

University of Edinburgh,

Community Strategy

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STRATEGY

1. Introduction

The University of Edinburgh was the first of the great civic universities, having been founded in 1582 with funds from the town council. It was originally called the “tounis college” and in this sense it could be argued that close community relations are the oldest aspect of the collection of values that make up the University “brand”. Good community relations underpin a sense of the university’s identity. “Engaging with the Wider Community” is one of six operational priorities identified in the University’s overall strategic plan. Great importance is also placed on Community Engagement by Universities Scotland.

It is therefore vital to the University of Edinburgh’s reputation that good community relations continue to be maintained. To neglect community relations or allow the University to fall into disrepute with its local community through lack of involvement or consultation could seriously affect the foundations of the University’s identity.

The objective of this strategy is to enhance the local profile of the University of Edinburgh, which will have the following benefits–

- Facilitate the recruitment and retention of local staff
- Help create a healthy corporate culture
- Facilitate student recruitment (particularly widening participation)
- Reap economic benefits (e.g. increased take-up of income generating services such as room hire, commercial services, cpd courses)
- Facilitate estate development
- The City of Edinburgh having a sense of ownership and pride in the University

2. Strategy Table

Objective	Strategy	Responsibility	Resource implications
1. Contribute to public debate and influence policy makers	<ul style="list-style-type: none"> • Make expert opinion available to the media via website and media office • Reward and acknowledge staff who contribute to public debate and influence policy making • Launch Public Policy Network 	<ul style="list-style-type: none"> • Communications & Marketing (C&M) • Heads of Schools, Colleges and support services, All Vice Principals • Principal’s Office 	Provided in-house. Costs will need to be met from existing resources
2. Identify ways in which local public opinion can feasibly be influenced.	<ul style="list-style-type: none"> • Undertake market research and conduct focus groups 	<ul style="list-style-type: none"> • C & M 	Provided in-house. Costs will need to be met from within existing resources. Small resource implications for funding

			volunteers to carry out street-based surveys or participate in focus groups
3. Increase engagement with the local community	<ul style="list-style-type: none"> • Interacting positively with key city partners over a range of issues including strategic and local planning, transport and the relations between the student and permanent communities • Jointly organised events with other organisations • Lending premises for certain charitable purposes • Engage with all local councillors once a year • Continue to proactively engage with community groups, search for opportunities to expand activity. 	<ul style="list-style-type: none"> • C & M • Estates and Buildings • SAS 	Provided in-house. Costs will need to be met from within existing resources. There are modest budget implications for hospitality and catering
4. Encourage local engagement with the University and increase footfall at events	<ul style="list-style-type: none"> • Develop Festivals and Doors Open Day opportunities • Improve event listings, events web pages, leaflet • Explore possibility of developing a box office • Community invitations to graduations • Improve branding and signage of buildings • Support promotion of OLL • Promote community access to library and collections • Maximise positive public impact of Lothian Projects 	<ul style="list-style-type: none"> • C & M • Registry • Estates and Buildings • OLL • Main Library • Business School • Centre for Sport and Exercise • Physical Education Sport and Leisure Studies (PESLS) • Edinburgh First 	Provided in-house. Costs will need to be met from existing resources

	<ul style="list-style-type: none"> Promote community access to sport facilities and sport and recreation services Proactive work with local media 		
5. Develop tourism at the University	<ul style="list-style-type: none"> Advertising Better information leaflets and self guided tours Tours of iconic buildings during tourist season Insertion in guidebooks Improve branding and signage of buildings Maximise benefit from Festivals activity 	<ul style="list-style-type: none"> C & M Estates and Buildings Edinburgh First ERI 	Extra expenditure would be required if new information leaflets were to be produced and advertising was to be placed
6. Develop relations with 20,000 local alumni	<ul style="list-style-type: none"> Locally focussed alumni events Promote General Council Building relationships with students that continue seamlessly when they become alumni Raise awareness of strengths via Edit and website 	<ul style="list-style-type: none"> Development and Alumni General Council Alumni Officers throughout institution 	Provided in-house. Costs will need to be met from existing resources. Implications for cost in terms of catering/hospitality
7. Develop supportive relationships with other local institutions.	<ul style="list-style-type: none"> Encourage involvement in public and professional bodies and other organisations Encourage colleagues to highlight such involvement Organise joint events Work with and support NHS Scotland, our Associated Institutions and other local businesses Maximise positive 	<ul style="list-style-type: none"> C & M Business School ERI Colleges and Schools Estates and Buildings 	Provided in-house. Costs will need to be met from existing resources

