improvements in assessment and feedback
- continue to enhance the quality of, and breadth and diversity in, our teaching provision
- use our strengths in research to underpin how and what we teach
- contribute to the development of a high-skill economy in support of key national priorities
- support our students in being proactive, independent and reflective learners



Aim

To be a leading international provider of postgraduate and undergraduate education that meets high academic standards and enables all who can benefit to reach their full potential.



- lead the development of e-learning to pioneer innovation in teaching and assessment methods

Strategies

Our strategies for achieving our objectives include:

- ensuring that staff involved in the delivery of learning and teaching continue to develop their professional capability
- responding to recommendations identified through quality enhancement activities
- working with employers, professional bodies and other stakeholders to ensure that our degree programmes are responsive to need
- ensuring our research feeds directly into the learning experience at all levels
- providing flexible and informed curriculum choice
- building collaborative learning into the curriculum, along with students' capacity to learn by enquiry and monitor learning by self-assessment
- providing more opportunities for students to study abroad or undertake professional or industrial placements
- working with relevant stakeholders to implement the use of transcripts for measuring and recording student achievement
- stimulating new and more flexible ways of learning, teaching and assessing through the use of new

technologies and the innovative design of teaching space

- expanding access to taught postgraduate and continuing professional development provision through e-learning

Targets

- increase the level of satisfaction expressed in the *Assessment and feedback* section of the National Student Survey and enter the upper quartile of institutions surveyed (1.1)
- by September 2009, simplify and standardise assessment procedures and regulations, using common processes except where departures from these are necessary for academic reasons (1.2)
- be one of the first of the Russell Group universities to implement the use of transcripts for measuring and recording student achievement (1.3)
- increase our headcount of taught postgraduate students by 50% (1.4)

We are committed to learning from, and responding to, student feedback.

Strategic goal: Excellence in research

This goal encompasses the breadth and quality of our research and includes postgraduate research students. Further detail on commercialisation of research, public engagement, and collaboration is provided in the sections Excellence in commercialisation and knowledge exchange, Engaging with our wider community and Building strategic partnerships and collaborations.

Current position

The University of Edinburgh is one of the world's leading research universities. We increased the volume of staff we submitted to RAE2008 by 23% compared with RAE2001 and included more than 90% of eligible staff. Since 2001, our postgraduate research student numbers have increased by 70% and our competitively awarded research income has more

than doubled to £180 million in 2006/07. For every £1 million of Scottish Funding Council Main Quality Research Grant awarded, we secured £4 million of competitive funding for research from other sources.

The recent formation of a number of collaborative centres such as the Centre for the Advanced Study of the Arab World, the Interdisciplinary Centre for Human and Avian Influenza Research, and the Easter Bush Research Consortium (EBRC) demonstrate our capacity for leadership at the forefront of new and emerging areas. Our Wellcome Trust Centre for Cell Biology continues to perform cutting-edge cell and molecular biological research and we have three highly rated MRC Centres: the Centre for Inflammation Research, the Scottish Centre for Regenerative Medicine, and the Centre for Cognitive Ageing and Cognitive Epidemiology. Each of our three Colleges is involved in at least one of these centres, clearly demonstrating that cross-college working and interdisciplinarity is a feature of our research.

Postgraduate students and early career researchers are valued members of our research community. We have a national reputation in transferable skills training and career development for postgraduate researchers and, through our Researcher Development Programme, we offer training and support for our research staff to assist in their professional and career development.

Objectives

In pursuing excellence in research, we will:

- maintain breadth in our research base
- pioneer new and emerging areas of research across the boundaries of traditional disciplines
- provide holistic solutions to important global challenges
- increase our research income





Aim

To build on our standing as one of the world's leading research-intensive institutions; to be a vibrant research community that stimulates new ideas and discoveries; and to contribute to the economic, social, cultural and environmental development of Scotland and the world.



Strategies

Our strategies for achieving our objectives include:

- recruiting and retaining excellent researchers
- supporting the professional and career development of staff engaged in research
- fostering new ideas and ways of working between researchers from different disciplines
- ensuring that our management and support structures enable us to be flexible and responsive to new opportunities and investment sources
- continuing to win competitive bids to host new research centres and major national facilities
- working together with major research funders and other external bodies internationally and in the UK
- developing opportunities in animal health research through the EBRC
- increasing numbers of postgraduate research students
- enhancing research postgraduate training and improving standards of supervision
- providing research postgraduates with transferable and generic skills training
- motivating and equipping undergraduates and taught postgraduates to enter research careers

Targets

- achieve year-on-year improvement in the quality and quantity of our research as measured by the Research Excellence Framework (2.1)
- increase our headcount of research postgraduate students at a greater rate than the Russell Group average (2.2)
- double the recorded number of skills training and development opportunities taken up by postgraduate research students (2.3)

“The recent formation of a number of collaborative centres demonstrates our capacity for leadership at the forefront of new and emerging areas.

Strategic goal: Excellence in commercialisation and knowledge exchange

Our well-established routes for knowledge exchange include publications arising from research and the knowledge and skills that 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 knowledge exchange activities is provided in the sections Engaging with our wider community and Building strategic partnerships and collaborations.

Current position

Our wide-ranging knowledge exchange activities encompass those that have an impact on culture, health, wellbeing and quality of life to those that create commercial value and inform policy.



One of our proven key strengths is finding commercial applications for our research. We have a comprehensive development strategy that helps ensure optimal growth for companies to be created and retained in the local area, including pre-incubation initiatives, incubators and science parks. Boosting these existing initiatives, we recently signed a landmark deal with the Braveheart Investment Group to raise £25 million for investment in University companies, allowing the pooling of resources and expertise to help with the commercialisation of companies and their technologies. An exciting example of recent spin-out success is the sale for £138 million of MTEM (Multi-Transient Electro-Magnetic) Ltd, the oil field technology firm founded by a team from our School of GeoSciences. From the profits of the sale of our equity in MTEM, we are investing £2.6 million in PhD scholarships and £1.5 million in endowed scholarships, establishing a Chair of Electromagnetic Geophysics, and supporting further commercialisation.

