THE UNIVERSITY *of* EDINBURGH

Strategic Plan Targets and KPIs: Progress Report 2014-2015

1. Summary

Key: KPI performance status

Improving	↑
Worsening	↓
Maintaining	→

Key: Target performance status

On track	🟩
Further work needed	🟧
Performance data not yet available	

Key Performance Indicator or Target	Performance
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 opportunities and support for developing graduate attributes and employability	🟧
Excellence in Research	
2.0 Russell Group market share of research income (spend)	2013/14 data ↑
2.1 Increase average number of PhD students per member of academic staff to at least 2.5	🟧
2.2 Increase score 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, licenses and new company formations	↓
3.1 Achieve at least 200 public policy impacts per annum	🟩
3.2 Increase economic impact, measured by GVA, by at least 8%	🟩
People	
4.0 Proportion of staff who have had an annual review within the previous year	↑
4.1 Achieve the institutional Athena SWAN Silver award	🟩
4.2a Increase number of international applications for academic posts: number of applications.	🟧

Key Performance Indicator or Target	Performance
4.2b Increase number of international applications for academic posts: average no. applications per post advertised	
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 86%	
Finance	
6.0 Operating surplus as a % of turnover	↑
6.1 Increase our total income per staff FTE, aiming for an increase of at 10% in terms	
6.2 Increase our ROCE	
Outstanding student experience	
7.0a Proportion of graduates in graduate-level employment or further study (under-graduates)	2013/14 data ↑
7.0b Proportion of graduates in graduate-level employment or further study (postgraduate taught graduates)	2013/14 data ↑
7.0c Proportion of graduates in graduate-level employment or further study (postgraduate research graduates)	2013/14 data ↑
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	2013/14 data
8.3 Increase our number of masters students on programmes established through our Global Academies by at least 500	

Strategic Plan 2012-16: Targets and KPIs Progress Report
Year 3: 2014/15

Key Performance Indicator or Target	Performance
Lifelong community	
9.0a Physical footfall	↑
9.0b 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 CO2 emissions by 29% by 2020, against a 2007 baseline (interim target of 20% savings by 2015)	🟧
Partnerships	
11.0 a Number of our research publications which are internationally co-authored	↑
11.0 b Proportion 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	
12.0a Undergraduate entrants from under-represented groups: widening participation	↑
12.0b Undergraduate entrants from under-represented groups: low income households	↓
12.0c Undergraduate entrants from under-represented groups: ethnicity	↑
12.0d Undergraduate entrants from under-represented groups: disability	↔
12.1a Converge on our state schools and colleges participation benchmark	2013/14 data
12.1b Converge on our low social classes participation benchmark	2013/14 data
12.2a Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels	🟧
12.2b Reduce the gender pay gap for University staff	🟧

2. Detail of performance

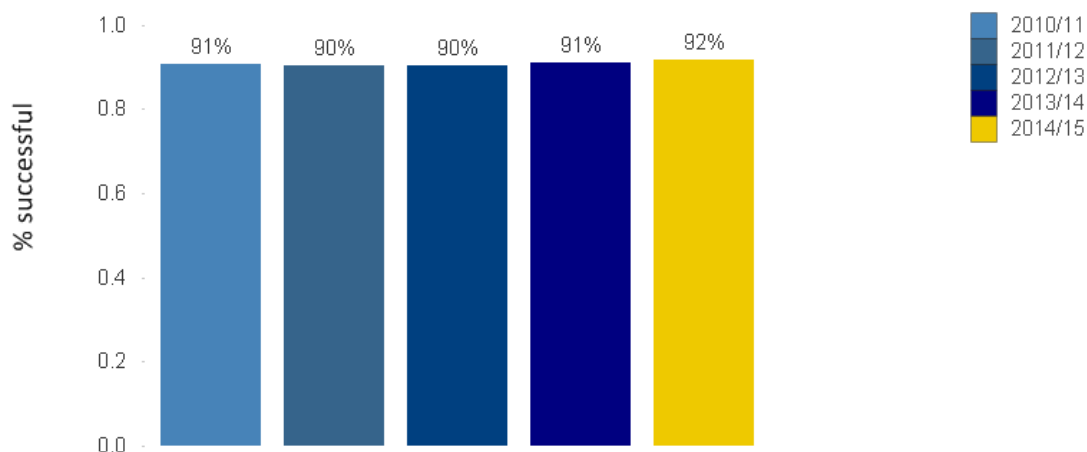| **Excellence in Education**	
1.0 Proportion of leavers achieving a successful outcome (degree, transfer or other award)	↑

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

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

Status: Performance improving
Tolerance: 1 percentage point (+/-) previous 3 year average

% of leavers achieving a successful outcome (degree, transfer or other award)

Note on performance

The proportion of leavers achieving a successful outcome in 2014/15 was 92%. This is based on the cohort of undergraduate taught entrants who started their programme of study in 2010/11. The 2014/15 performance represents a very slight increase from 2013/14, but matches the average outcome rate for the previous three years, thus performance is maintained.

Target 1.1 Increase student satisfaction with academic and pastoral support

Status: further work needed
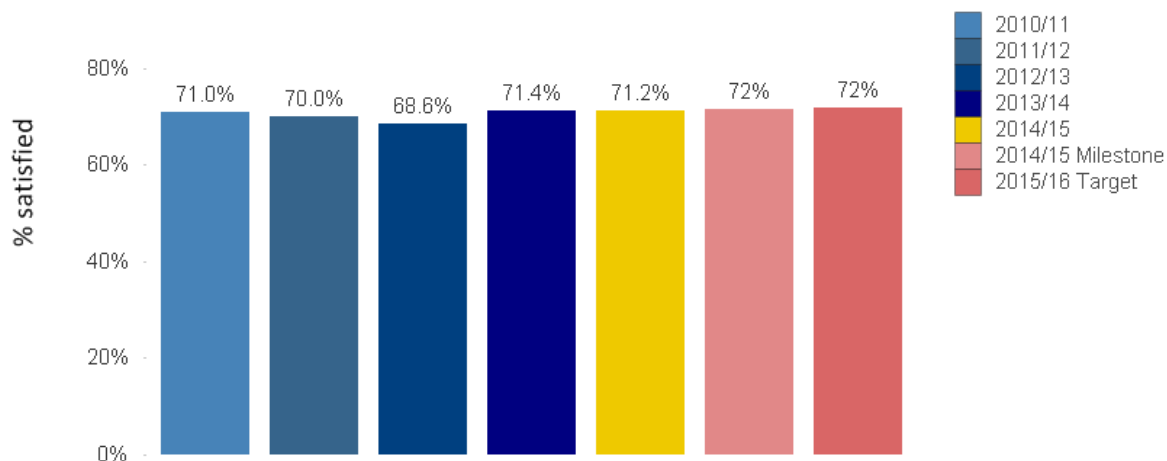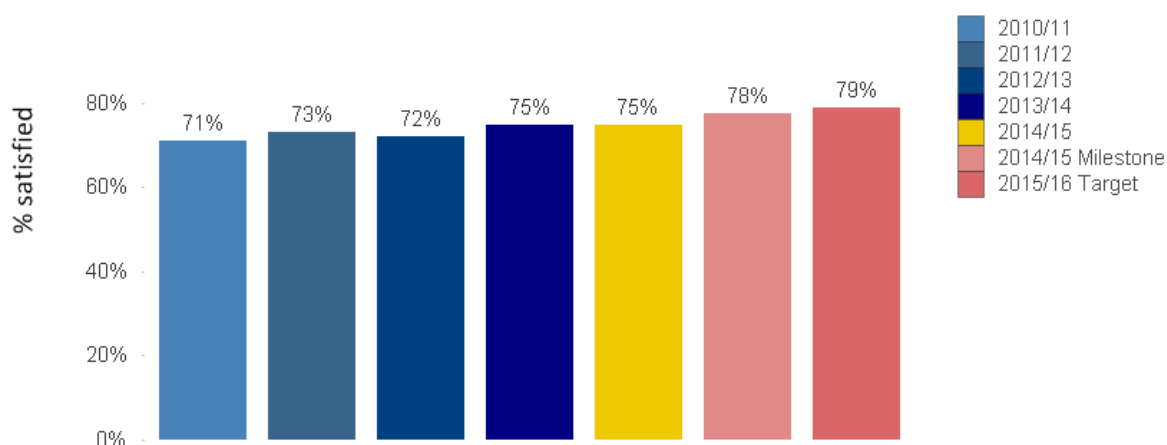

Note on performance

Student satisfaction in 2014/15 has marginally dropped from 2013/14 levels. While academic support has seen improvements over time in the NSS (improving from 73% satisfaction in 2012 to 77% in 2015), our performance remains well below the Russell Group and UUK upper quartile. As a metric with strong correlation with Overall Satisfaction, this will receive particular attention over the next couple of years. The creation of an Assistant Principal Academic Support will assist with this.

Survey	% satisfied 2014/15	% satisfied 2013/14
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	66%	65%
National Student Survey (undergraduate final year)	77%	76%
Postgraduate Taught Experience Survey	74%	74%
Postgraduate Research Experience Survey	78%	78%

Target 1.2: Increase student satisfaction with opportunities and support for developing graduate attributes and employability

Status: Further work needed

Note on performance

This target shows our performance has remained in line with our performance in 2013-14, though we have fallen short of our milestone of 78%.

Survey	% satisfied 2014/15	% satisfied 2013/14
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	71%	70%
National Student Survey (undergraduate final year)	79%	78%
Postgraduate Taught Experience Survey	75%	75%
Postgraduate Research Experience Survey	78%	73%

Excellence in Research	
2.0 Russell Group market share of research income (spend)	2013/14 data ↑
2.1 Increase average number of PhD students per member of academic staff to at least 2.5	
2.2 Increase score for the citations-based measure in the THE World University Rankings to at least 94/100	

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2.0 Russell Group market share of research income (spend)

Status: Performance improving
Tolerance: 0.1 percentage point (+/-) from previous year
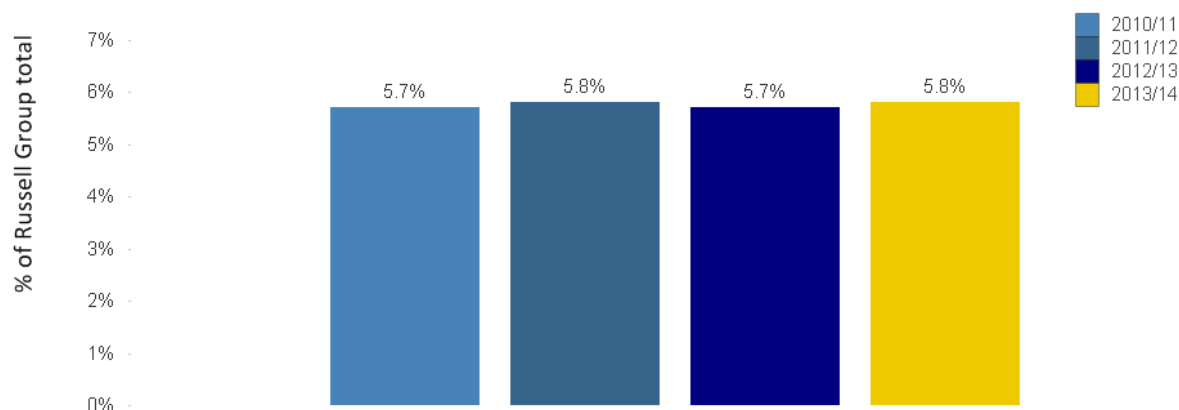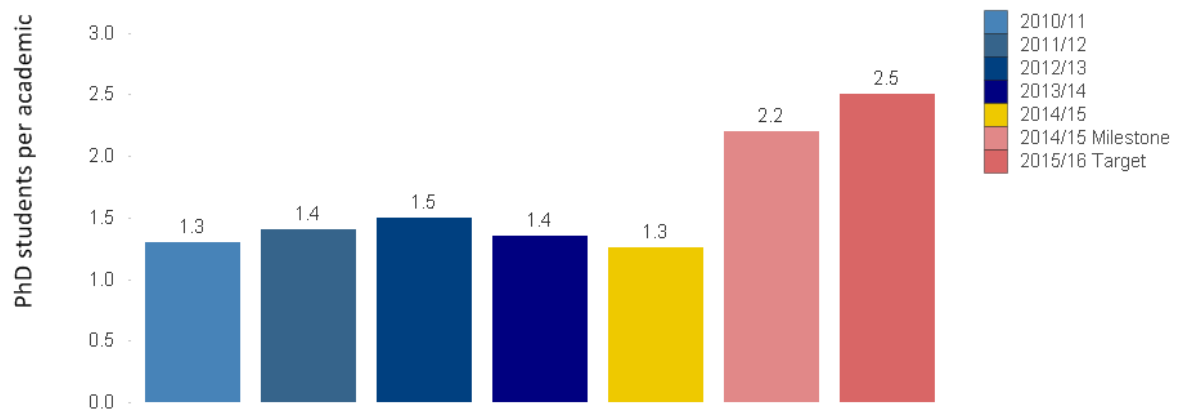

Note on performance

The University of Edinburgh ranks fifth in the Russell Group for research income. Research income has grown among Russell Group institutions since 2010/11, with Edinburgh consistently maintaining 5 - 6% of Russell Group income. University of Edinburgh research awards also increased in 2014-15, going up to £304.9M from £269.9M in 2013-14.