	<ul style="list-style-type: none"> public impact of Lothian Projects Develop Commercial Services Directory 		
8. Promote the University of Edinburgh's achievements and brand	<ul style="list-style-type: none"> Work proactively with local media Expand distribution of Annual Review Local student recruitment activity Redevelopment of website (ongoing) Branding and signage on buildings, objects and clothing Advertising strategies Promote Edinburgh as a 'Sports and Recreation' University 	<ul style="list-style-type: none"> C & M SRA Estates and Buildings PESLS and CSE 	The website development project is currently being funded by the University. Branding and signage costs have City planning and resource implications
9. Encourage and evaluate community engagement activity across the University	<ul style="list-style-type: none"> Acknowledging and encouraging staff and student volunteering Request that updates be given as part of planning round process on community engagement activity. Edinburgh Beltane – Beacon of Public Engagement 	<ul style="list-style-type: none"> C&M EUSA VP for Research Training and Community Relations 	Provided in-house. Costs will need to be met from existing resources

3. Evaluation

Because of the wide and diverse nature of our community engagement, evaluation is challenging and will be for the most part qualitative – such as relations between ourselves and key community stakeholders like Edinburgh City Council and Midlothian Council, or indeed, our neighbours, the people of Edinburgh itself. Means of evaluating our community engagement and our community profile is being developed with those involved, via questionnaires and, where possible, focus groups, although these are difficult to organise on a large-scale without specific incentives for the people asked to attend. Advice from our market research professional suggests that the most effective means of capturing public feedback is by the use of questionnaires at large scale events such as Doors Open Day and public lectures. However, we do intend to conduct regular focus groups where necessary with representatives of organisations with which we engage regularly (such as the City Council) Particular attention will be paid to ensuring that the evaluation of community engagement activity does not create an unreasonable workload for those involved. Research is also being conducted into how other Russell Group Institutions measure their community relations activity. A number of the itemised bullet points in this document's Introduction, such as recruitment and retention of local staff and the success of Widening Participation initiatives, can be measured quantitatively and we would

intend to liaise with appropriate colleagues to monitor how statistics in these areas vary as time goes by and our community engagement policies become more refined and institutionally embedded. Because of the information in this document, it will be updated twice-yearly to reflect the ever-shifting nature of its content.

4. Summary of Resource Implications

Many of the University's community relations initiatives can be provided in-house with modest budgetary implications in terms of catering/hospitality, audio-visual recordings of events and payment for casual staff to conduct market research questionnaires. Advertising of the institution in external publications and any new signage or re-branding work that the University chooses to undertake would be the most significant in terms of resource implications.

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1. Introduction

The University aims to be an active member of the communities in which it is located and which it serves. Its campus and activities are scattered throughout a broad local area and the University, through its students and staff, touches many thousands of local people's lives as an employer, neighbour, advisor and educator.

As well as local people who study at the University, the wider Edinburgh community comes into contact with the institution in a number of ways, the opportunities to interact being many and varied. These include enrolling on courses with the Office of Life Long Learning, attending public lectures, attending exhibitions at the Talbot Rice, library membership, participating in outreach activities in schools and communities etc. Some local people are lay members of court, engaged in the governance of the University.

This paper will provide some context for the draft strategy by taking stock of the current range of interactions with the local community, examining the benefits of community relations, outlining potential benefits and strategies for progress and presenting ideas for the evaluation of progress. The paper concentrates on relationships with the city, community and charitable groups, residents, both individually and in associations, and local politicians. Examples are cited to illustrate the range and diversity of the current situation but it is not possible for this paper to be an extensive audit as the activities in this area are too numerous. It is possible to find out more about other community relations activities from Threshold, the informal network of university staff working with non-specialist audiences in the community.

http://www.hss.ed.ac.uk/kt/threshold_events.htm

Many community relationships relate to the core activity of specific areas of the University and as such more detailed information is available through them e.g. local alumni – Development and Alumni, local NHS trust – College of Medicine and Veterinary Medicine, student recruitment and widening participation – Student Recruitment and Admissions(SRA). References to sources of further information are listed throughout. The numerous relationships with outside organisations with regard to professional accreditation, e.g. School of Law and Faculty of Advocates or Divinity and the Church of Scotland, are not explored here.

2. Strategic Importance and Desired Outcomes of Good Community Relations

From the University of Edinburgh Strategic Plan (2008-2012) –

Strategic theme: Engaging with our wider community:

“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.”