We are involved in wider aspects of knowledge exchange through our contributions to cultural and policy formulation activities. For example, the work of our Child and Adolescent Health Research Unit has advanced international thinking about health inequalities in adolescence and driven health policy and education programmes in countries around the world.

We provide continuing professional development and lifelong learning opportunities through programmes such as Open Studies. In 2006/07 we had more than 15,000 lifelong learning registrations and we generated £19.8 million from continuing professional development and consultancy activities.



Aim

To maximise the contribution of our knowledge, ideas, skills and expertise towards influencing and realising Scottish and UK government objectives while simultaneously benefiting society as a whole.



Objectives

In pursuing excellence in commercialisation and knowledge exchange, we will:

- embed a culture of commercialisation and enterprise
- exploit ideas for commercial application
- maximise financial and other benefits arising from exchanging knowledge
- increase the impact of our non-commercial knowledge exchange activities
- stimulate innovation and benefit the Scottish economy
- increase our international profile in these activities

Strategies

Our strategies for achieving our objectives include:

- efficiently identifying and capitalising on intellectual property
- participating in the commercial application of intellectual property emerging from the TMRC (Wyeth) partnership
- ensuring that commercialisation agreements provide for a reasonable financial return both to the University and to the inventors
- creating and extending pre-incubation, incubation and science park facilities through the Edinburgh

Pre-Incubation Scheme, the Edinburgh Technology Transfer Centre, the Edinburgh Technopole Science Park, the Informatics Forum and the Edinburgh BioQuarter

- launching the Spin-Out Equity Management Advisory Panel
- helping students develop entrepreneurial and management skills and secure start-up funding for companies
- working with Interface to encourage knowledge exchange links with industry, particularly small-and medium-sized enterprises
- extending the range of continuing professional and personal development programmes, and expanding the volume of student registrations on such programmes
- enhancing our contribution to public policy formulation

Target

- increase our economic impact by a higher percentage than our growth in income (3.1)

We have a strategy that helps ensure optimal growth for companies.



Enablers

The realisation of our strategic goals
is enabled by high-quality people,
services and physical infrastructure.

Enabler: Quality people

This enabler covers the University's human resources – engaging people's talents, achieving a sustainable staffing profile and developing our staff's knowledge and skills. These areas are related to the Promoting equality, diversity, sustainability and social responsibility section.

Current position

Success as a world-class institution depends on the outstanding performance and contribution of all of our staff. Staff represent our largest and most significant investment; in 2006/07 we had 7,400 staff and a total annual payroll of £268 million.

We aim to attract the best individuals and assist them in realising their full potential. We offer staff extensive support for their continuing professional development; in 2006/07 more than 5,000 staff took part in internal learning and development sessions.

We are seeking to attract more international staff and are looking at ways of enhancing our attractiveness to potential applicants. For example, we are working to develop a support network for international staff.



In 2006, in partnership with our recognised trade unions, we introduced a revised and modernised pay and reward framework in line with the national Framework Agreement. We completed an equal pay audit in 2007. We now have a more strategic remit for the Staff Committee of Court, which incorporates external members, providing the opportunity for debate based on knowledge and understanding of good practice across different sectors.

We foster leadership and management skills to ensure that we recognise and prepare for future challenges and to plan and implement change. Using funding from the Leadership Foundation for Higher Education, our leadership and management development programme in support of Heads of School and senior academics is now being extended to heads of major support services.

Effective internal communications are key to maintaining motivation and engagement. We offer a range of information sources to facilitate effective communication, raise awareness of current issues, and to ensure staff are involved in, and informed of, decisions affecting them.

Objectives

In striving for quality people we will:

- recruit, reward, develop and retain high-performing staff
- develop a strong international focus and awareness in all of our staff
- support and cultivate an ethos of high-quality leadership and management
- achieve a sustainable and diverse staffing profile which meets the University's needs
- embed a positive performance culture which encourages and recognises success
- support staff in ways that promote and sustain positive, productive and safe work environments



Aim

To equip staff to realise their full potential as direct contributors to the success of the University.

Strategies

Our strategies for achieving our objectives include:

- continuing to review and improve recruitment and retention strategies, systems and processes
- developing and implementing succession planning arrangements
- recognising and rewarding excellence through the effective use of our Contribution Reward policy and promotion process, and the development of a Total Reward Strategy
- establishing a culture of personal and professional development through appraisal and other development processes
- supporting the development of all staff in preparing for, holding or stepping down from, leadership and management roles
- promoting health, wellbeing and a positive working environment supported by good management practices and clearly defined roles and responsibilities
- improving ways of informing and involving staff in decisions and changes which affect them
- providing part-time posts to attract and support research postgraduate students

Targets

- achieve an 85% appraisal completion rate across all staff (4.1)
- increase the proportion of Schools achieving the Athena Swan Silver Award for the recruitment and promotion of women in science, to include at least one School in the College of Medicine & Veterinary Medicine and another three Schools in the College of Science & Engineering (4.2)
- ensure 90% of staff in leadership roles have participated in a leadership development programme or other related activities (4.3)
- increase the number of international applications for academic posts (4.4)

We aim to attract the best individuals and support them in realising their full potential.

Enabler: Quality services

Quality services provided centrally and locally to our internal and external customers help us to achieve our strategic goals.

Current position

Our quality services range from those provided directly to staff and students in support of learning, teaching, research and knowledge exchange to those that promote sustainability and ensure legislative and regulatory compliance. Such services are a key component in providing a supportive and effective learning and working environment for staff and students.



Our aim is to be fast, friendly and fair. We are continually looking for ways to improve services, whether through specific projects or incremental change. We adopt a twin approach, seeking to improve our 'people-orientated' services while maximising the use of electronic systems for transactional activities.