	2010/111	2011/12	2012/13	2013/14
University of Edinburgh (£000s)	£180,990	£193,119	£200,1263	£215,934
Russell Group (£000s)	£3,200,578	£3,302,270	£3,517,373	£3,749,989

Target 2.1 Increase average number of PhD students per member of academic staff to at least 2.5

Status: further work needed

Increase our average number of PhD students per academic to at least 2.5
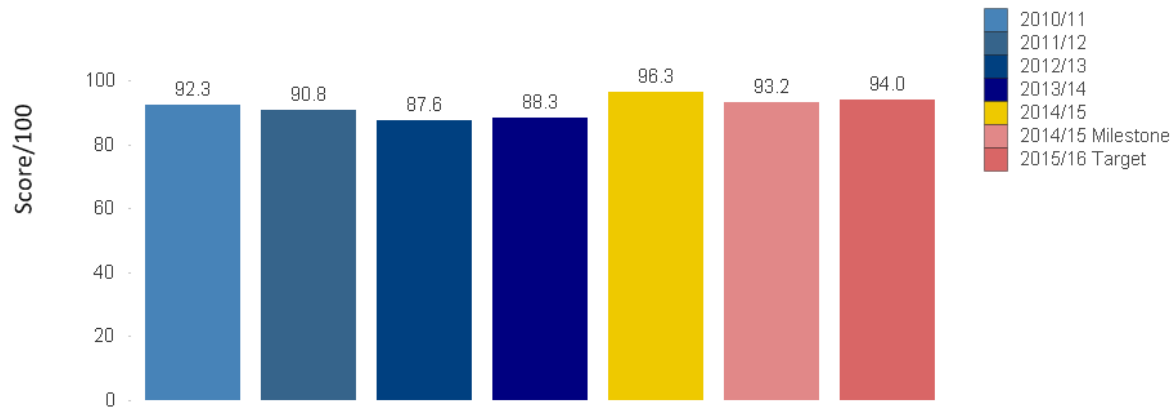

Note on performance

For 2014/15 our performance has dropped compared to previous years, partly because of a change in the way in which we return students on collaborations with other institutions. Simultaneously, the total FTE of academic staff in a position to supervise PhD students has risen in recent years, attributed mainly to the recruitment of Chancellor's Fellows.

Average number of PhD students to academics	2010/11	2011/12	2012/13	2013/14	2014/15
Russell Group average	1.50	1.55	1.56	1.56	-
University of Edinburgh	1.46	1.60	1.46	1.28	1.26

Target 2.2 Increase score for the citations-based measure in the THE World University Rankings to at least 94/100

Status: on track

Increase our score for the citations-based measure in the THE World Ranking to at least 94/100

Note on performance

This year the Times Higher Education ranking has been compiled in-house using a different bibliographic source; SCOPUS by Elsevier. The compilers say the database gives a better coverage of subjects and regions than before, and have decided to reduce the impact of a long standing adjustment for the dominance of English as the *lingua franca* of research. These methodological alterations, and the inclusion of more institutions than before, have changed the distribution of scores but has resulted in the University achieving a better score than in previous years.

Excellence in Innovation	
3.0 Knowledge exchange metrics: number of disclosures, patents, licenses and new company formations	↓
3.1 Achieve at least 200 public policy impacts per annum	
3.2 Increase economic impact, measured by GVA, by at least 8%	

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

Performance: performance worsening
Tolerance: 1 % (+/-) from previous year

KE metrics: number of disclosures, patents, licenses and new company formations
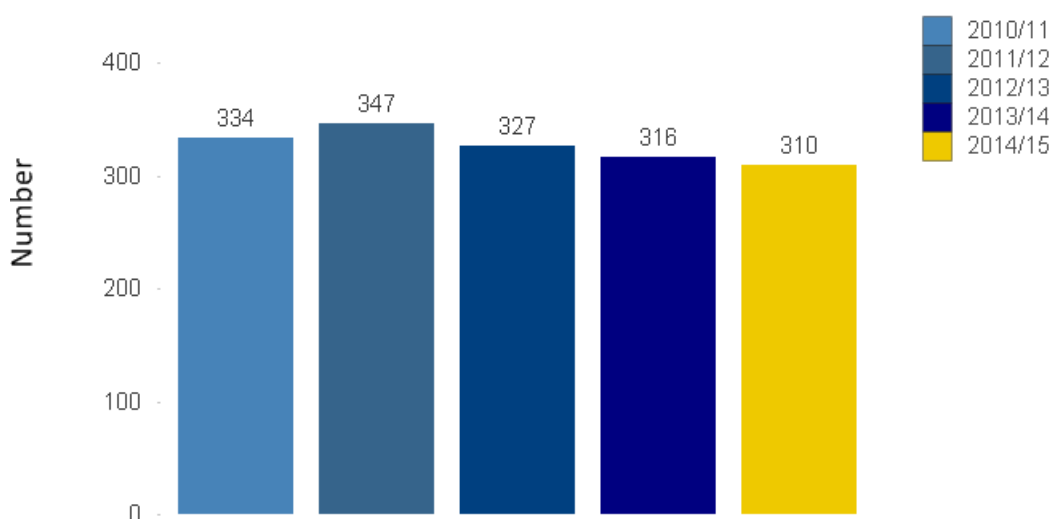
Note on performance

In relation to disclosures, this number dropped in 2014/15. The previous years' data included significant number of disclosures taken as part of the BioQuarter Business Plan competition. This competition did not run in 2014/15 and accordingly disclosure numbers are reduced down to a level that we would more normally anticipate.

Last year we reported that new company formations were anticipated to increase in future years. Company formations in 2014/15 are 44 which is a record for the University. This takes the total number of companies formed by the University of Edinburgh to over 400.

Knowledge exchange metrics	2012/13	2013/14	2014/15
Disclosures	175	170	131
Patents	67	63	86
Licenses	50	48	49
Company formations	35	35	44

Target 3.1 Achieve at least 200 public policy objectives per annum

Status: on track

Achieve at least 200 public policy impacts per annum
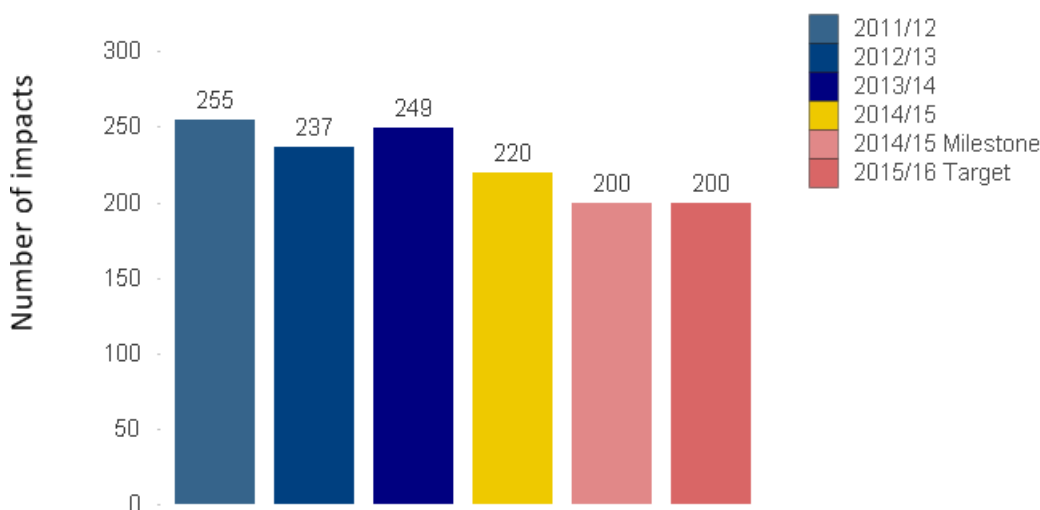
In 2013-14 we reported against a part-year projected out to a full year; for 2014/15 we have used a complete full-year set of data.

Public Policy Impact was measured on the basis of media coverage of policy-relevant research, as recorded via the PURE research information system. The criteria applied to determine whether an item recorded in PURE constitutes a PPI were twofold: firstly, the item must be assessed to be of public policy relevance; and secondly, the item must meet one of three further conditions:

a) appear in two or more media outlets;
b) constitute invited expert comment, i.e. an op-ed or broadcast interview with the researcher; or
c) be of particular prominence, i.e. occupy a prominent broadcasting slot within the outlet.

The average number of PPIs per month for 2014-15 is 18.   68% met criteria a 42% met criteria b; 7 (3%) of PPIs met criteria c., assuming a prominent position within the outlet.

The low proportion of PPIs meeting the prominence criteria reflects a change to the way in which data was recorded in PURE from 2012/13 onwards, when the page number on which an item appeared in a print media outlet ceased to be recorded. This criteria can therefore now only be met by items constituting a broadcast media appearance during prime time viewing hours or an article in print media where the name of the university or researcher features in the headline or standfirst. It should also be noted that lack of sufficient detail on many broadcast media appearances recorded in the PURE dataset makes it impossible to ascertain whether they occurred during 'prime' viewing times.

Target 3.2 Increase economic impact, measured by GVA, by at least 8%

Status: achieved

In Spring 2015 we commissioned BIGGAR Economics to undertake and economic impact study of the University of Edinburgh in 2013/14. They key quantitative findings of the report are:

In academic year 2013/14 the University of Edinburgh generated:

- £3.3 billion Gross Value Added (GVA) for the UK economy; and

- Supported 36,960 jobs.

This impact included:

- £2.0 billion GVA and 31,170 jobs in Scotland;

- £61.6 million GVA and 1,025 jobs in Midlothian; and

- £1.2 billion GVA and 22,767 jobs in the City of Edinburgh.

Based on these impacts it can be shown that in Scotland in 2013/14 the University of Edinburgh:

- Generated a total impact of £4.09 for every £1 of direct impact

- Supported 2.51 jobs in Scotland for every person directly employed; and

- Generated £9.53 GVA for the Scottish economy for every £1 income received from the Scottish Funding Council.

Our baseline for calculating GVA takes into account annual impacts on Scotland only, which was £1,178.9M in 2011/12. The comparable figure for 2013/14 has risen to £1,464.8M in 2013/14 resulting in an increase of 24.3% which exceed our target of 8%.

People	
4.0 Proportion of staff who have had an annual review within the previous year	⬆
4.1 Achieve the institutional Athena SWAN Silver award	
4.2a Increase number of international applications for academic posts: number of applications.	
4.2b Increase number of international applications for academic posts: average no. applications per post advertised	

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

Status: performance improving
Tolerance: 1 percentage point (+/-) from previous year
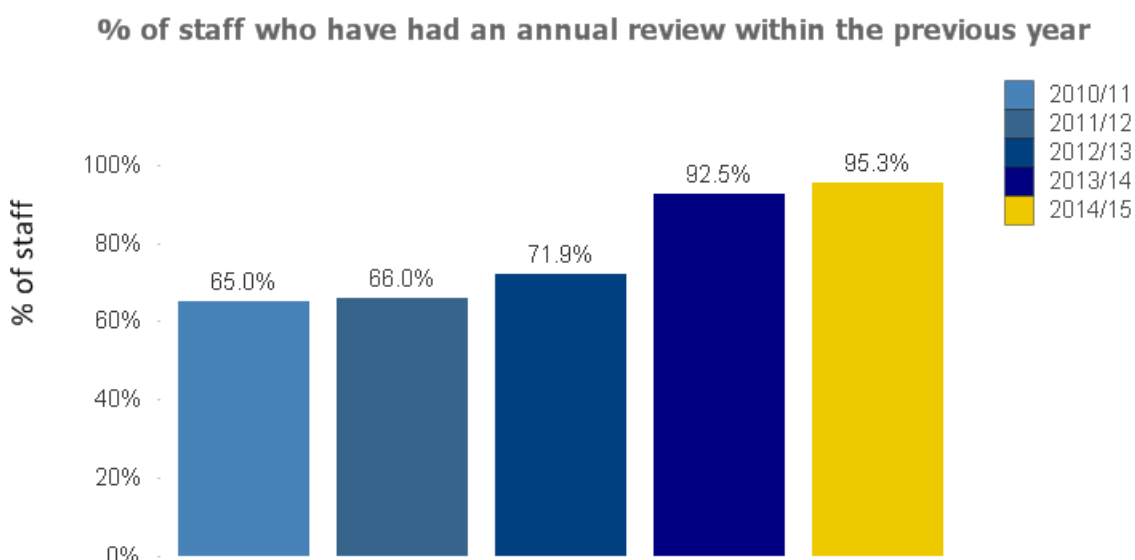
Note on performance

The University's Annual Review (AR) Policy Statement (November 2011), sets out a clear University-wide policy requiring every eligible member of staff to have an annual review (recognising that other external processes operate in some areas, for example, for staff on NHS contracts).

The University has made further progress during 2014/2015, building on the progress having been made in 2013/14.   The College of Humanities and Social Sciences, College of Science and Engineering and Corporate Services Group have all seen improvements in their completion rate. The University Secretary's Group maintains its 100% completion rate. Very small decreases in completion rates have been seen in the College of Medicine and Veterinary Medicine and in Information Services Group.