Current Position

The University has many established points of interface with the wider community, ranging from outreach activities with schools, to provision of personal development and continuing education courses and publicly available facilities and services. The latter include galleries and museum collections, a legal advice dispensary, membership of sports facilities, and professional services for industry and commerce. University staff contribute their expertise to public debate and policy making, both through academic research and through serving on advisory and policy bodies. The University makes a particular contribution to the NHS and supports the work of the Scottish Parliament, the

Scottish Government, Edinburgh City Council and Midlothian Council. It works in partnership with a number of research organisations designated as Associated Institutions of the University, which in turn provide employment opportunities for many students.

POLLOCK HALLS PLAYS HOST TO 35,000 VISITORS ANNUALLY

The University organises free concerts, lectures, conferences, festivals and arts events, many of which are open to the public throughout the year. The University maintains strong links with local and international alumni and with the local population through voluntary programmes. Outside of semester-time the University's Pollock Halls complex, along with many teaching buildings, transforms into a large-scale conference and visitor resource, playing host to over 35,000 visitors annually. Many other University buildings, such as Adam House, the George Square Theatre, The Pleasance and St Cecilia's Hall, act as venues for events during the city's various festivals each year. In 2004, the University contributed towards Edinburgh's successful bid to be designated as UNESCO City of Literature.

Creating and maintaining informed support for the University across this wider community continues to present a challenge. Through higher levels of media pro-activity, the University is promoting its achievements and enhancing its local, national and international profile. To increase media profile C&M has appointed an extra Press & PR Officer for the College of Medicine and Veterinary Medicine (started April 2007) and a Press & PR Officer with special responsibility for International media coverage, (started in October 2007). A second international Press & PR Officer has now been appointed. The University website has great value and potential as a means of distributing information about the University. A major redevelopment project of the main university website has been underway, with a redesign launched in the spring of 2008.

The University of Edinburgh aims to be a pleasant and co-operative neighbour, welcoming local residents into its premises, as well as listening and responding to local opinions and concerns. The University recognises that it has a responsibility to make a positive contribution to the local community in a variety of ways from providing opportunities for learning to encouraging neighbourly behaviour among students.

In the University's Strategic Plan for 2008-12, the objectives of engagement with our wider community are outlined as follows –

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

3. The University as a Neighbour

3.1 Education Issues.

The University was first established for the benefit of the education of the people of Edinburgh and wider locality. As the reputation of the University grows and applications increase it is essential that pressure on places does not exclude local students. SRA continue to work hard to raise awareness, counter negative perceptions and encourage local students to consider Edinburgh as their institution of choice. The admissions policy provides additional weighting to applicants from within the geographical locality. In particular, the Widening Participation team work hard to engage with students from backgrounds where this University may not have been seen as relevant to their needs and aspirations.

3.1 Residential Issues

Landlords, local shops and business all enjoy the economic benefits of lively student populations in certain areas of the city. However, there have been tensions between students and their neighbours caused by noisy parties and general unruliness. This has led to undesirable press coverage. This has been addressed primarily by the efforts of Accommodation Services working closely with EUSA – an example is the effective and provocative poster campaign that was launched by Accommodation Services in 2001. Results from focus groups show us how the behaviour of students is important to the University's reputation within the wider Edinburgh community (for space reasons results of these have not been included here but a breakdown can be obtained from robert.tomlinson@ed.ac.uk in Communications & Marketing). It is planned to publish a new leaflet in 2009, in collaboration with EUSA, advising students on how to be a good neighbour. The University has contributed towards the funding for this initiative in collaboration with Edinburgh City Council.

Accommodation Services liaise day to day with organisations such as MAGPIE, the Marchmont residents association, and the Southside Community Centre as well as representing the University on the City Council's Community Group, sitting alongside representatives of EUSA. The group comprises local councillors, representatives of all Edinburgh HEIs and local community groups and meets six times per year. C&M has organised a rolling programme of community meetings to keep residents up to date on major developments, such as the construction of the Informatics Forum. The most recent of these took place in November 2007. Members of community councils/residents associations from the Southside and Marchmont areas have also taken part in focus groups to give feedback on perceptions of the University (for more details, refer to email address above). These have helped to inform the strategy and as a result it is planned to maintain the regular community meetings with an increased emphasis on an official student presence to maintain good relations between local communities and the students that live among them.