Recent examples of success include the Careers Service being awarded the Matrix Quality Standard for information, advice and guidance services. The introduction of e-Procurement services has led to improved accuracy and moving to an electronic expenses system has resulted in a significant reduction in payment turnaround time and reduced processing costs. We have improved the student matriculation process by delivering benefits such as a student services one-stop shop for new arrivals during Coming Up weekend.

The provision of services at both central and local levels ensures fitness for purpose and efficient and effective delivery. A particular challenge we face is one of coordination and avoidance of duplication, and of striking a balance between central corporate and devolved local needs and provision. A review of the balance and interactions between local and devolved services has been initiated.

Objectives

In pursuing quality services, we will:

- ensure that our services meet customers' needs and are fast, friendly and fair
- deliver services which are based on an objective analysis of institutional priorities and user needs
- promote professional development and responsible resource management
- facilitate and permeate a 'can-do' attitude and a customer-focused culture



Aim

To deliver efficient and timely services that are customer-focused and of world-class quality.

- utilise our professional expertise
- streamline and standardise processes wherever practicable

Strategies

Our strategies for achieving our objectives include:

- recognising and respecting the importance of the professional contributions made by staff providing support services
- enabling staff at all levels to take ownership of, and responsibility for, decisions relating to their service, and to deal with cross-cutting and cross-boundary issues
- locating services where they are most efficiently and effectively delivered
- planning major initiatives on a holistic basis
- striving to meet recognised industry and commercial standards
- investing in improvements which show a clear return on investment, for example by reduction in direct costs or reduced opportunity cost of staff time
- embedding the use of performance indicators



Targets

- complete the review of the balance and interaction between locally and centrally provided services, and consider and act upon its recommendations (5.1)
- increase the overall level of satisfaction expressed in the *Support services* section of the International Student Barometer survey and enter the upper quartile of institutions surveyed (5.2)
- deliver the EUCLID project in accordance with the agreed plan (5.3)
- offer a University website, encompassing all academic and support units, that is rated by key user groups as highly effective (5.4)

“Our services are a key component in providing a supportive and effective learning and working environment.”

Enabler: Quality infrastructure

Quality infrastructure is key to enabling us to achieve our strategic goals. Further detail on sustainability issues is provided in the Promoting equality, diversity, sustainability and social responsibility strategic theme.

Current position

Our estate includes new, historic, converted and listed buildings, each of which plays an important part in defining the character of our University. Our Estate Development Masterplans establish 10- to 15-year frameworks for the phased development and regeneration of the estate. The implementation of these plans, which began in 2005, provides opportunities for rationalisation, rejuvenation and increased academic and service synergies. Recent developments include the construction of the Informatics Forum and the new building for the Royal (Dick) School of Veterinary Studies at Easter Bush, the ongoing refurbishment of the former Medical School and the Joseph Black Building, the phased refurbishment of Appleton Tower, and the remodelling of the Centre for Sport and Exercise. We have approved investment of £270 million in major capital projects to be initiated over the next three years.

We have a continuing programme of maintenance and legislative compliance work aimed at ensuring that our

estate is modern and responsive to need, and which recognises the health, safety and welfare needs of staff, students and visitors. Our working relationships with the City of Edinburgh and Midlothian Councils, the Scottish Funding Council and Scottish Enterprise are positive, productive and greatly valued.

We have one of the largest university libraries in the UK, holding approximately 3.7 million physical items and about 20,000 journals and 500,000 e-books. We are investing £60 million in a phased redevelopment project to put our Main Library in George Square at the cutting edge of library services delivery. We are playing a leading role in knowledge management in the UK through the establishment of the Digital Curation Centre and by hosting the EDINA national data centre to deliver and develop online services for UK universities, research institutions and further education colleges.

We provide some of the most advanced academic computing facilities in Europe, including the £113 million High-End Computing Terascale Resources (HECToR) service that facilitates innovative and world-leading research. We perform a leadership role in the development of e-Science infrastructure through the National e-Science Centre and we host the UK's e-Science Institute. We are continuing to invest in standard and specialist laboratory equipment, and audiovisual, multimedia, digital and other equipment to ensure our facilities are modern and well maintained.

Objectives

In pursuing quality infrastructure, we will:

- provide and enhance an estate capable of supporting world-class academic activity and meeting our business needs
- manage the use of space effectively
- ensure business continuity as estates programmes are progressed
- be responsive to technological, legal and regulatory change





Aim

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

- ensure that our equipment and IT infrastructure is modern, well maintained and put to best use
- acquire, create, preserve and curate information to support learning, teaching, research and management
- have the resource capability to invest in our infrastructure in sustainable ways

Strategies

Our strategies for achieving our objectives include:

- developing and regenerating our estate through the implementation of our Estate Development Masterplans
- promoting a culture of space awareness and flexible approaches to the use of space across the University
- providing excellent project management and appropriate cost control for capital development projects
- identifying and planning for major risks and business continuity across all areas of infrastructure
- continuing our maintenance and compliance work programme
- ensuring that we have an agreed rolling programme of equipment and IT hardware replacement
- continuing to develop a systematic approach to the acquisition, creation, capture, storage, presentation



- and management of information resources
- finding new ways to share space, facilities, services and expertise within the sector and with other organisations
- generating surpluses for reinvestment
- securing investment from external sponsors

Targets

- increase income per square metre on a year-on-year basis (6.1)
- undertake a review of the University's academic timetable and teaching space utilisation with a view to implementing change as appropriate from 2010/11 (6.2)
- increase overall building performance (condition and functional suitability), achieving 90% acceptable standard in two of our three core academic zones and 60% for the Central Area (within the constraints of historic buildings) (6.3)

We provide some of the most advanced academic computing facilities in Europe.



Strategic themes

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

Strategic theme: Enhancing our student experience

This strategic theme builds on our Excellence in learning and teaching strategic goal, covering skills and employability as well as some less tangible elements of the student experience.