The University Annual Review Working Group, led by Professor Jane Noman, Vice Principal People & Culture, has focussed in 2014/15 on ensuring consistency and fairness of annual review practice across the University. In support of this the following have been delivered:

- A suite of training to support managers and staff in participating in Annual Review
- Examples of good practice in relation to forms and guidance and update annual review webpages
- A clearly defined Annual Review population, and clarity of links between Annual Review and other review types
- Annual Review policy statement published
- Guidance on annual review for atypical employees published

The rates for each College/Support Group were as follows:

College/Support Group	Eligible employees	Completed	Incomplete	2014/15 % Completed	2013/14 % Completed
Humanities and Social Science	1,712	1,638	74	**95.7%**	91.2%
Medicine and Veterinary Medicine	1,981	1,845	136	**93.1%**	94.2%
Science and Engineering	1,704	1,561	143	**91.6%**	86.4%
Corporate Services	1,540	1,520	20	**98.7%**	93.5%
Information Services	631	629	2	**99.7%**	100%
University Secretary's Group	430	430	0	**100%**	100%
Total	7998	7623	375	**95.3%**	92.6%

Target 4.1: Achieve the institutional Athena SWAN Silver Award

Status: achieved

The University successfully achieved an Institutional Athena SWAN Silver award in September 2015 and is one of only seven Institutions in the UK to hold this level of award. Sixteen Departmental Athena SWAN awards are held across the University: 10 at Bronze level, 5 at Silver and 1 at Gold level. The University is one of 6 Russell Group institutions in which all STEMM (Science, Technology, Engineering, Mathematics and Medicine) Schools/Departments hold Athena SWAN awards.

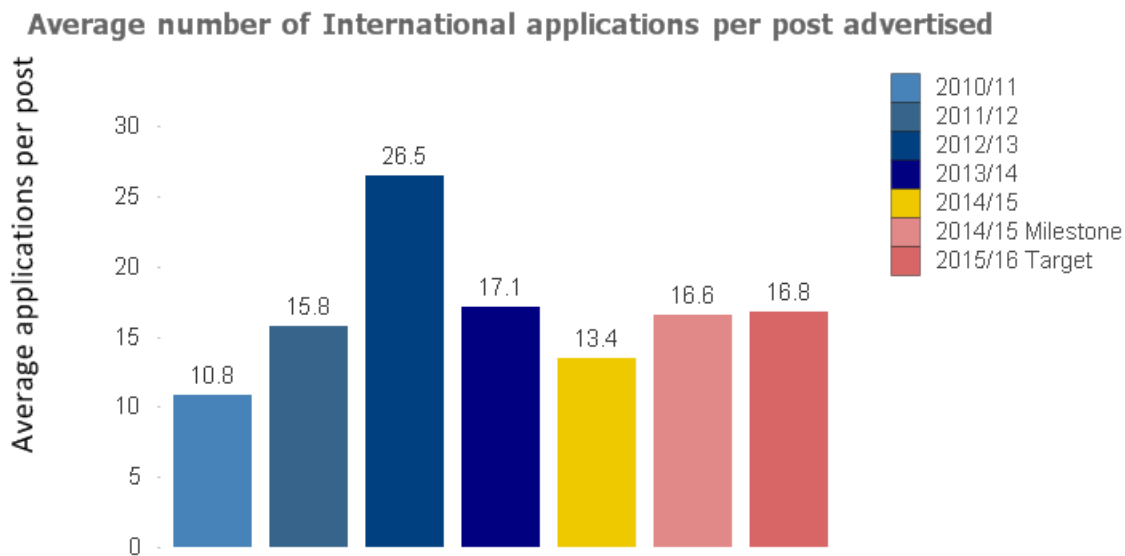**4.2a Increase number of international applications for academic posts: number of applications**

Status: further work needed
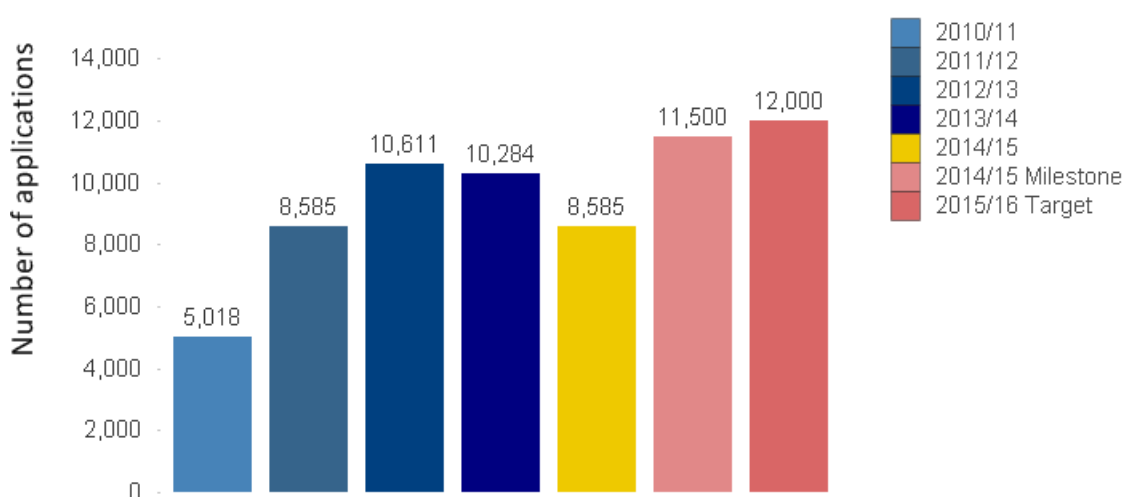
Target 4.2b Increase number of international applications for academic posts: average number of applications per post advertised

Status: further work needed

Average number of International applications per post advertised

Note on performance

In 2014-15 71.11% of the applications received for academic vacancies were from non-UK nationals. This is a slight decrease on 2013-14 where 72.31% of applications for academic vacancies were from non-UK nationals.

We expect that the changes introduced in the recent immigration bill, which includes the introduction of an NHS surcharge and the tightening of the rules on certificates of sponsorship, will have had an impact on our performance here. We have received feedback the NHS surcharge in particular is a deterrent to international staff and only adds to the perception the UK is not open to migrants.

To ensure the 2015/2016 milestone is met the following actions will be taken:
1. A visa loan mechanism has been launched with provides University employees with an interest free loan to cover visa fees and NHS surcharges.
2. Launch new advertising templates which will promote the University's distinctiveness with globalisation at the heart of recruitment campaigns.
3. Review the University's use of on-line media, including social media, to improve the way it engages with international candidates.
4. Further promote the University's relocation and Partner Career Transition Service.

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People	
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 86%	

KPI 5.0 Total income per square metre of GIA

Status: performance improving
Tolerance: 1 % (+/-) from previous year

Total income per square metre of gross internal area (£)
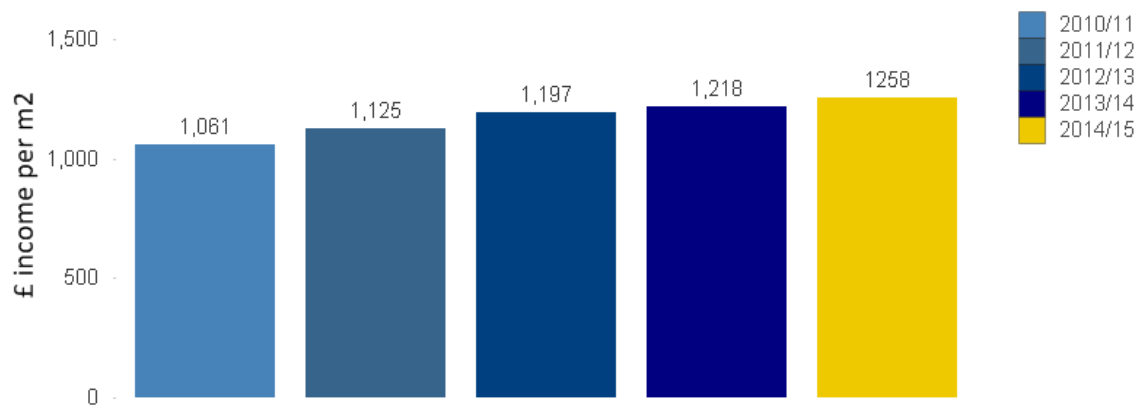
Note on performance

In 14-15 it is estimated that the University total income per square metre grew 3. 281% to £1,258 up from £1,218. Based on the gross internal area of our non-residential estate, this indicates that the University is using its non-residential estate more efficiently, which demonstrates improved performance. This exceeds the +/-1% target set in the Strategic Plan.

Target 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 (2011/12 data, baseline 2010/11)

Status: further work needed

Proportion of buildings at condition grades A and B
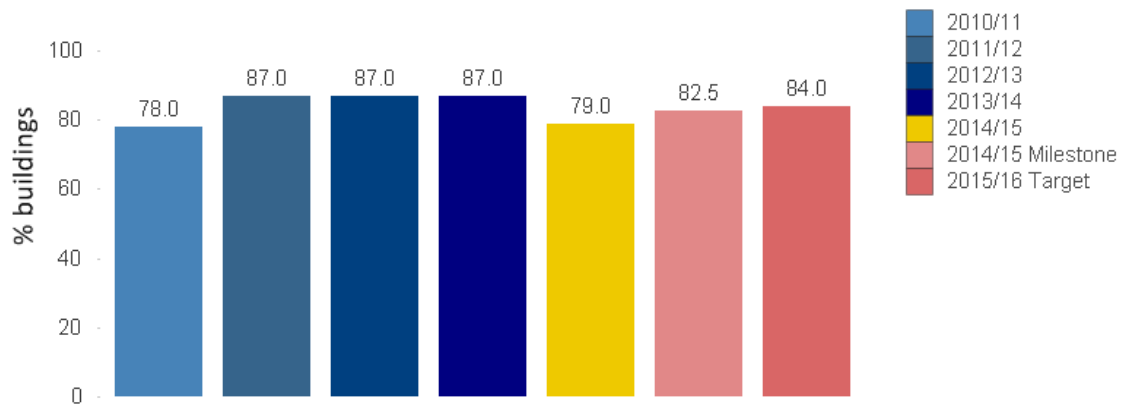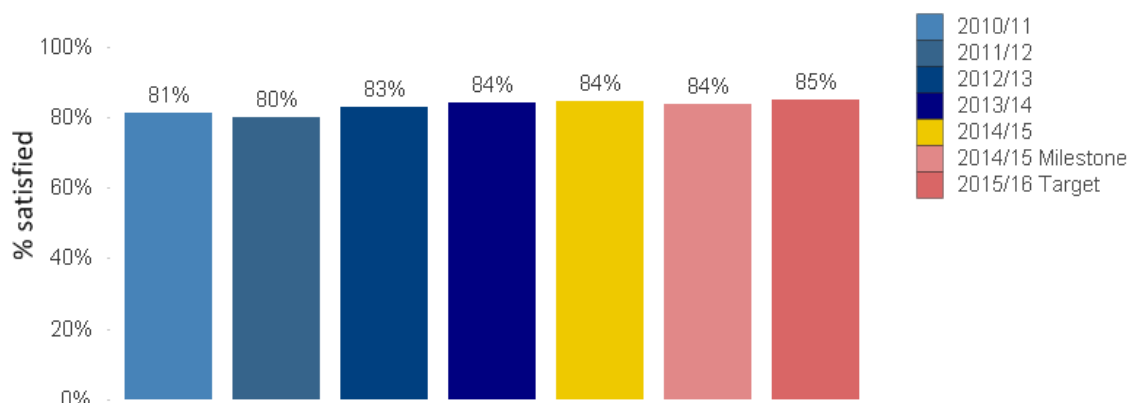

Note on performance

As we noted last year a refreshed estate condition survey is now available and we are reporting the output from that survey in this return.

The agreed development programme and the proposed major replacements programme over the next five years will see further investment across all areas of the estate aiming to meet our target of 90% of building in condition A and B by 2020.

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Target 5.2 Increase student satisfaction with learning resources (library, IT resources, study space and equipment to at least 85%)

Status: on track

Increase student satisfaction with learning resources to at least 85%

Note on performance

Overall student satisfaction in these areas has increased to 84.3%, just exceeding the 2014/15 milestone. The NSS has remained at 89% for the second year running, with the ESES showing a drop of 3% from 2013-/14 to 2014/15.

Data is not available for the IS and LibQual surveys for 2013/14.

| Survey	% satisfied 2013/14	% satisfied 2014/15	% Change
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	83%	80%	3%
National Student Survey (undergraduate final year)	89%	89%	0%
Postgraduate Taught Experience Survey	81%	83%	2%
Postgraduate Research Experience Survey	-	80%	-
LibQual	-	89%	N/A
IS Survey	-	92%	N/A

Finance	
6.0 Operating surplus as a % of turnover	↑
6.1 Increase our total income per staff FTE, aiming for an increase of at 10% in real terms	
6.2 Increase our ROCE	

KPI 6.0 Operating surplus as a % of turnover
Status: Performance improving
Aiming for 3 to 5%

Operating surplus as % of turnover (aim for 3%)
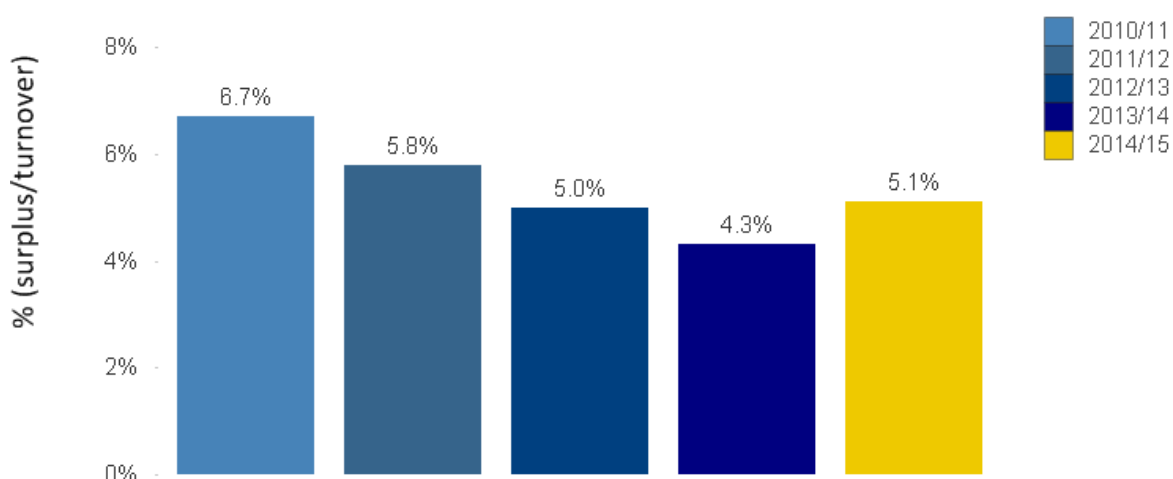
Note on performance

The University Court on 18 February 2013 agreed that in the context of the Finance Strategy that the University should aim for an operating surplus of 3 to 5% of turnover. Performance is now in this range and therefore the KPI is classed as improving.