There is some participation by the community local to the King's Buildings in the lunchtime concert series organised by the informal university group, Friends of Music in KB, which is part funded by subscriptions, donations and a generous grant from the College of Science and Engineering. The group is keen to develop its audiences for these concerts and has done cross-postings with the Special Collections – Lunchtime lectures series

<http://www.ph.ed.ac.uk/musicinkb/>

<http://tweed.lib.ed.ac.uk/audit/Web/Lunchtimelectures.html>

<http://www.eusa.ed.ac.uk/>

The Students' Association holds an annual 'student city forum' where local community stakeholders and student representatives from all of Edinburgh's Universities are invited to discuss issues. The Association has members on each of the main community council in student heavy areas. EUSA runs the Children's Holiday Venture, a registered charity, where more than 80 students volunteer to spend time with young people from socially deprived areas of Edinburgh, running evening activities, day trips and an annual weekend camp. Members of the hockey club provide coaching services to schools, while members of the Music Society also visit schools in the city. EUSA runs an annual half marathon in the Meadows for the community, which is expected to raise around £50,000 for charity in 2009, while the "Dirty Weekenders" initiative encourages students to take part in conservation work. EUSA also provides counselling services for non-profit organisations in the city through a professional student society – The Edinburgh Group – in addition to Nightline's student-run counselling services for students. The Christian Union provides food and hot drinks to homeless people through "street work" each Friday.

3.2 Doors Open Day

MORE THAN 5,000 PEOPLE VISITED UNIVERSITY BUILDINGS ON DOORS OPEN DAY 2008

This is a city wide event usually held on the last Saturday in September and organised by the Cockburn Association. A leaflet is produced to publicise the event, which is well known and well attended by local people. In 2004 the University opened 11 buildings and there was an estimated footfall of 4000. 2005 saw 12 buildings open with a footfall of around 5000, likewise 2006 saw an approximate footfall of 5,000 with ten buildings open and there was 5,000 visitors again when 11 buildings were opened in 2007 and 2008 (for the most recent event, the new Informatics Forum was one of the participating buildings) . This event presents the institution with an enviable opportunity to get local people through the doors and establish and nurture a relationship with them.

The event could be developed in a variety of ways. SRA might wish in the future to use the event for student recruitment – publicising through schools. Development and Alumni might contact local alumni through their database and awareness could be raised among international alumni who might be planning to revisit their Alma Mater through Edit. C&M wishes to build on the success of Doors Open Day in future years and conducted market research in the form of a questionnaire for visitors during DOD 2007 (for details of the results, contact Robert Tomlinson as above). This has helped to inform the strategy and shape the way future Doors Open Day events are planned.

3.3 Academic involvement with Community Groups

While most involvement with Community Groups is undertaken by the University centrally, particularly by C&M and Estates and Buildings, there are examples of direct involvement between academics and the community. The School of Informatics has become involved directly with the Southside-Association, which is based very close to the site of the new Informatics Centre on Crichton Street. This has proved to be a cordial and productive relationship. Physical Education Sport and Leisure Studies (PESLS) engage with Scottish sports groups including SportsScotland, Scottish Institute of Sport, rally drivers, rugby squads, swimming clubs, association football clubs, paralympians, and special needs groups.

3.4 Student and staff volunteering

(a) Edinburgh University Settlement

The Settlement is an independent charity with long standing association with the University. It provides a range of volunteering opportunities of students, with take up by some 250 students per year. The University provides funding for the Student Volunteer Centre, which includes

- 1) Community Link, which arranges volunteering opportunities for students, alumni and staff with local voluntary groups.
- 2) Action Connection, which engages senior honours students and post graduates to undertake specific research for voluntary and community based groups.
- 3) Support for the Edinburgh Students' Charities Appeal (ESCA), which helps and advises students in fundraising for charities and is itself an independent charity.

<http://www.sett.ed.ac.uk/>

(3) Student Societies and staff volunteering

Almost 200 non-sport societies are recognised by the University of Edinburgh, many providing a wide variety of opportunities for student volunteering. The more locally focussed are -

- Action, a Student Community Action Project, based at the University Settlement, which gets students involved in a wide range of local charities in the Edinburgh area.
- All Tomorrow's Parties, a student branch of Save the Children, which encourages students to have fun while raising money.
- Children's Holiday Venture, which takes children from former urban aid areas of Edinburgh on regular outings.

There are also members of staff who volunteer their time, although it is difficult to quantify. Initiatives such as the Children's Holiday Venture appeal for volunteers via *Bulletin*. The University is a particularly understanding employer in terms of granting leave to the staff involved in worthwhile activities outside of their work – eg Children's Panel, Army Reserve Forces etc.

In addition to giving their time, there are frequent examples of staff raising money for good causes.