Current position

Higher education is more than lectures, exams and qualifications; it is an experience and a responsibility. It helps create rounded citizens, with flexible skills and attributes, able to contribute to a global economy and to vibrant, caring and cultured democratic societies. Our teaching, support services and student union activities reflect our aim of providing positive experiences and opportunities for our students.

We constantly strive to improve the quality of our student experience and are currently carrying out a review of academic and pastoral support to students, focusing on the many and varied support services offered. We are particularly addressing the location and visibility of our support services and the creation of well-designed and well-located learning and communal spaces responsive to technological advances and changes in expectations and learning modes.



One of our great strengths is our student union, the Edinburgh University Students' Association (EUSA), and the quality of our partnership with it. EUSA plays a vital role in meeting our aim of providing a rounded educational experience by representing the voice of students and by offering invaluable support and advice services, social facilities, entertainment and more than 200 student societies. Our sporting facilities and services attracted the top five-star rating from the *Times Good University Guide 2007* and our Sports Union encourages participation at all levels, supporting 65 different sports clubs and an extensive intramural programme.

In order to continue to attract and support the very best students from around the world, regardless of financial circumstances, we offer a large number of bursary, scholarship and hardship awards. In 2007/08 we supported more than 1,600 students and awarded close to £3.5 million.

We aim to enable our students and recent graduates to make informed career decisions in order to progress towards high personal and professional achievement and a fulfilling future. In addition to the transferable skills developed within our degree programmes, our Careers Service delivers a range of career development opportunities and assists students in building up work experience. We are making use of Scottish Funding Council employability funding to develop and implement an undergraduate employability strategy, building on existing successful initiatives.

Objectives

In enhancing our student experience, we will:

- provide accessible, user-friendly and well-publicised academic and personal support and guidance
- improve administrative processes for student services so that they continue to respond to student needs



Aim

To provide our students with a distinctive, high-quality University of Edinburgh experience which exceeds their expectations.

- provide more inclusive and extensive social, recreational and sports facilities
- equip students with the skills, experience and attitudes to be able to thrive, contribute and achieve their potential within the global community
- promote student health, wellbeing and safety
- foster a sense of community within the student body and with staff

Strategies

Our strategies for achieving our objectives include:

- facilitating the transition to university by being responsive to the range of students' circumstances, experience, expectations and aptitudes
- improving the quality of student induction and departure events
- ensuring that information provided to students is comprehensive, accessible, consistent and user friendly
- providing coordinated student services that recognise the needs and expectations of students, prospective students and graduates
- providing good-quality and well-placed learning and social spaces that support group and individual learning and form stimulating foci for the life of the academic community
- strengthening collaboration between academic and student services and EUSA
- preparing a sustainable estate strategy for EUSA to underpin delivery, over time, of the facilities required to support EUSA services
- supporting our student societies and sports clubs
- standardising analysis of, and action taken in response to, internal and external student feedback
- ensuring that our graduates are self-confident and possess economically valuable capabilities, expertise and skills
- brokering partnerships between specialists and academics to enhance the delivery of transferable skills to all students

Targets

- increase the level of satisfaction expressed in the *Overall satisfaction* question from the National Student Survey and enter the upper quartile of institutions surveyed (7.1)
- ensure that all our teaching programmes, undergraduate and postgraduate, incorporate comprehensive development of the skills and attributes that graduates need (7.2)

Strategic theme: Advancing internationalisation

In this strategic theme, we set the University's business in its international context, complementing the Engaging with our wider community section.

Current position

The University of Edinburgh is Scotland's 'international flagship university'. We are currently placed in the top 30 in global university rankings and we aim to ensure that all of our activities are set in an international context. In 2007/08 we attracted 6,300 international students. Overall, 25% of our student population and 20% of our academic colleagues are from more than 130 non-UK countries around the world.

We engage in Universitas 21, League of European Research Universities (LERU) and Coimbra Group activities, and continue to work within the Bologna Agreement in order to promote internationalisation,



academic collaboration, excellence in learning and research and service to society. We work in partnership with approximately 40 European institutions to facilitate teaching visits for our academic staff and we offer numerous collaborative programmes with institutions such as the University of Sydney, University of Trento, Universität Aachen and l'Université de la Sorbonne Nouvelle – Paris III.

We participate in a number of international research collaborations and are looking to establish further strategic alliances with leading institutions worldwide. We have extended our links with academic institutions such as Peking University and the Beijing Film Academy in fields as diverse as e-Science, engineering, life and medical sciences, arts and culture.

We continually work to ensure that the services and facilities provided for international students cater to their growing number, unique needs and expectations, and help make their experience at Edinburgh positive and fulfilling. We offer services such as professional immigration and visa advice, information and social events, a welcome service at Edinburgh Airport and a hospitality scheme enabling international students to be linked with local families.

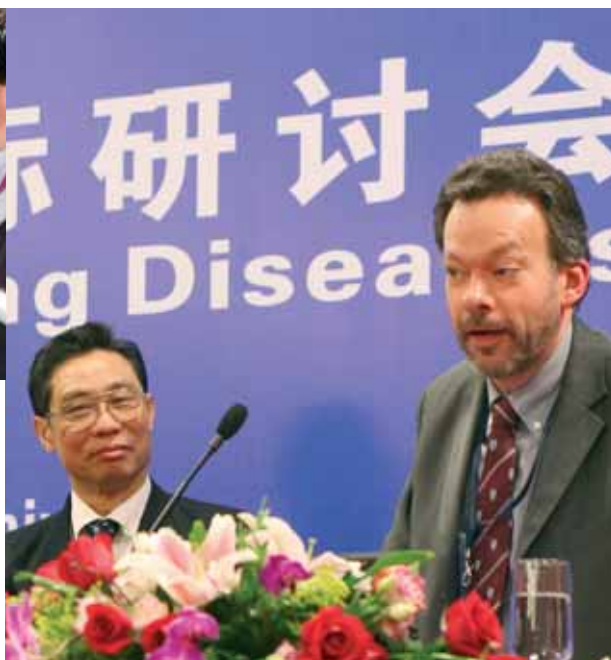
In partnership with approximately 200 institutions worldwide, we participate in exchange schemes that offer students a challenging and exciting educational experience, providing them with new perspectives on their chosen subject area and an understanding of different cultures. In 2007/08 we welcomed 530 exchange students, while more than 430 Edinburgh students went overseas on study exchanges.