Selected Russell Group Operating Surplus as percentage of turnover[1] (data not yet available for 2014/15)	2012/13	2013/14	% Change
Average	3.5%	3.9%	0.4%
University of Edinburgh	5.1%	4.3%	-0.8%

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[1] This includes 12 out of the 24 Russell Group institutions, selected as they are the most comparable peer group to Edinburgh in terms of income and expenditure. This group comprises Birmingham, Glasgow, Imperial, Kings College London, Leeds, Manchester, Nottingham, Sheffield, Southampton, UCL and Warwick, as well as Edinburgh.

Target 6.1 Increase our total income per staff FTE, aiming for an increase of at 10% in real terms

Status: further work needed

Increase our total income per staff FTE year-on-year
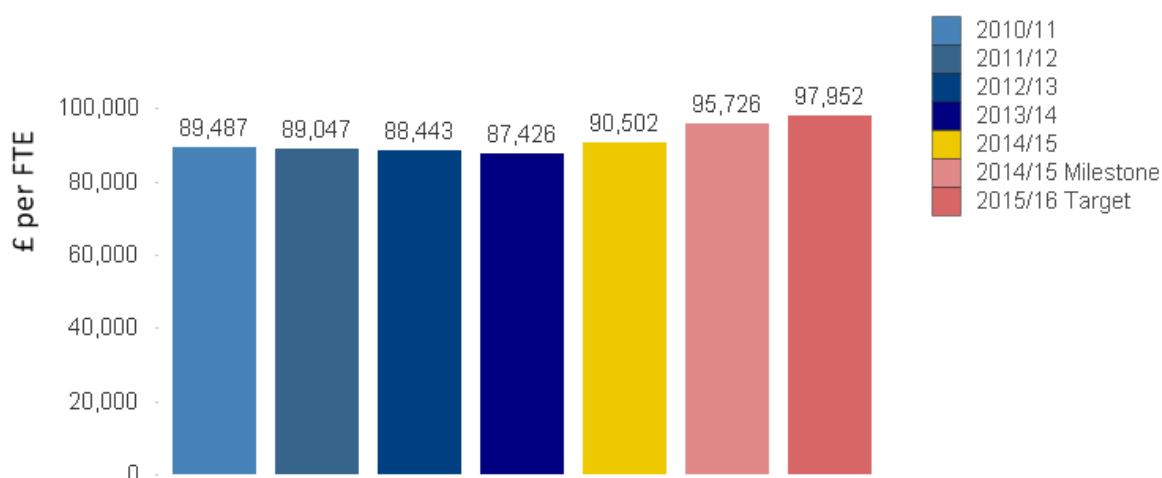
Note on performance

The total income per staff FTE has increased by 3.5% compared to 2013/14, but this means that the 2014/15 milestone of 5% against a 2011/12 baseline has not been reached. This performance is due to staff FTE growth in 2014/15, following on from growth in 2012/13, driven by the Chancellor's Fellowships scheme and the REF. Benefits in income are expected to be realised from this staffing growth in the medium term.

University of Edinburgh	2012/13	2013/14	2014/15	% change from 2013/14
Total income (£millions)	£737.8	£780.6	£841.4	7.8%
Total staff (FTE)	8342	8929	9297	4.1%

Selected Russell Group[2]: income per staff FTE (data not yet available for 2014/15)	2012/13	2013/14	% change
Upper Quartile	£97,434	£95,488	-2.0%
Average	£93,267	£94,285	1.1%
University of Edinburgh	£91,012	£90,350	-0.7%

[2] This includes 12 out of the 24 Russell Group institutions, selected as they are the most comparable peer group to Edinburgh in terms of income and expenditure. This group comprises Birmingham, Glasgow, Imperial, Kings College London, Leeds, Manchester, Nottingham, Sheffield, Southampton, UCL and Warwick, as well as Edinburgh.

Target 6.2 Increase our ROCE (Return on Capital Employed)

Status: further work needed

Increase our Return on Capital Employed (ROCE)
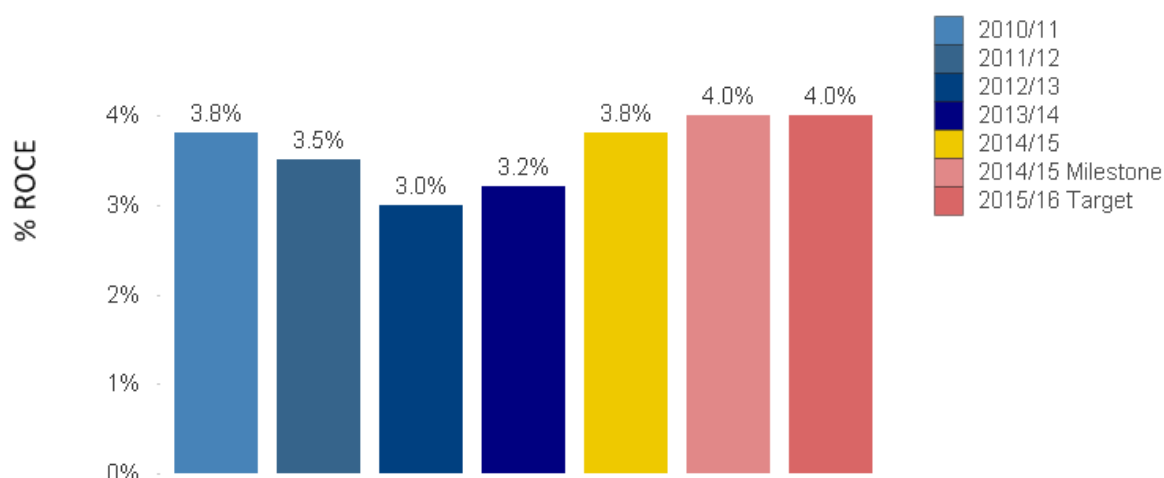
Note on performance

This target measures the income generated for every £1 of assets employed ; return of capital employed is used in commercial world to gauge efficient use of assets. ROCE = earnings before interest, tax, depreciation and amortisation, as percentage over net assets. UoE compares poorly within Russell Group but misleadingly, as most do not revalue assets in line with best practice, whereas UoE revalues every five years.

| University of Edinburgh	2012/13	2013/14	2014/15	% change from 2013/14
Earnings before interest, tax, depreciation and amortisation (millions)	£54.5	£58.0	£76.0	31.0%
Net Assets	£1764.3	£1819.6	£2000.0	9.9%

Outstanding student experience	
7.0a Proportion of graduates in graduate-level employment or further study (under-graduates)	2013/14 data ↑
7.0b Proportion of graduates in graduate-level employment or further study (postgraduate taught graduates)	2013/14 data ↑
7.0c Proportion of graduates in graduate-level employment or further study (postgraduate research graduates)	2013/14 data ↑
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.	

KPI: 7.0 Proportion of graduates in graduate level employment or further study

Status: Undergraduates – improving, Postgraduate Taught graduates – improving, Postgraduate Research graduates –improving
Tolerance: 2 percentage points (+/-) from previous year
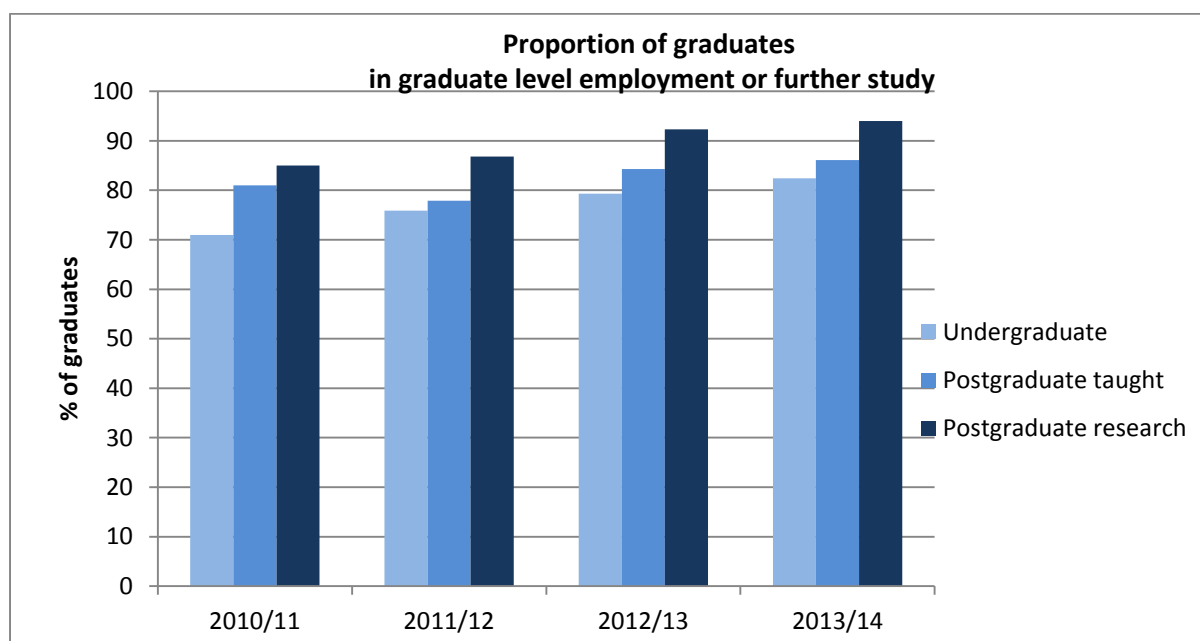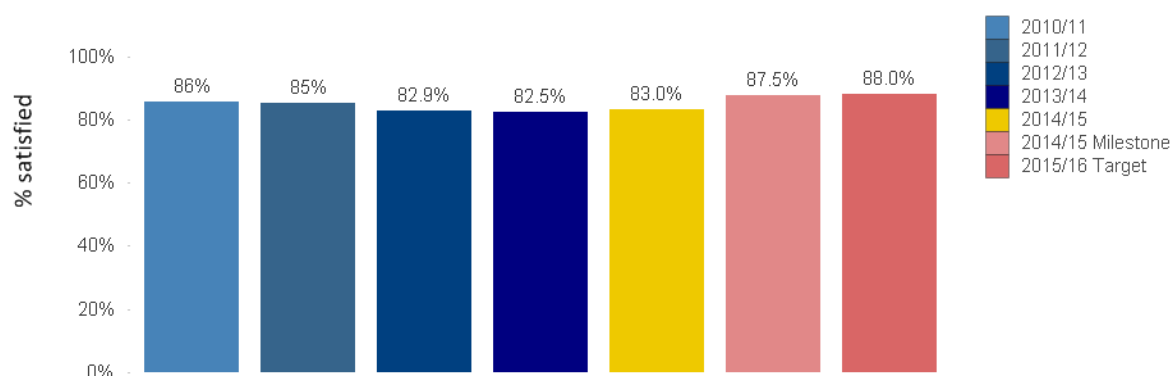

Note on performance

This data is based on the Higher Education Statistics Agency (HESA) Destination of Leavers of Higher Education (DLHE) Survey. This self-report survey takes a snapshot of student destinations approximately 6 months after graduation. The year indicates the academic year in which the students graduated. The response rate for the survey varies between cohorts and slightly across years. In 2013/14 the response rates were 75.8% for UG, 63.8% for PGT and 78.3% for PGR.

A number of changes were made to the survey in 2011/12 - 'Graduate level employment' is now based on the simplified Standard Occupational Classification Groups 1-3, i.e. Managers and Senior Officials, Professional Occupations and Associate Professional and Technical Occupations; students from outwith the EU were included for the first time; and the survey questions also changed to merger the questions about 'employment' and 'further study'.

KPI 7.1 Increase the level of overall satisfaction expressed in responses to the NSS, PTES and PRES student surveys to at least 88%

**Status: further work needed**

Note on performance

Satisfaction as reported in these surveys has increased to 83% in 2014/15. An important contributor to this has been the increase in satisfaction in the NSS from 82% to 84%. At the same time, however, we remain well below our benchmark, and the University is increasingly concerned about the potential impacts that NSS scores may have on recruitment, as well as that they reflect continuing underlying issues with student satisfaction. Charlie Jeffery, Senior Vice Principal, will be leading work on how we improve our responses to these surveys.