(4) Overseas Student hospitality scheme

The International Office's Hospitality Scheme seeks to place international students with host families in Edinburgh who are willing to offer hospitality in some way, for example Christmas Dinner, or inclusion in a family event. 100 hosts and 50 students currently participate. Most of the hosts are from the University community and local churches.

<http://www.ed.ac.uk/internat/>

3.5 Estate Development and Planning

See Section 5, The University and the City

3.6 The Principal's Medal

A new award, the Principal's Medal, was created in 2008 to recognise a significant contribution to support or benefit the wider community. Any current student, member of staff or honorary fellow can be nominated.

4. The University in Community Education

EACH YEAR SOME 12,000 PEOPLE ENROL FOR COURSES WITH THE UNIVERSITY'S OFFICE OF LIFELONG LEARNING

A range of opportunities is available for extra mural study at the University, mainly via the Office of Lifelong Learning (OLL). Each year there are around 12,000 enrolments at the OLL from local people returning to study to professionals seeking to develop their skills.

<http://www.lifelong.ed.ac.uk/>

The University is also host to three summer schools in collaboration with other universities. SUISS, Scottish Universities International Summer School, was founded in 1947 and welcomes students from 23 different countries. LEAPS, Lothian Equal Access Programme for Schools, runs an eight week summer school for 160 young people from backgrounds where there is no tradition of entering higher education and Kickstart offers a one week summer school for 150 local school students in S5. Both of these programmes offer students the opportunity to study a broad range of subjects in a university environment

<http://www.arts.ed.ac.uk/suiss/>

<http://www.leapsonline.org/>

Academic and administrative staff across over 40 subject areas in the University engage with activities organised by the Widening Participation team in Student Recruitment and Admissions in support of widening participation for school pupils from age 10 (P6) to 18 (S6).

<http://www.sra.ed.ac.uk/wp/index.html>

5. The University and the City

THE LIFETIME IMPACT OF STUDENTS GRADUATING IN ONE YEAR IS OVER £311 MILLION IN THE EDINBURGH ECONOMY

The University has a considerable economic impact on the surrounding local community, a factor that was highlighted in feedback from the community focus groups. In 2008, a team of external consultants quantified the university's economic impact. Its total impact is spread across the range of impacts from

students, tourism, commercialisation and capital projects spend. The impact of the University was measured in Gross Value Added (GVA) and full-time equivalent jobs (fte).

Headline findings from the report show that the quantifiable impacts of the University are £585M GVA and 14,000 fte jobs within Edinburgh. For Scotland, an impact of £826M and over 19,000 fte jobs is reported. In addition to this impact, the report estimates that the lifetime impact from students graduating in one year is over £311M in the Edinburgh economy and £406M in the Scottish economy.

The full report is available from the CMG website or by clicking the following link:

<http://www.planning.ed.ac.uk/Governance/CMG/documents/EconomicImpactStudy.pdf>

The economic assessment of the new Informatics Forum development at Potterow also provides an indication of the value of the university to the local economy.

<http://www.inf.ed.ac.uk/building/application/economic.html>

5.1 The University as an Employer

The University employs in excess of 7,000 people in the local area, making it the 4th biggest employer in Edinburgh. Internal communications are therefore also a significant aspect of community relations. The University recognises three trade unions – Amicus, UCU and Unison. Human Resources are the key player in this aspect of community relations. See also 7 (xv) Human Resources.

<http://www.humanresources.ed.ac.uk/>

5.2 The University, the City Council and Midlothian

The Principal has regular meetings with key City Council officials. Expansion in the estate and the development of the University's Estate Strategy and the supporting Development Frameworks and Masterplans has led to a particularly strong involvement between the City and Midlothian Councils and Estates and Buildings. C&M has a close working relationship with the City Council's corporate communications team and regularly provides supportive quotes for its press material. Recent examples include collaborative work on the planned Edinburgh tram system and the edinburghbrand.com (*Inspiring Brand*) initiative.

The University has an increasing presence in the Midlothian Council region, particularly since the Roslin Institute became officially part of the University in April 2008. Roslin has an ad hoc programme of community engagement and from time-to-time opens its doors to school parties from the Midlothian area. There have also been visits by parties of students from Napier University and Roslin research scientists have also participated in a series of talks at Penicuik Library.

The other notable University presence in Midlothian is the Royal (Dick) Veterinary School. In terms of its community engagement, it supplies vet services in the form of its small and large animal hospitals, also to the Royal Zoological Society of Scotland (Edinburgh Zoo) and to some smaller "animal attractions", eg Edinburgh Butterfly World, Five Sisters Zoo. It also services Gorgie community farm.