A University-wide International Strategy is currently being developed to ensure that our international activities are fully engaged with the values, aims and principles set out in this Strategic Plan.



Aim

To become a place of first choice in the minds of the world for learning, research and knowledge exchange.



Objectives

The full range of objectives, supporting strategies and associated targets will be set out in our new International Strategy to be published by the end of 2008. This will cover a wide range of activities designed to advance internationalisation, including objectives to:

- further raise the University's international profile and reputation
- promote cultural and knowledge exchange between Scotland and the rest of the world
- create an enriched environment for the University community, contributing to the formation and advancement of global citizens

Strategies

The International Strategy will include:

- encouraging international collaboration in education, research and knowledge exchange
- promoting internationally the strengths of the University and the achievements of our staff and students
- engaging more deeply in strategic alliances and networks with other world-leading institutions
- optimising our engagement in European research through the European Framework Programme

- continuing to attract more, and a diverse range of, international students and staff
- providing tailored support to, and actively seeking feedback from, our international students
- promoting student exchanges with overseas institutions
- creating opportunities for our international students to engage fully with the wider student community

Targets

Targets will be reviewed following publication of the University's International Strategy. These include to:

- increase our headcount of non-EU international students by a minimum of 1,000 (8.1)
- increase the proportion of our students attending another international institution by 50% (8.2)
- increase the value of our research grant income from EU and other overseas sources so that we remain above the median of the Russell Group (8.3)

We are in the top 30 in global rankings and aim to ensure that all of our activities are set in an international context.

Strategic theme: Engaging with our wider community

This strategic theme sets the University's activities in a more local context. External teaching and research collaborations and knowledge exchange are addressed in our strategic goals. Other related sections include Promoting equality, diversity, sustainability and social responsibility and Advancing internationalisation.

Current position

The University has a strong sense of its responsibility to the wider community. Led by the Vice-Principal for Research Training and Community Relations, we seek to play a full and active role in Edinburgh, Scotland and beyond. Our activities range from working with local schools to hosting keynote public lectures by major world figures; from the provision of personal learning and development opportunities to professional qualifications; and from concerts and exhibitions to publicly available sport and leisure facilities.

Part of our commitment to the community is responsible engagement with schools and colleges. Since 2005, the staff and students of our Music in the Community MSc

programme have collaborated with the Royal Botanic Gardens, Perth Concert Hall and Edinburgh City Council, enabling more than 300 primary school students to participate in creating and performing musical productions. Our Educated Pass programme works with local colleges and youth football clubs to raise aspirations and to help unlock the education and sporting potential of boys aged 13-16.

We make direct contributions to the programmes of the Edinburgh International Festival, Book Festival and Science Festival, the Edinburgh Festival Fringe and the Edinburgh Lectures. There were more than 650,000 attendees at festival events in our buildings in 2007.

Our Special Collections are rich and varied and many are publicly accessible. We are taking a lead in digitising texts and objects to make them more widely available. We regularly host visits to our musical museums which house world-class collections of historical musical instruments. Our Talbot Rice Gallery has an active outreach and community programme and hosts six exhibitions annually. Our work promoting public understanding of research will be enhanced during this planning period following our success in being chosen as one of the six Research Councils UK Beacons for Public Engagement.

We have strong connections with the NHS, both locally and nationally, and make direct contributions to the work of the Scottish, UK and EU parliaments, the Scottish Government and the City of Edinburgh Council.

Objectives

In engaging with our wider community, we will:

- play a leading role in enhancing public understanding of educational, scientific and cultural developments
- influence policy makers





Aim

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.



- make our resources and expertise widely available
- continue to collaborate and interact with individuals and organisations outside the University
- develop mutually beneficial strategic partnerships with private sector corporations
- promote awareness of, and support for, the University

Strategies

Our strategies for achieving our objectives include:

- increasing and embedding the public engagement work undertaken by staff through the activities of the Edinburgh Beltane Beacon programme
- providing expert contributions to public debate, and briefing MSPs, ministers, officials and the media on policy issues
- developing and expanding innovative initiatives to encourage pupils in our local schools to consider the University of Edinburgh as their institution of choice
- providing public access to concerts, libraries, museums, lectures, galleries and collections, sports facilities and University buildings, and continuing to play a major role in Edinburgh's festivals
- supporting the involvement of University teams and individuals in major sporting events and competitions
- interacting with key city partners over issues including planning, procurement, transport and relations between the student and resident communities
- developing new, and strengthening existing, relationships with key strategic partners in both the public and private sectors, including Scottish Enterprise, NHSScotland and small and medium-sized enterprises
- implementing our Community Relations Strategy
- promoting the University's achievements, emphasising national and international media in our communications activity
- fostering recognition through improved physical branding and signage, publications, our website and recruitment and advertising strategies

Targets

- bid successfully for at least one major international and one major domestic sporting event per year, and one training camp for the 2012 Olympic Games (9.1)
- meet the Edinburgh Beltane Beacon programme target of seconding nine Public Engagement Fellows over three years (9.2)

Strategic theme: Promoting equality, diversity, sustainability and social responsibility

In this strategic theme we set out our approach to widening participation, ensuring equality of opportunity and our application of the principles of sustainability and social responsibility. Related sections include Quality people, Quality infrastructure and Engaging with our wider community.