Survey	% satisfied 2013	% satisfied 2014	% satisfied 2015
Edinburgh Student Experience Survey (undergraduate, years 1 to 3)	82%	82%	82%
National Student Survey (undergraduate final year)	82%	82%	84%
Postgraduate Taught Experience Survey	87%	83%	83%
Postgraduate Research Experience Survey	81%	81%	84%

Target 7.2 Increase the number of our students who have achieved the Edinburgh Award to at least 500

Status: on track

Increase the number of our students who have achieved the Edinburgh Award to at least 500
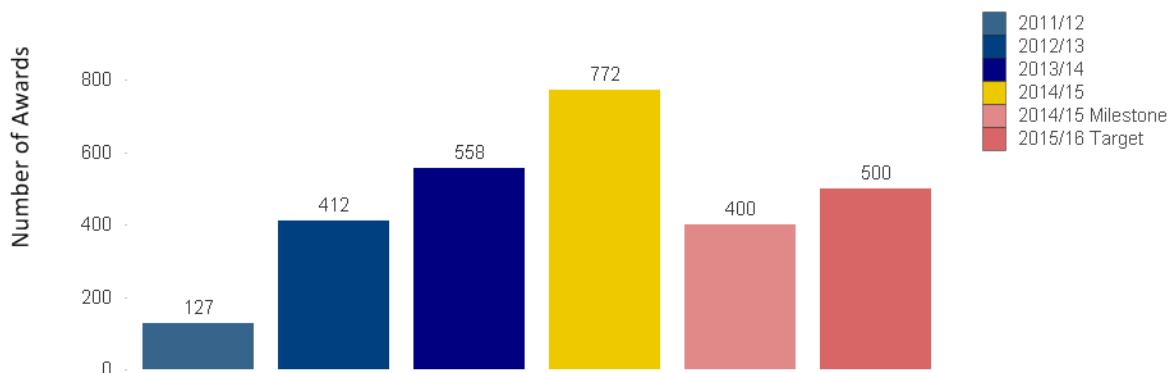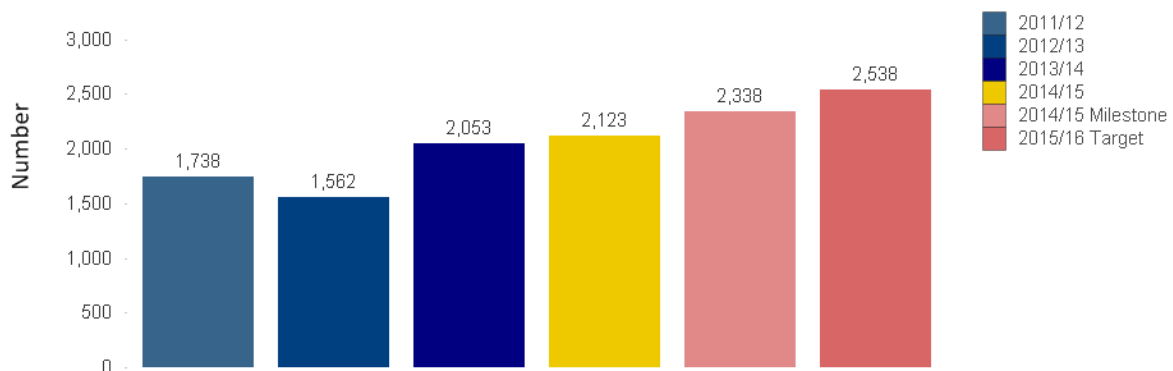

Note on performance

The Edinburgh Award wraps around co- and extra-curricular experiences, supporting our students to strive towards excellence wherever they find themselves, now and in the future. Since piloting in 2011/12, the Award has grown from recognising and supporting four types of student activity to 47 in 2014/15. Initially targeting some of the major student activities, the year-on-year growth rate has decreased (growth from 2013/14 to 2014/15 was 31.3%) as further focus is given to ensuring diversity of experiences recognised and equality of access. At the same time, significant effort is being given to ensure continued quality enhancement of the Award as expansion continues, for example through the use of peer assessment.

The distribution across Colleges broadly reflects the total student population proportions for 2013/14 (65% CHSS, 9.3% CMVM, 25.6% CSCE); CHSS slightly over-represented and CMVM slightly under-represented by approximately five percentage points. Top-level and more granular evaluation data remain positive with 95.7% of respondents feeling they were better off having taken part in the Award and 96.9% saying they would recommend it to a friend. With Target 7.2 exceeded in 2013/14, attention is being given to future plans for the scale of the Award, how this is supported and interaction with other learning and teaching developments, particularly SLICCs (Student-Led, Individually-Created Courses).

Target 7.3 Create at least 800 new opportunities for our students to gain an International experience as part of their Edinburgh degree

Status: further work needed

Number of international experiences: 2011/12 to 2014/15 and milestones

Note on performance

The overall number of international experiences has increased by 3.4% from a total of 2,053 in 2013/14 to 2,123 in 2013/14.

The largest proportion of international experiences is undertaken by undergraduate students which are reflected in the overall numbers of undergraduate students participating in an international experiences. Departmental/International Exchanges continue to see an increase in demand, and the total number of Edinburgh Awards has grown significantly from 2014/15 from 8 in 2013/14 to 26 in 2014/15.   Erasmus work placements have also seen a significant increase in 2014/15.

Extra Mural Studies have seen a drop from 20113/14 to 2014/15. Extra Mural Studies are short placements that veterinary medicine students can undertake. Students can undertake several placements and are therefore liable to fluctuations in numbers, hence the decrease in 2014/15.

The one-off scheme 'College on Wheels' did not operate in 2014/15 which can account for some of the reason for the University not meeting its 2014/15 milestone.

It is disappointing that the 2014/2015 milestone was not met, however a number of projects currently being rolled out by the Go Abroad and Summer School Office should contribute to efforts across the institution to ensure that the next milestone is achieved. Projects include:

- An expanded Erasmus+ traineeship scheme which will provide up to 200 additional work placement opportunities to Edinburgh students by September 2016.
- A successful Erasmus+ International Credit Mobility bid which has generated an additional €607,000 to support exchange activity outside of Europe.

- The largest ever year for the Principal's Go Abroad Fund which, in conjunction with Santander, will provide scholarships for 250 students in summer 2016 to participate in an International Experience.
- The launch of a new programme: Pathways to China and India, which will provide new funded opportunities for Scottish domiciled students from Widening Participation backgrounds.
- The creation of new initiatives at School level, such as Go Abroad Economics, which will send a further two groups of students overseas in 2016.

Type of International Experience	Number of experiences	% of total	Change from 2013/14
Departmental exchange (languages)	54	2.5%	-15.6%
Departmental/International exchange	296	13.9%	5.3%
Edinburgh award	26	1.2%	225.0%
Erasmus Exchange	373	17.6%	0.5%
Erasmus Work Placement	93	4.4%	102.2%
Extra Mural Studies (Vets)	264	12.4%	-18.0%
Industrial experience	29	1.4%	-29.3%
Medical elective	259	12.2%	-16.2%
Nursing elective	16	0.8%	-23.8%
Other study abroad	461	21.7%	22.6%
Short term international experience	252	11.9%	17.8%

Level of study	Number of experiences	% of total
PGR	258	12.1%
PGT	205	9.7%
UG	1660	78.2%

| College	Number of experiences	% of total
CHSS	1298	61.1%
CMVM	582	27.4%
CSE	243	11.5%

Global impact	
8.0 Proportion of international students from beyond our five most well-represented countries	2013/14 data ↑
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	2013/14 data
8.3 Increase our number of masters students on programmes established through our Global Academies by at least 500	

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

Status: performance improving
Tolerance: 1 percentage point (+/-)from previous year

Proportion of international students from nations other than 5 most popular
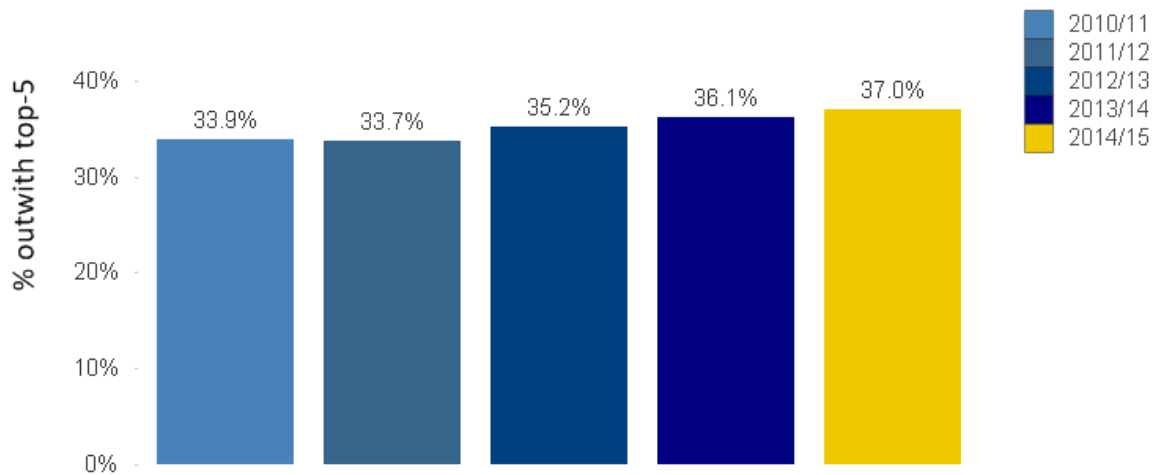
Note on performance

We have seen an increase in the proportion of international students overall and from our five most popular countries. The proportion of students domiciled from non-EU countries has grown from 36.1% in 2013/14 to just over 37% in 2014/15. The top 5 overseas countries that the University attracts students from has remained consistently the same for the past five years (China, USA, Canada, Malaysia and India).

Target 8.1 Increase our headcount of non-EU international students by at least 2,000:

Status: on track

## Increase our headcount of non-EU international students by at least 2,000
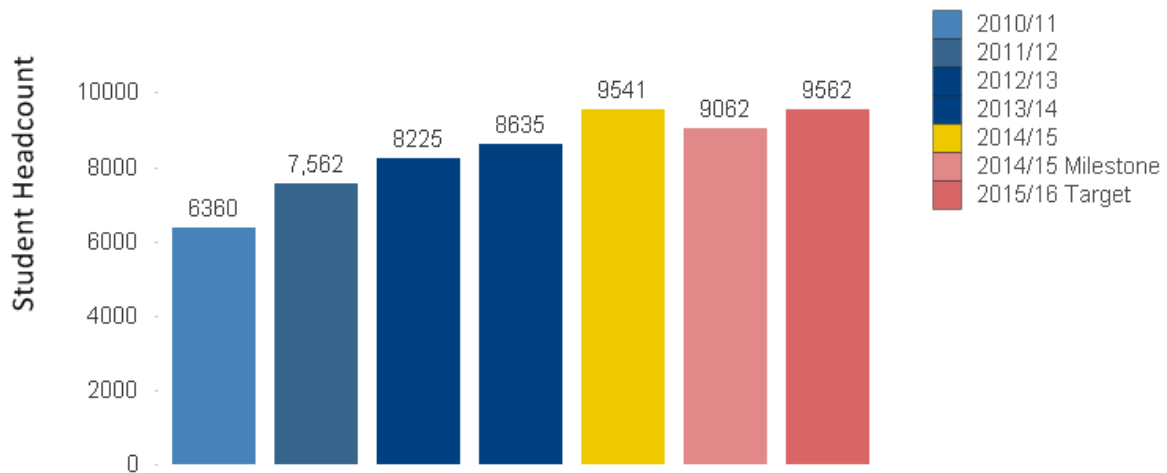
Note on performance

The headcount of International students domiciled outside the EU has increased by 10.5% since 2013/14 and consequently this target is on track to achieve an extra 2,000 students by 2016.

Target 8.2 Increase our research grant income from EU and other overseas sources so that we enter the Russell Group upper quartile

Status: on track

Research income from EU and other overseas sources: 2010/11 to 2013/14
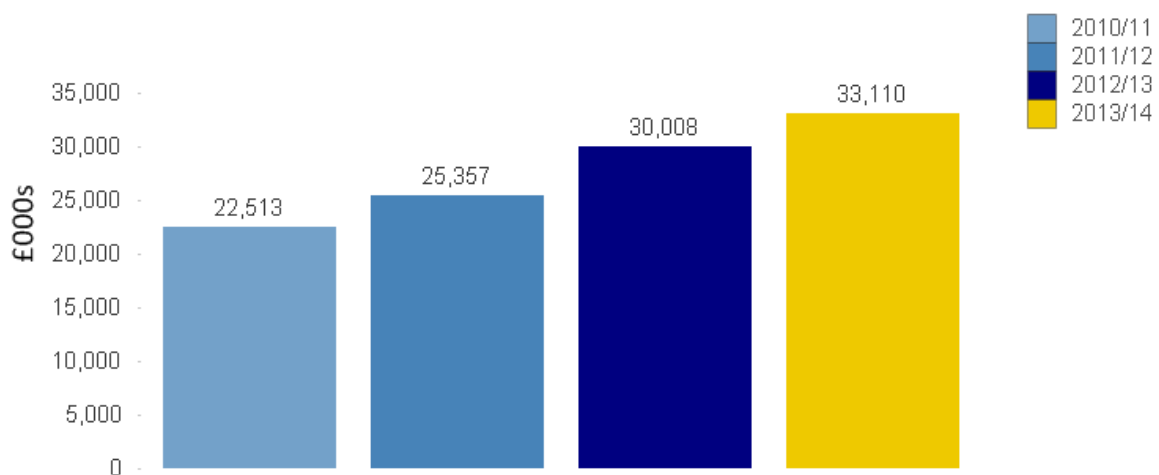
Note on performance

The University's research income from EU and overseas sources in 2013/14 increased by 10.3% from 2012/13. The average income for the Russell Group upper quartile also increased by % over the same period. The University has moved into 6th place in the Russell Group ranking, entering the Russell Group upper quartile just ahead of the University of Manchester. Continued work in this area will be needed to ensure we maintain this position.