The School has participated in Midlothian Doors Open Day for several years and is planning to reintroduce work experience placements for pupils from local schools.

The School hosts meetings for various veterinary societies and other groups (eg British Horse Society), at reduced rates.

It also holds informative meetings for members of the public (eg horse owners) and gets involved in national veterinary activities such as "National Rabbit Week" and "Pet Smile Week" to raise awareness of pet health issues.

5.3 The University and Public Bodies

Well-received efforts are made to maintain good relations with the Scottish Parliament and the Scottish Government co-ordinated in general by the Principal's Office. Development and Alumni also contributes, as does C&M. In relations with Scottish Enterprise, ERI takes the lead. Relations with many other public bodies are undertaken by the relevant unit within the University e.g., General Medical Council – College of Medicine and Veterinary Medicine, Law Society – School of Law.

The Institute of Governance is designed to provide a range of expertise on issues of specific relevance to constitutional change and areas of policy related work. To date, it has involved liaising and working with the Scottish Parliament and Scottish Executive, MSPs, parliamentary staff, civil servants, business, the media and others. The Institute's main activities are consultancy and research, events, publications and a political internship programme.

The University has strong links to a number of Edinburgh-based national institutions such as the National Library and Archives and the National Museums and Galleries. A significant interdependency characterises these relationships. In July 2007, representatives from C&M and Edinburgh First met with staff from National Museums Scotland to discuss provision by the University of alternative accommodation during the major refurbishment which the museum on Chambers Street is undergoing.

Senior Honorary Professor Geoffrey Boulton is a member of The Council for Science and Technology (CST), the UK government's top-level independent advisory body on science and technology policy issues.

<http://www2.cst.gov.uk/>

The Pathways to the Professions project to increase the diversity of local applications to Law, Medicine and Vet Medicine works proactively with the relevant professional bodies including the Law Society of Scotland, Faculty of Advocates; the Crown Office; the Royal College of Surgeons of Edinburgh; the Royal College of Physicians of Edinburgh; the British Medical Association (Scotland)

5.4 The University as an Advisor

Numerous academic staff contribute to a variety of policy making bodies in both advisory and executive capacities. This is widespread through every field of study.

Many members of support services are also advising professional organisations and thus influencing policy in their specific professional areas.

6. The University's Cultural Contribution

The University makes a significant contribution to the cultural life of Edinburgh and to that of Scotland as a whole. The University's cultural activities take many forms. The most visible elements are the concerts, lectures, galleries and collections which are open to the public. In addition to this the University recognises and rewards cultural excellence through the James Tait Black Memorial Prize, works with schools and community groups in both the visual arts and music and provides lifelong learning and continuing education opportunities in a range of cultural disciplines. In 2006 the Prize received extensive media coverage nationally and internationally. In 2007 and 2008 it was held in collaboration with the Edinburgh International Book Festival to heighten its profile still further. As a result it enjoyed significant media profile in the international press.

Further detail on the University's Cultural Activities is contained in the Cultural Review Cultural Collections Audit and the Strategic Plan.

http://www.planning.ed.ac.uk/Strategic_Planning/SP2008-12/index.htm

<http://tweed.lib.ed.ac.uk/audit/Web/UCA.html>

<http://www.scotland.gov.uk/Topics/Arts-Culture/19347/18411>

THERE ARE NATIONALS FROM 120 DIFFERENT COUNTRIES AT THE UNIVERSITY AND SOME 5,000 STUDENTS FROM OVERSEAS

Beyond formal cultural activities and engagement, it is important to acknowledge the University community's less formal input to culture within Scotland. Staff contribute their time and expertise to cultural organisations and to the development of policy through serving on committees, steering groups, advisory boards and other bodies. Similarly students organise and run a large number of societies focused on cultural activities as well as an annual student festival. In itself the cosmopolitan nature of the University community, which includes nationals from over 120 different countries and 5,000 students from overseas, also adds to the diverse and varied nature of culture within Scotland's capital.

6.1 Talbot Rice Gallery

The Talbot Rice Gallery celebrated its 30th birthday in 2005 and shows work by Scottish and International artists. It promotes knowledge understanding and new ideas through exhibitions, events and publications. The gallery also has an educational remit aiming to enhance visitor enjoyment and understanding of the exhibition programme. Children are welcome and the gallery works with many local schools.

<http://www.trg.ed.ac.uk/>

Many of the University's Collections attract local people and tourists alike to visit the institution - for example the collection of Historical Musical Instruments which in 2007 was awarded "Special Recognition" status in a scheme run by the Scottish Executive and the Scottish Museums Council. Rare manuscripts are regularly shown at the library. However, space and facilities to exhibit treasures from the University's collections are limited.