Current position

We are committed to widening participation, increasing diversity and providing equality of opportunity for all prospective and current students and staff. As a socially responsible organisation, we take pride in our efforts to ensure that social and environmental concerns influence our decision making and effective operation.

The Vice-Principal for Equality and Diversity and the Equality and Diversity Manager are supported by a network of equality and diversity coordinators. Their role is to ensure consistent approaches to equality and diversity throughout the University.

A particular challenge we face is encouraging more prospective students from under-represented groups to take advantage of the opportunities we offer. Our current initiatives range from Pathways to the Professions and the longstanding Lothians Equal

Access Programme for Schools (LEAPS) to new outreach programmes such as High Flyers and Educated Pass. In 2006/07 these initiatives involved more than 13,000 prospective students from across Scotland. More than £10 million has been raised to support the provision of access bursaries as we strive to ensure that no student is deterred from entering the University by financial barriers.

We are committed to achieving continued reduction of our environmental impact and we are proud of our successes to date. Use of renewable energy systems has resulted in a decrease in externally purchased energy and our investment in Combined Heat and Power engines generates savings of £1 million per year. Three of our sustainability projects were shortlisted for 2007/08 Green Gown awards and the recently completed Informatics Forum achieved a BREEAM Excellent rating, reflecting the environmentally sustainable design and construction of the building. We encourage sustainable travel through numerous initiatives such as the provision of shuttle buses, pool cars and improved cycling facilities.

Our Students' Association was named as one of the UK's most environmentally friendly student unions by NUS Services Ltd. Over the past four years, students and staff have ensured the attainment and retention of Fairtrade University accreditation.



Objectives

In promoting equality, diversity, sustainability and social responsibility, we will:

- incorporate equality, diversity, sustainability and social responsibility perspectives into all our activities
- increase the proportion of students from



Aim

To embed equality, diversity, sustainability and social responsibility as fundamental principles, and assist all staff and students to realise their full potential.

- under-represented groups admitted to, and successfully completing, a programme of study
- make the University an employer of choice for people from all backgrounds and one which recognises and respects diversity as a positive feature of the workplace
- increase the long-term social and environmental sustainability of our activities
- comply with and, where possible, exceed the requirements of relevant legislation

Strategies

Our strategies for achieving our objectives include:

- finding new ways of identifying prospective students with the best potential to succeed
- ensuring that our student admissions policy and procedure is fair, clear and transparent
- providing and promoting awareness of scholarships and bursaries
- ensuring that students and staff with particular needs have access to appropriate facilities and support services
- providing staff with training and information to help prevent discrimination, promote equality of opportunity and respond to internationally diverse needs and expectations



- exploiting our strengths in environmental and sustainability research to influence policy formulation and implementation
- increasing levels of awareness of sustainability and environmental issues
- encouraging the themes of sustainability and social responsibility in programme and course development and delivery
- supporting responsible ethical behaviour in relation to procurement practices
- managing our estate to maximise biodiversity without compromising core activities
- implementing an integrated travel policy with a growing focus on business travel
- working with local councils and other partners to deliver improved public transport links and fair trade opportunities

Targets

- converge on our participation benchmarks for under-represented groups (10.1)
- increase the proportion of female academic staff appointed and promoted to the lecturer, senior lecturer, reader and professor levels (10.2)
- reduce absolute CO₂ emissions by 40%, against a 1990 baseline (10.3)

Strategic theme: Building strategic partnerships and collaborations

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

Current position

We are continuing to develop collaborative teaching provision with other Scottish, UK and international institutions such as the University of Sydney, University of Trento, Universität Aachen, St Andrews University and Edinburgh College of Art. We are also working in partnership with private companies to deliver tailored executive programmes.

We take a leading role in Scottish research pooling initiatives across a wide range of subjects, including Chemistry, Physics, Mathematics, Engineering, Life Sciences, Geosciences and Economics. These partnerships bring together researchers from different institutions, enabling coordinated research, inter-institutional management and the shared promotion and pursuit of research excellence.

Our partnership with the Roslin Institute, renowned for its work in transgenics and animal sciences, has led to the creation of the Roslin Institute of the University of Edinburgh, which has secured more than £40 million of research funding over five years from the Biotechnology and Biological Sciences Research

Council. In addition, the Easter Bush Research Consortium (EBRC) brings together the Royal (Dick) School of Veterinary Sciences, the Roslin Institute, the Moredun Research Institute and the animal science researchers of the Scottish Agricultural College. The EBRC partnership will greatly enhance Scotland's position as the world's leading centre for animal science research.

The Centre for the Advanced Study of the Arab World holds outreach events in collaboration with the Royal Society of Edinburgh, such as a conference in 2007 on Islam and democracy, and a forthcoming high-profile public lecture series on the Arab world.

Since 2001, we have been collaborating with IBM's Blue Gene team in the design of new high-performance computers. We have also been working more widely with the IBM Research Division on problems related to molecular medicine, with a particular focus on HIV viral inhibition. This work combines simulation performed on Blue Gene, computational methods development and experimental measurements with the aim of improving therapeutic strategies.

The NHS is one of our longstanding partners. A new collaboration between the University of Edinburgh and NHS Lothian has created the Edinburgh Clinical Trials Unit. This collaboration will assist doctors and researchers to understand and comply with ethical and governance regulations and pool expertise from managers, nurses, statisticians and administrative staff. Patient representatives will also contribute to the work of the Unit, helping to develop a holistic approach to patient care, incorporating medical, behavioural and physical intervention.

Our success in commercialisation and knowledge exchange depends partly on the establishment of strategic alliances and collaborations at home and





Aim

To generate added value from strategic partnerships and collaborations.