Research Income	2010/11	2011/2012	2012/13	2013/14
Russell Group Upper Quartile average (£000s)	£22,733	£25,862	£30,381	£32,325
University of Edinburgh (£000s)	£22,513	£25,357	£30,008	£33,110
% difference from Russell Group Upper Quartile	-1.0%	-2.0%	-1.2%	2.5%

Target 8.3 Increase our number of masters students on programmes established through our Global Academies by at least 500

Status: further work needed

Increase no. of masters students on progs established through Global academies by at least 500
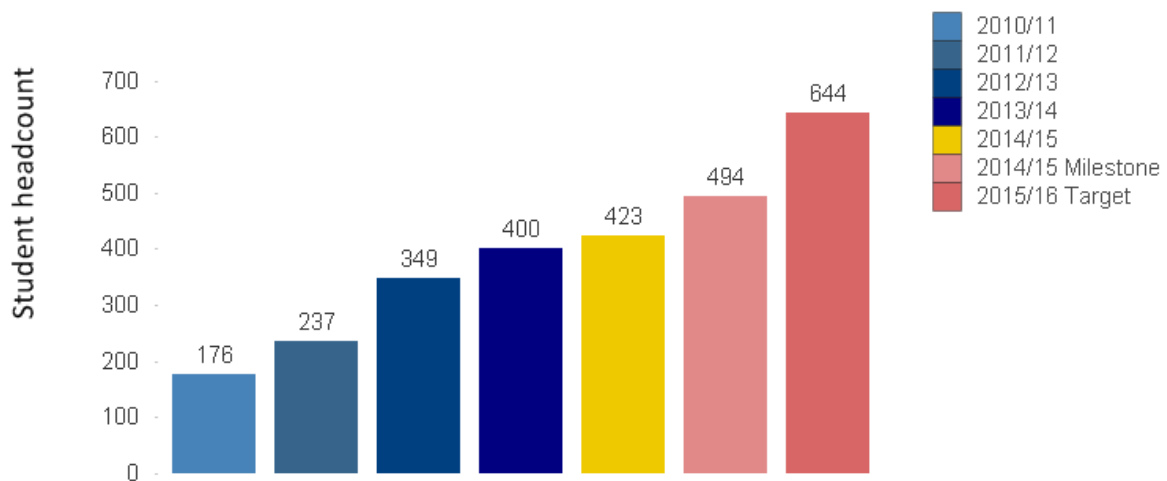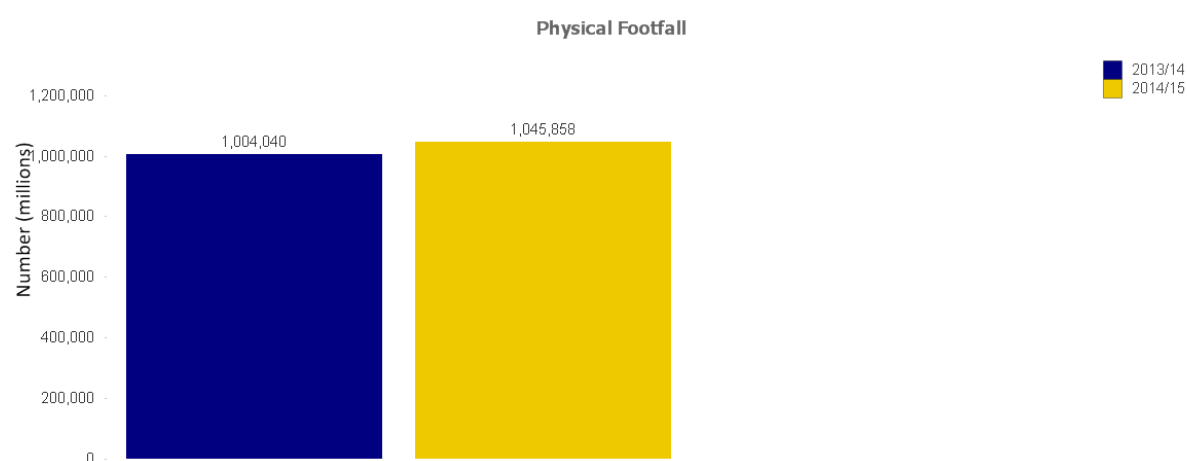

Note on performance

In the context of growing masters provision, the Global Academies assist Schools and Colleges to form new interdisciplinary programmes; and position a wide range of masters programmes for student recruitment. 5 new programmes started in 2014/15 and more are planned in 2015/16 including an online Masters in Public Health.

Lifelong community	
9.0a Physical footfall	↑
9.0bVirtual footfall	↓
9.1 Increase the number of active alumni engagements with the University via the Alumni Services website, social media and e-newsletters.	

KPI 9.0 Physical and virtual footfall

9.0a Physical footfall

Status: performance improving

Note on performance

Performance in 2014/15 has shown an improvement on 2013/14 data, much of this accredited to an improvement in figures relating to sport and exercise. In particular an increase in gym membership coupled with extended opening hours at the Pleasance Sport Complex has resulted in a 13.1% increase in physical footfall.

It is not possible to compare like with like for attendance at open doors day due to the different mix of buildings which participate in the event each year.

Physical footfall	2013/14	2014/15
Attendees to public lectures	84,823	95,767
Performance arts	29,381	19,334
Exhibitions	100,833	72,364
Museum events	11,446	1,823
Numbers of lifelong learning students	5,165	4,850
Attendees to open doors days	8,500	7,427
CSE Pleasance users (swipe entries)	46,796	50,586
CSE Pleasance and St Leonards Users	566,509	640,670
CSE Peppermill users	144,000	145,281
CSE Firbush bednights	6,587	7,756
Total	1,004,040	1,045,858

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9.0b Virtual footfall

Status: Performance worsening

Number of unique external visitors to the University's website (millions)
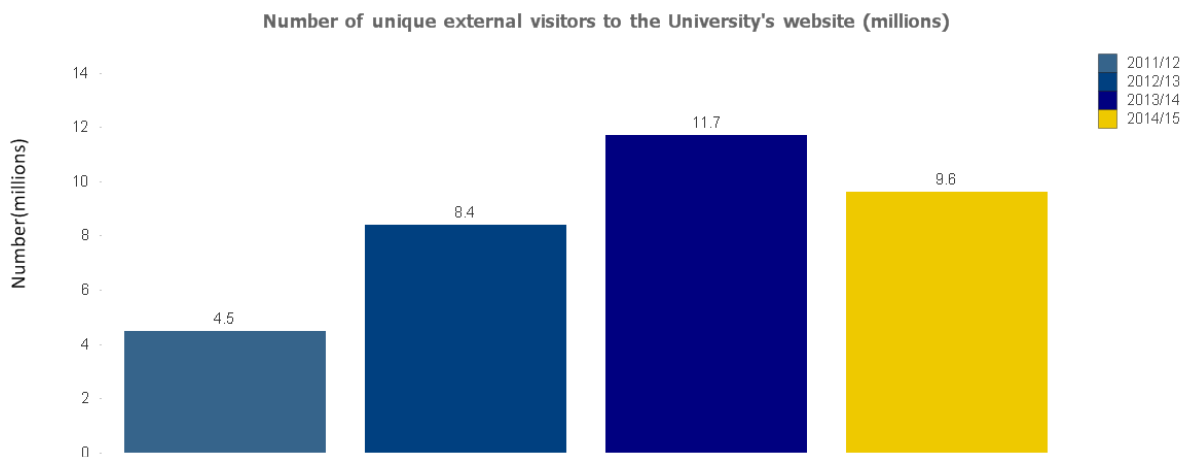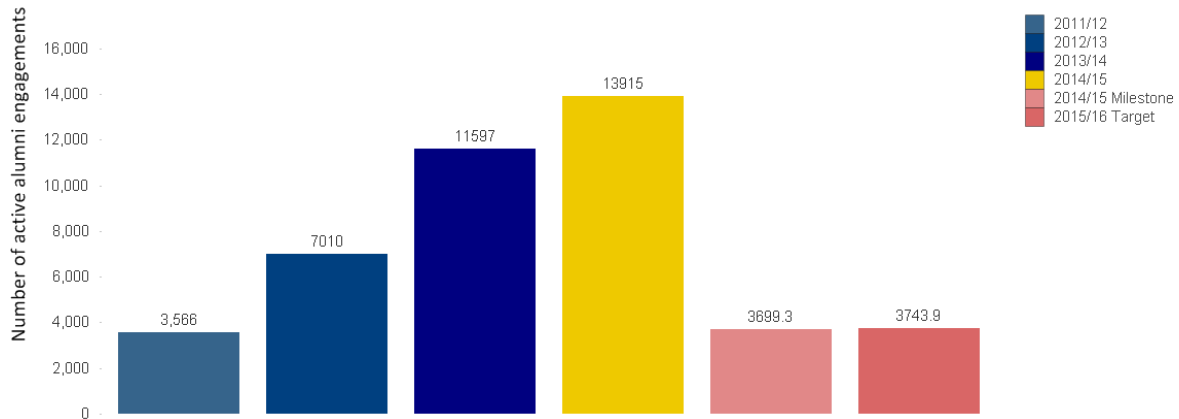

Note on performance

In 2014/15 we have moved to a new analytics code from Google Analytics and this means that the measure we now use for the virtual footfall KPI is not comparable to previous years. The move to Google Universal Analytics particularly affects the unique external visitor figure as it tracks people in a more sophisticated way. Other metrics we collect are affected less by this change, and so we have looked at other key metrics which use similar site visits during the previous year and this shows that sessions (or visits) are up by 9%, page views are up by 19%, average session duration is up by 38% and bounce rates have dropped by 48%.

Social media continues to have a clear effect, driving traffic to the University website with an increase in traffic from Facebook of 27% and from Twitter of 97%. Mobile and tablet users continue to rise with visits increasing by 44% and 19% respectively since 2013/14.

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

Status: on track

Number of active alumni engagements via the Alumni website, social media and e-newsletter

Note on performance

By measuring virtual footfall we are focusing on the first stage of a process whereby we transform passive graduates into active alumni. The more relevant our communications, the more likely we are to build an informed, engaged and supportive community.

The increase in engagements in 2014/15 has largely been driven by the Alumni Services website and reflects a change in our web publication strategy. There is now a much greater focus on regular features that build expectation and anticipation, alongside more content that highlights the University's global reach via its active international alumni clubs and networks. The migration of the website to EdWeb is also key as it has provided a more modern and responsive user experience. Alongside the increase in pageviews we have also seen an increase in the percentage of returning visitors (39.8% to 48.9%) and an increase in the number of pages viewed during each user session (from 2.75 to 3.17) which suggests a more stable online community of alumni than was evident in 2013/14.
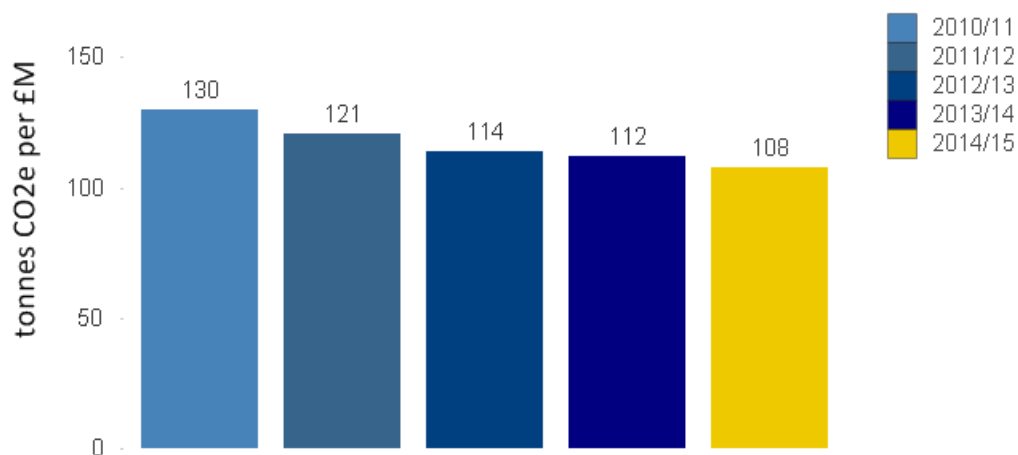
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Social Responsibility	
10.0 Carbon emissions per £ million turnover	↑
10.1 Reduce absolute CO2 emissions by 29% by 2020, against a 2007 baseline (interim target of 20% savings by 2015)	

10.0 Carbon emissions per £ million turnover

Status: performance improving
Tolerance: 3% (-/+) from previous year


Carbon emissions per £ million turnover

Note on performance

Despite progress being made through investment in energy infrastructure, in particular Combined Heat and Power Energy Centres, and other efficiency measures, as well as behaviour change programmes, the University is not on track to achieve its current absolute carbon reduction targets. The University campus has substantially increased in size due to mergers and new developments, with student numbers growing since targets were set. The University's relative targets against gross internal area (GIA) and turnover have shown a more positive trend, but the University recognises that it needs to take further action.