<http://www.lib.ed.ac.uk/resources/collections/specdivision/>

<http://tweed.lib.ed.ac.uk/audit/Web/UCA.html>

<http://tweed.lib.ed.ac.uk/audit/Web/Lunchtimelectures.html>

6.2 Library and Special Collections

Edinburgh University Library is as old as the University itself. The Main Library building was opened in 1967 and there are 16 other libraries making Edinburgh University Library one of the most decentralised academic libraries in the UK. The library's catalogues contain almost one million entries.

As well as the many thousands of staff and student users, the library opens its doors to alumni and local sixth formers. The library also cultivates links with many local community organisations and provides a substantial service for the NHS. Extensive and increasingly important web-based resources are available.

A £50m project to redevelop the Main Library building commenced in summer 2007. The redevelopment programme is addressing ways of making objects from the collections more available to the public and is removing the charge for reference access. The plan is to place the library more squarely as an important "hub" in university and city life.

<http://www.lib.ed.ac.uk/>

6.3 Edinburgh City of Literature

The City of Edinburgh became the first UNESCO City of Literature in October 2004, a permanent designation akin to that of a world heritage site. Staff from English Literature and the Libraries were members of the steering committee that suggested the designation to UNESCO in recognition of the University providing the intellectual lifeblood that permeates much of the city's literary activity. As City of Literature, Edinburgh aims to promote recognition and prestige for Scotland's literary life nationally and internationally, to provide focus and co-ordination for literary activity and to encourage greater participation at all levels of society.

<http://www.lib.ed.ac.uk/about/libcom/PapersDec04/a16dec04.pdf>

6.4 Festivals, Exhibitions, Information & Events

The University of Edinburgh Festivals Office is responsible for the management of all University of Edinburgh owned buildings that participate in Edinburgh's Festivals throughout the year, in particular The Edinburgh International Science Festival and the Edinburgh Festival Fringe. The Festivals Office, working closely with C&M, has done a great deal to maximise the festival-related public relations

benefit to the University. Since 2004 signage has been enhanced to make the visiting public more aware that the University is a key provider of venues for Festival events (such as at the Pleasance) <http://www.festivals.estates.ed.ac.uk/>

The University's new Potterow development houses two key features which will substantially assist the University's community profile. In summer of 2008, the University Information Centre and Shop (on Nicholson Street) relocated to new ground floor premises adjacent to the Informatics Forum on Crichton Street. Managed by C&M, this new Visitor Centre facility provides a much larger space for the display of University merchandise and information in a contemporary setting as well as a location for a rolling programme of exhibitions about the work of the university and will contribute towards addressing a number of issues raised in the results of community relations market research (see appendix). The development will also house the InSpace exhibition area (*see section 7.i*). Arts-related programmes in InSpace are planned to coincide with the Edinburgh International Festival in August and science engagement programmes to coincide with the Edinburgh International Science Festival in the spring.

6.5 Lectures

Extra curricular lectures, many open to the public, are held throughout the year and represent a key opportunity to welcome the community into the University. The most ambitious and successful have been the Enlightenment lectures which began in February 2006 and are ongoing. These are a significant element in the Edinburgh Campaign, the fundraising campaign which was launched in October 2006. In collaboration with sponsors Scottish Power, the University has been able to attract speakers of the calibre of Joseph Stiglitz and audiences in excess of 1,000 for each event. Similarly successful were the Union lectures to mark the tercentenary of the Anglo-Scottish Union in early 2007. Both series achieved widespread media coverage in the UK and abroad. Other annual lectures include the Edinburgh Lectures and the Gifford Lectures, given in recent years by the likes of Professor Noam Chomsky and Steven Hawking. Other annual lectures include the "Town and Gown" Lecture (OLL), JP Macintosh and Montague Burton Lectures. Inaugural Lectures are scattered throughout the year and attract varying degrees of publicity and community interest.

6.6 Conferences

A wide variety of conferences are organised at the University throughout the year, bringing many thousands of visitors to the city with positive economic impact. Some conferences are also aimed at local populations, e.g. University Settlement's Conference on citizenship "Dissenting Adults".

Outside organisations make use of University conference, catering and accommodation facilities via Edinburgh First.