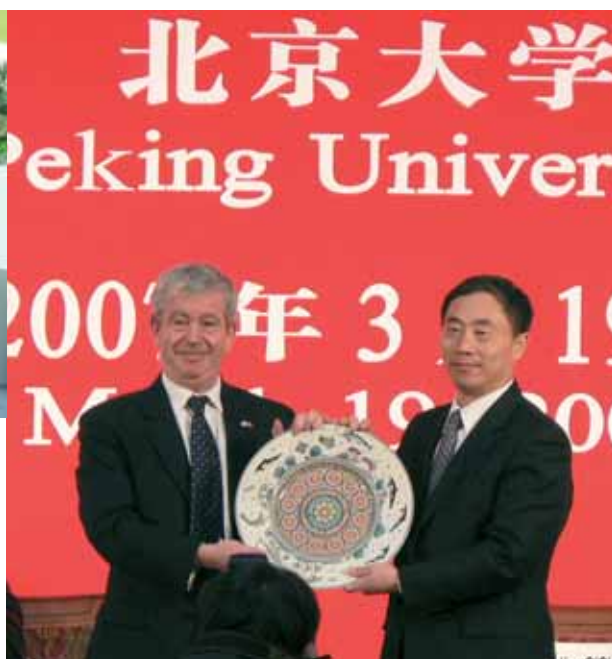
worldwide. The Edinburgh BioQuarter at Little France is a landmark life science real estate development which will establish Edinburgh and Scotland as one of the world's top 10 centres for biomedical commercialisation, based on the strengths of the University and NHS Lothian. A unique public and private sector collaboration, the Edinburgh BioQuarter brings together Scottish Enterprise, City of Edinburgh Council, Alexandria Real Estate Equities Inc, and some of the world's leading life sciences companies with our academic staff and NHS clinicians from across the Lothians.

We are seeking to bolster our successful external collaborations in areas such as procurement, health and safety, library services, advanced computing networks, careers and student recruitment.

Objectives

In building strategic partnerships and collaborations, we will:

- position ourselves in order to create and seize opportunities at the frontiers of new knowledge
- reinforce and develop our strengths and areas of expertise
- enhance our capacity and competitiveness



- contribute more effectively to national and international priorities
- secure more efficient use of resources

Strategies

Our strategies for achieving our objectives include:

- developing productive partnerships with other higher education institutions, organisations and businesses
- leading the development of collaborative research activities internationally and in the UK
- stimulating the development and growth of interdisciplinary research centres across Schools and Colleges and with other organisations
- encouraging participation in international networks
- engaging in collaborative service initiatives such as Advanced Procurement for Universities and Colleges in order to share good practice, reduce costs and increase income generation
- finding new ways to share space, facilities, services and expertise within the sector and with other organisations

Target

- establish at least five new international partnerships for the award of joint PhDs (11.1)

Strategic theme: Stimulating alumni relations and philanthropic giving

This strategic theme sets out our approach to fostering strong alumni relations and encouraging philanthropic giving in support of the University's strategic goals. These areas are also relevant to the Enhancing our student experience section.

Current position

Our alumni are key stakeholders in the University, with a deep interest in our continued success and in maintaining our strong academic reputation. Edinburgh's graduates are our global ambassadors and their contribution is formally embodied in the General Council which plays an important consultative and advisory role in University governance. Our alumni have always been disposed towards 'giving something back', not least in helping to support new generations of students, and our approach to philanthropic giving is based upon that strong foundation. Philanthropic giving extends well beyond alumni and embraces other individuals and organisations as partners in our pursuit of excellence.



Led by the Vice-Principal for Development, we continue to enhance relationships with our 130,000 alumni worldwide in partnership with the General Council. In addition to meetings, reunions, and events in Edinburgh and around the globe, we offer access to our facilities and discounted fee rates for postgraduate study. The Edinburgh Family Programme provides formal channels of communication and dedicated events for the families and supporters of our current students. We use our website and dedicated publications to sustain communication with alumni and to extend their involvement with the University.

With the support and generosity of our alumni and the philanthropy of other individuals and organisations that have been inspired by our research and educational opportunities, we have built up a considerable endowment by UK standards, currently valued at approximately £200 million. The link between philanthropic giving and our capacity to attract the best students and pursue new fields of knowledge, means we must continue to increase such income.

To meet this goal, we have established a £350 million fundraising campaign under the banner *Enlightenment in the 21st century* and have invested substantially in the infrastructure to deliver this. Our campaign focuses on 33 projects, prioritising interdisciplinary approaches, investment in students and academic staff, and the conservation of our heritage. Targets include £35 million to support student bursaries, scholarships and fellowships, and £45 million for a major transformation of the Main Library at George Square.

Objectives

In stimulating alumni relations and philanthropic giving, we will:

- build a more informed and engaged community of support
- create lifelong relationships with students



Aim

To recognise the contribution of our former students; create a supportive community of alumni worldwide; and build a sustainable culture of philanthropic giving to enable us to achieve our strategic goals.

- enhance our ability to enable our staff and students to think big, long-term and across discipline boundaries
- increase our financial contribution to equality of opportunity and widening participation initiatives
- embed fundraising into the conduct, planning and culture of academic business at all levels across the University

Strategies

Our strategies for achieving our objectives include:

- sustaining and strengthening our relationships with the General Council and with individual alumni
- enhancing opportunities for our alumni to interact with us and with one another, face to face and online
- continuing to fundraise on an efficient, professional and sustainable platform
- developing and sustaining long-term relationships with benefactors, philanthropic donors and other supporters worldwide by involving them in the life of the University
- increasing funds raised from private individuals and private and charitable trusts
- enhancing endowment funding available to support bursaries, scholarships and fellowships for students at all levels of study



- ensuring Development and Alumni staff are involved in the planning and development of new initiatives across the University

Targets

- meet or exceed the £350 million fundraising target of the Edinburgh Campaign (12.1)
- raise £35 million through fundraising for scholarships as part of the Edinburgh Campaign (12.2)
- deliver a threefold increase in the participation rate of alumni who give to the University (12.3)

“Our alumni have always been disposed towards ‘giving something back’, not least in supporting new generations of students.”