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

Status: further work needed
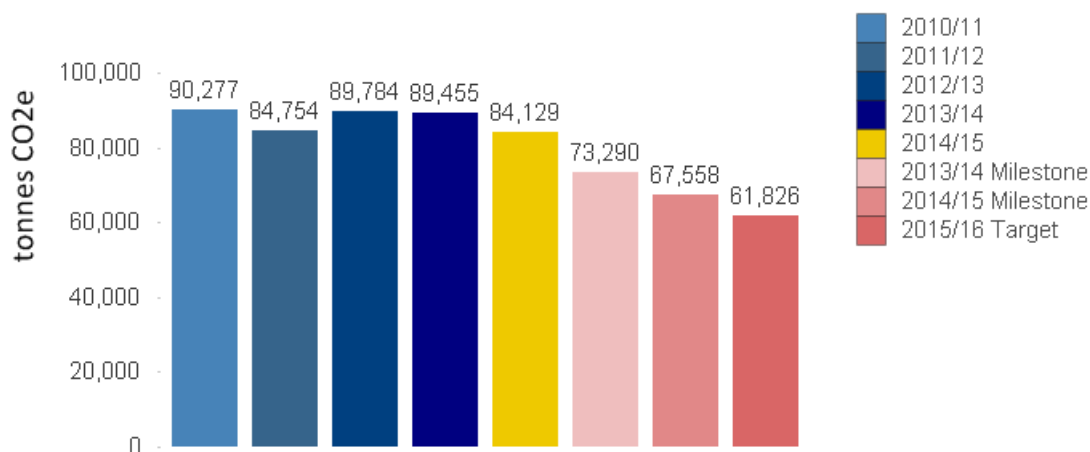
Note on performance

The University is now conducting a comprehensive review of the Climate Action Plan, to reconsider targets and to develop an integrated Climate Change Strategy to achieve those targets.

A project plan was endorsed by the Social Responsibility and Sustainability (SRS) Committee in June 2015. Planned against a one year timeframe (June 2015-June 2016), it will ensure delivery of a final university-wide integrated Climate Change Strategy in summer 2016.

| Partnerships	
11.0 a Number of our research publications which are internationally co-authored	↑
11.0 b Proportion 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%	

KPI 11.0a and b Number and proportion of our research publications which are internationally co-authored

Status: performance improving
Tolerance 11.0a: 1% (+/-) from previous year
Tolerance 11.0b: 1 percentage point (+/-) from previous year

Number of internationally co-authored publications: 2010/11 to 2014/15
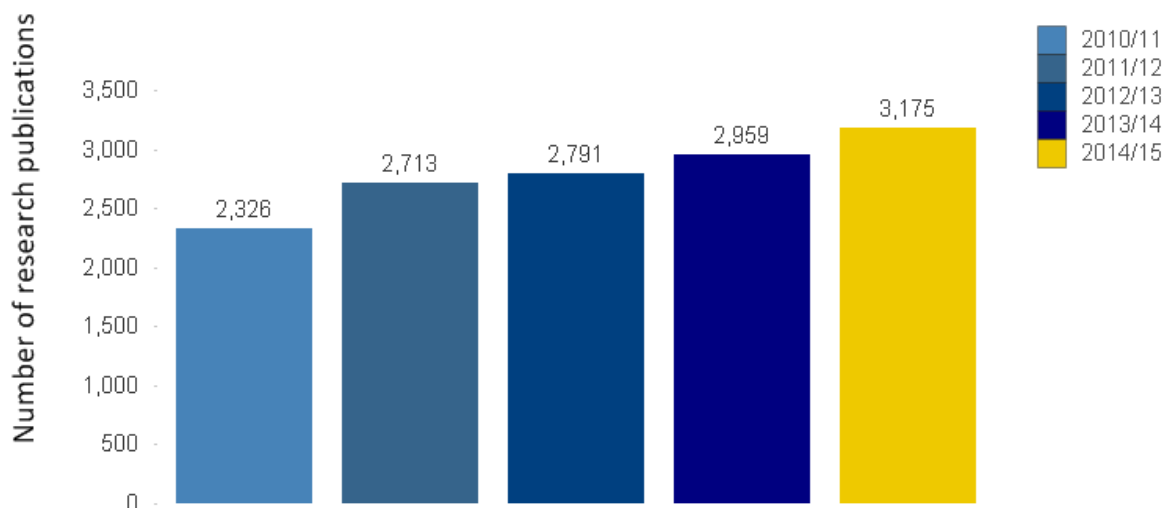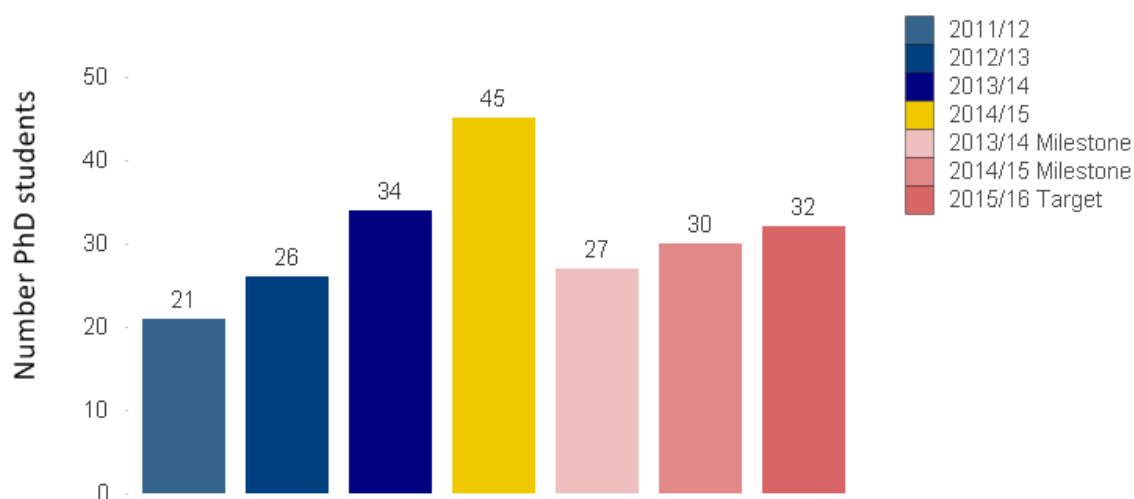

Note on performance

The number and percentage of internationally co-authored papers has continued to show an increase year-on-year.

Publication year	Internationally co-authored papers	Total papers	%
2010/11	2326	5570	41.8%
2011/12	2713	5931	45.7%
2012/13	2791	6193	45.1%
2013/14	2959	6113	48.4%
2014/15	3175	6343	50.1%

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

Status: on track

Number of students on International joint PhD programmes

Note on performance

In AY 2013-14, the University of Edinburgh had 24 bilateral or multilateral international jointly awarded PhD agreements in place, spanning 47 countries and 52 universities. There were 45 on programme students.

Equality and Widening Participation	
12.0a Undergraduate entrants from under-represented groups: widening participation	⬆
12.0b Undergraduate entrants from under-represented groups: low income households	⬇
12.0c Undergraduate entrants from under-represented groups: ethnicity	⬆
12.0d Undergraduate entrants from under-represented groups: disability	⬌
12.1a Converge on our state schools and colleges participation benchmark	2013/14 data
12.1b Converge on our low social classes participation benchmark	2014/15 data
12.2a Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels	
12.2b Reduce the gender pay gap for University staff	

KPI 12.0a Undergraduate entrants from under-represented groups: widening participation

Status: performance improving
Tolerance: 1% (+/-) from previous year

Undergraduate entrants from under-represented groups – widening participation
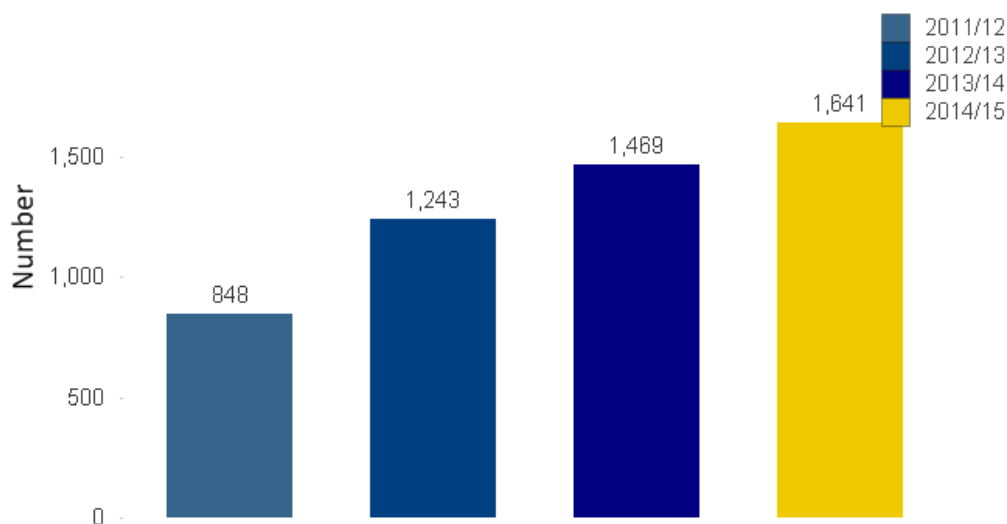
Note on performance

The context of the separate applicant pools for Scotland/EU and RUK) continues to impact on offer chances and conversion rates by school type. The HESA state school performance indicator from state schools which fell significantly for 2012 entry (with the advent of higher fees) to 67.3% from 70.3% has increased for 2013 entry to 69.6%.

We developed an enhanced approach to our methodology for the use of contextual data in admissions for the 2015/16 admissions cycle which is being further refined for 2016/17 to ensure fair access as well as to widen participation. Additional consideration in the selection and offer making process continues to be given to: applicants with one or more geodemographic and educational contextual factors, care leavers, and applicants who have participated in a recognised widening participation programme. LEAPS entrants and the SFC Funded Schools for Higher Education Programme entrants demonstrate an upward trend which reflects their inclusion as flags in our admissions systems. The full briefing on the University's use of contextual data in undergraduate admissions is available at: http://edin.ac/1q2aPLE.

Conversion activity and expanded summer school provision include targeting applicants from SIMD 40 postcode areas.

In the 2014-15 cycle, 55 per cent of our Scotland domiciled entrants had one or more widening access characteristics, up from 45 per cent for the previous year.

We have submitted evidence to the recently established Commission for Widening Access whose remit is to propose clear milestones for the Scottish Government to drive further and faster progress on widening access. We continue to influence work in the sector to identify a range of measures beyond SIMD.

We work collaboratively with the HE sector to agree a common verification process for care leavers and care experienced students and to raise awareness in schools and social services of the support available. Through our emerging Corporate Parenting Plan, we will identify opportunities for enhancing our existing support mechanisms for care leavers, to encourage applications and support successful outcomes recognising that their journeys to HE may not be direct or typical.

We will respond to the findings of our current review of the impact of University bursary provision on recruitment and retention of under-represented groups and follow up on the pilot for enhanced bursaries led by the Careers Service to embed confidence and employability skills for bursary holders. We will continue to explore opportunities to extend access commitments across our Global activities and develop a strategy to widen participation globally. We will also continue to develop and expand study abroad opportunities for WP students.

KPI 12.0b Undergraduate entrants from under-represented groups: low income households

Status: performance worsening
**Tolerance: 1% (+/-) from previous year**
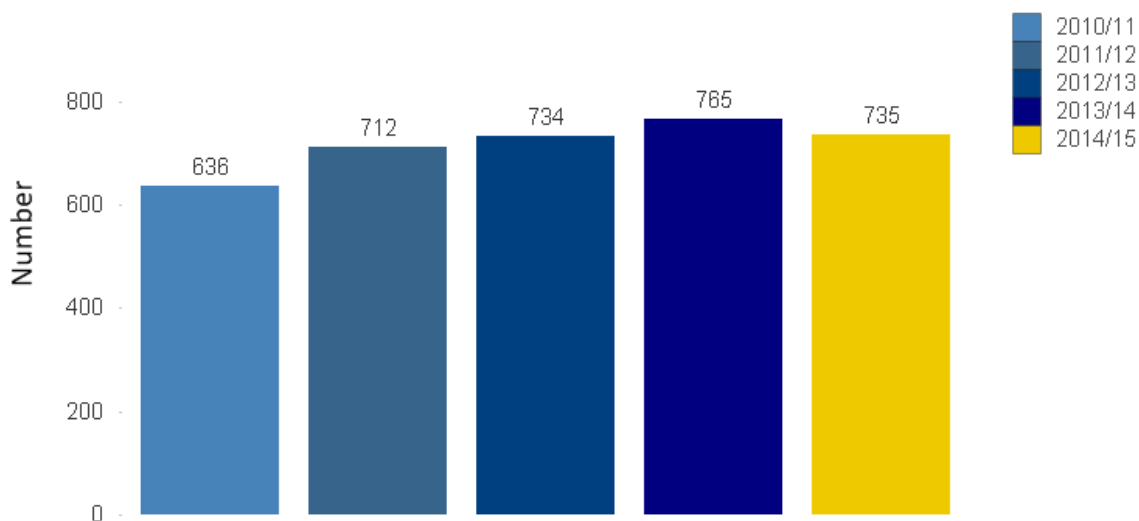
Note on performance

Data for this KPI is gathered by SAAS. For 2014-15, SAAS have developed an alternative measure of income which looks at students who did not declare any income (because they were only seeking non-income assessed support) and those who did not or could not declare any income (typically 'independent' students who would have no other form of income to support them). The alternative measure looks at these students and identifies whether they were in receipt of bursary support, and if so, they could be considered as from low income groups. The 2013-14 analysis has been revised to show that there were 765 students in 2013-14 who would be considered to be within the less than £34,000 income threshold (previously reported as 630). The same method of reporting has been used for 2014-15 data.

KPI 12.0c Undergraduate entrants from under-represented groups: ethnicity
Status: performance improving

Tolerance: 0.5 (+/-) percentage points from previous year

Undergraduate entrants from under-represented groups - ethnicity
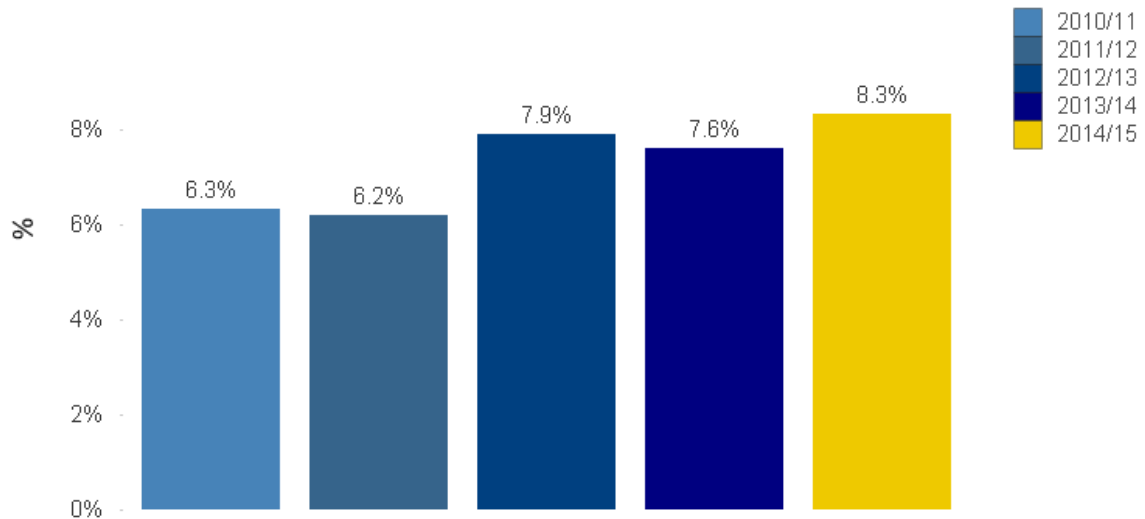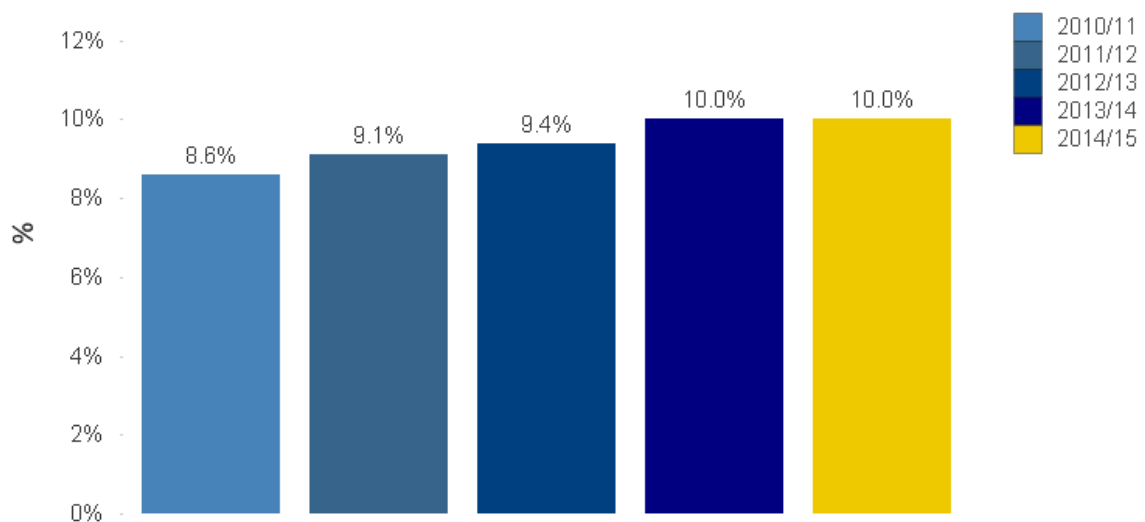

Note on performance

Number of entrants from BME backgrounds has exceeded our previous high of 7.9%.

KPI 12.0d Undergraduate entrants from under-represented groups: disability

Status: performance maintaining

Tolerance: 0.5 (+/-) percentage points from previous year

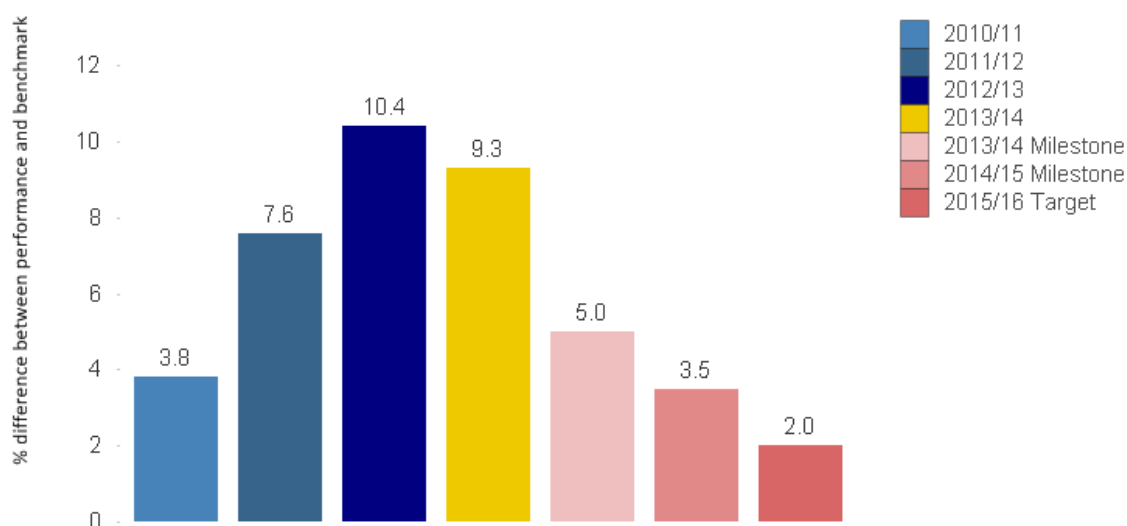Undergraduate entrants from under-represented groups - disability

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Note on performance

We have maintained the number of entrants who have declared a disability compared with 2013-14 at 10%.

Target 12.1a Converge on our state schools and colleges participation benchmark

Status: further work needed

Note on performance

In 2013-14, the latest year for which data is available, we have moved closer to our benchmark, but remain some distance from our milestone of 5%.

% entrants from state schools and colleges	2010/11	2011/12	2012/13	2013/14
University of Edinburgh	74.4%	70.3%	67.3%	69.6%
Benchmark	78.2%	77.9%	77.7%	78.9%
Russell Group*	74.6%	74.6%	75.4%	77.2%
Scotland*	88.3%	87.9%	86.9%	87.4%

*average weighted by population

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Target 12.1b Converge on our low social classes participation benchmark

Status: further work needed

Low social classes: converge on participation benchmark
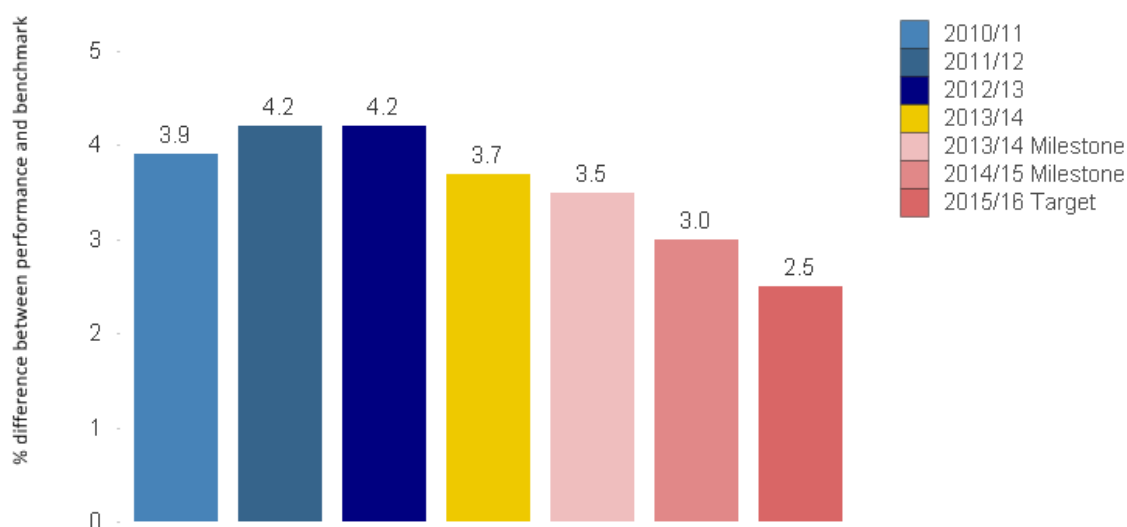
Note on performance

The University's percentage of entrants from low social classes has risen as the Russell Group percentage has fallen, and while we are still slightly away from our milestone on this (3.5%) we are getting closer to convergence.

% entrants from low social classes	2010/11	2011/12	2012/13	2013/14
University of Edinburgh	17.1%	16.5%	16.6%	17.5%
Benchmark	21.0%	20.7%	20.8%	21.2%
Russell Group*	19.3%	18.9%	20.2%	20.6%
Scotland*	27.2%	26.6%	26.2%	26.8%

*average weighted by population

Target 12.2a: Increase the proportion of female academic staff appointed and promoted to lecturer, senior lecturer, reader and professor levels

Status: further work needed

Increase proportion of female academic staff appointed and promoted
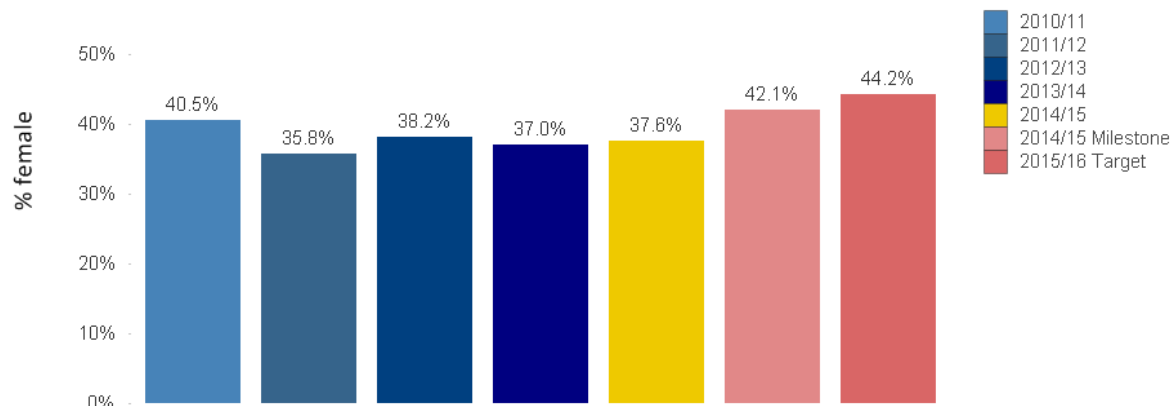
Note on performance

The proportion of female academic staff has increased slightly to 37.6% but falls short of the milestone (42.1%).

The University is committed to the fairness and equity of its recruitment and promotions processes and continues to develop policy, practice and training to ensure that the best staff are appointed and promoted regardless of their gender.

There is no Russell Group benchmark but the overall proportions for academics in grades equivalent to UE08, UE09 and UE10 is 40% Female, 60% Male.

Target 12.2b: Reduce the gender pay gap for University staff

Status: further work needed

12.2b Reduce gender pay gap for University staff
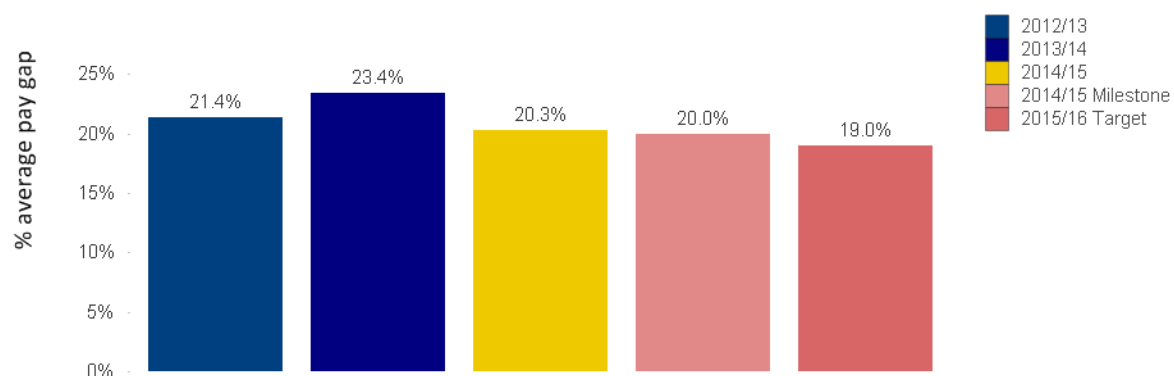
Note on performance

The mean gender pay gap for non- guaranteed hours staff is 20.3%, an improvement on the 2013/14 and 2012/13 position. This measure has been reported to ensure consistency with previous reports but is no longer one of the principal measures of equal pay the University uses. The mean gender pay gap for all staff in the University (including guaranteed hours staff) is 16.7% and the median gender pay gap for the same population is 13.7%. Both of these figures have increased since the 2013 Equal Pay Audit.

The University 2015 Equal Pay Audit is available here

Whilst it is disappointing that the overall gender pay gap has increased from the 2013 audit it is important also to look at gender pay gaps outside of the University. The Equality Challenge Unit highlights that the mean gender pay gap is 19.4 % and the median gender pay gap in the UK is 16.2%

The University is committed to delivering equal treatment of its employees regardless of their gender or other protected characteristics and work on developing strategies to reduce the gender pay gap continues.