Summary of targets

Strategic goal: Excellence in learning and teaching

- 1.1 increase the level of satisfaction expressed in the *Assessment and feedback* section of the National Student Survey and enter the upper quartile of institutions surveyed
- 1.2 by September 2009, simplify and standardise assessment procedures and regulations, using common processes except where departures from these are necessary for academic reasons
- 1.3 be one of the first of the Russell Group universities to implement the use of transcripts for measuring and recording student achievement
- 1.4 increase our headcount of taught postgraduate students by 50%

Strategic goal: Excellence in research

- 2.1 achieve year-on-year improvement in the quality and quantity of our research as measured by the Research Excellence Framework
- 2.2 increase our headcount of research postgraduate students at a greater rate than the Russell Group average
- 2.3 double the recorded number of skills training and development opportunities taken up by postgraduate research students

Strategic goal: Excellence in commercialisation and knowledge exchange

- 3.1 increase our economic impact by a higher percentage than our growth in income

Enabler: Quality people

- 4.1 achieve an 85% appraisal completion rate across all staff

- 4.2 increase the proportion of Schools achieving the Athena Swan Silver Award for the recruitment and promotion of women in science, to include at least one School in the College of Medicine & Veterinary Medicine and another three Schools in the College of Science & Engineering
- 4.3 ensure 90% of staff in leadership roles have participated in a leadership development programme or other related activities
- 4.4 increase the number of international applications for academic posts

Enabler: Quality services

- 5.1 complete the review of the balance and interaction between locally and centrally provided services, and consider and act upon its recommendations
- 5.2 increase the overall level of satisfaction expressed in the *Support services* section of the International Student Barometer survey and enter the upper quartile of institutions surveyed
- 5.3 deliver the EUCLID project in accordance with the agreed plan
- 5.4 offer a University website, encompassing all academic and support units, that is rated by key user groups as highly effective

Enabler: Quality infrastructure

- 6.1 increase income per square metre on a year-on-year basis
- 6.2 undertake a review of the University's academic timetable and teaching space utilisation with a view to implementing change as appropriate from 2010/11
- 6.3 increase overall building performance (condition and functional suitability), achieving 90% acceptable standard in two of our three core academic zones and 60% for the Central Area (within the constraints of historic buildings)

Strategic theme: Enhancing our student experience

- 7.1 increase the level of satisfaction expressed in the *Overall satisfaction* question from the National Student Survey and enter the upper quartile of institutions surveyed
- 7.2 ensure that all our teaching programmes, undergraduate and postgraduate, incorporate comprehensive development of the skills and attributes that graduates need

Strategic theme: Advancing internationalisation

- 8.1 increase our headcount of non-EU international students by a minimum of 1,000
- 8.2 increase the proportion of our students attending another international institution by 50%
- 8.3 increase the value of our research grant income from EU and other overseas sources so that we remain above the median of the Russell Group

Strategic theme: Engaging with our wider community

- 9.1 bid successfully for at least one major international and one major domestic sporting event per year, and one training camp for the 2012 Olympic Games
- 9.2 meet the Edinburgh Beltane Beacon programme target of seconding nine Public Engagement Fellows over three years

Strategic theme: Promoting equality, diversity, sustainability and social responsibility

- 10.1 converge on our participation benchmarks for under-represented groups
- 10.2 increase the proportion of female academic staff appointed and promoted to the lecturer, senior lecturer, reader and professor levels
- 10.3 reduce absolute CO₂ emissions by 40%, against a 1990 baseline

Strategic theme: Building strategic partnerships and collaborations

- 11.1 establish at least five new international partnerships for the award of joint PhDs

Strategic theme: Stimulating alumni relations and philanthropic giving

- 12.1 meet or exceed the £350 million fundraising target of the Edinburgh Campaign
- 12.2 raise £35 million through fundraising for scholarships as part of the Edinburgh Campaign
- 12.3 deliver a threefold increase in the participation rate of alumni who give to the University





This publication is available at www.planning.ed.ac.uk/strategicplanning and can be provided in Braille, large print, on CD or disk.

The University of Edinburgh
Communications and Marketing
7–11 Nicolson Street
Edinburgh
EH8 9BE
Telephone: 0131 650 2252
Email: communications.office@ed.ac.uk

Further information

Requests for additional information should be addressed to:

Dr Alexis Cornish	or	Mr Ian Conn
Director of Planning and Deputy Secretary		Director of Communications and Marketing
The University of Edinburgh		The University of Edinburgh
Old College		7–11 Nicolson Street
South Bridge		Edinburgh
Edinburgh		EH8 9BE
EH8 9YL		Telephone: 0131 650 2250
Telephone: 0131 650 2132		Email: lan.Conn@ed.ac.uk
Email: Alexis.Cornish@ed.ac.uk		

Production

Written, edited and published by the University of Edinburgh
Designed by Connect Communications
Printing managed by Océ

Photography

Alan Walker
Colin Warwick
Courtesy of the School of Chemistry
Courtesy of the School of Informatics
Douglas Robertson Photography
iStockphoto.com
Jeremy Bradshaw
Melvyn Cornish
Mike Wilkinson
NASA
Paul Dodds
Peter Tuffy
Rafael Saunes
Stephen Rasmussen
Talbot Rice Gallery
The British Council
The University of Edinburgh Library, Special Collections
US Agricultural Service

All photographs and images used in this publication are protected by copyright and may not be produced without permission. No part of this publication may be reproduced without the written permission of the University of Edinburgh.

Thank you to everyone who helped in the production of this Plan.

© The University of Edinburgh 2008

The University of Edinburgh is a charitable body, registered in Scotland, with registration number SC005336.



Mixed Sources
Product group from well-managed
forests, controlled sources and
recycled wood or fibre
www.fsc.org Cert no. TT-COC-002537
© 1996 Forest Stewardship Council