<http://www.edinburghfirst.com>

6.7 Other cultural contributions

The University also engages with Edinburgh & Lothians communities through:

- (i) **Visual Arts Research Institute Edinburgh (VARIE)** - a consortium which includes Edinburgh-based cultural institutions (Scottish National Galleries & Scottish National Museums) <http://ace.caad.ed.ac.uk/varie>
- (ii) **Music in the Community** – various projects with local organisations (including local authorities, health and education boards, and the Royal Botanic Gardens Edinburgh) involving local schoolchildren, teachers and families. <http://www.music.ed.ac.uk/Postgraduate/musiccommunity.htm>
- (iii) **Cinema China Film Festival** – organised in association with Edinburgh International Film Festival, Filmhouse Cinema. <http://www.llc.ed.ac.uk/cinema-china/>
- (iv) **Public Policy Network** - engagement with policy makers in the Scottish Government and local government. <http://www.publicpolicynetwork.ed.ac.uk>

- (v) **Child and Youth Studies Network** - in addition to its University members, this involves many practitioners from the Edinburgh & Lothians (teachers, social workers, local government officials, FE colleges etc.) in various projects focused on exchanging knowledge with practitioners, majority of whom are from Edinburgh area.
<http://www.hss.ed.ac.uk/kt/child.htm>
- (vi) **South East Scotland Learning Network** – hosted by Moray House School of Education, this network supports the learning and development of staff working in social services in South East Scotland. <http://www.learningnetworks.org.uk/southeast.php>

7. Key Players within the University

A major achievement for Public Engagement across the University was the £1.2m award in 2007 of one of only six Beacons for Public Engagement (BPE) to a 16-strong partnership led by the University of Edinburgh. The aim of the Edinburgh Beltane BPE is to increase public engagement with research relevant to public policy and to embed a culture of public engagement across all the research partners involved. The Beacons Team is will become key players in public engagement for the university.

Email: edinburghbeltane.bpe@ed.ac.uk

The University has been involved in the Edinburgh International Science Festival for many years in both the adult and families programmes. The Scottish Institute for Biotechnology Education co-ordinates “Discover Science with the University of Edinburgh at the Museum”, the families programme run in partnership with EISF and National Museums Scotland, which offers interactive, hands-on workshops and shows. Many researchers participate in the programme of lectures and debates aimed at adult audiences.

(i) College of Science and Engineering

The College of Science and Engineering (CSE) has seven Schools: Biological Sciences, Chemistry, Engineering and Electronics, Geosciences, Informatics, Mathematics and Physics. The strategic drivers for the CSE in engaging with the wider community are Undergraduate and Postgraduate recruitment, promoting research, knowledge transfer, public engagement in science and the development of the estate.

The College has close links with the local community in South Edinburgh regarding Estates issues, and naturally close links with industry. The College and ERI have a joint business development team which develops and maintains contacts with industry including many local businesses, some of which are University spinouts, and local high growth start-up companies. The team includes a Knowledge Transfer Outreach Officer, Dr Lynn Forsyth, who focuses on marketing the College’s research expertise and facilities to external clients. Part of this role involves research showcase events for industry. Increasingly, business contacts form part of the audience for Inaugural and public lectures.

The College is committed to developing and professionalising its activities in Public Engagement with Science (Science here is used as a shorthand for all scientific subjects especially Science, Technology, Engineering and Mathematics). This ties in with the University’s aim of embedding a culture of public engagement across all its research activities. CSE established a PES Think Tank under the chairmanship of Professor David Ingram which advises the College on PES matters. The group developed an outline strategy in 2006 and PES Development Officer, Dr Patricia Erskine was appointed in 2007 to take it forward.

An exciting future development will be the creation of a new public engagement gallery called InSpace @ the Informatics Forum, to explore the cultural significance of Informatics. The focus will be on arts-informatics links, with a changing programme of arts and science engagement, comprising exhibitions, education events, hands-on science engagement activities and a programme which fits

into the Edinburgh arts and science calendar. The aim is to create a venue for two-way engagement with an adult audience.

<http://www.edinburghcampaign.com/Campaign/Default2.aspx?PageID=197&>

Information about the College's public engagement strategy and activities will be made available at <http://www.scieng.ed.ac.uk/>

(ii) College of Humanities and Social Science

The College has particularly strong links with education via the School of Education and also strong community links via vocational social work courses.

The College has a particular vested interest in central area estates development.

<http://www.hss.ed.ac.uk/>

Office of Lifelong Learning (OLL)

OLL is part of the College, providing part-time and short courses in a wide variety of subjects in the day and in the evening. There are 12,000 enrolments each year from local people returning to learning and professionals seeking to develop their skills. OLL's target audiences are professionals, members of the public interested in personal study and personal development and undergraduates interested in a wider variety of course modules.

<http://www.lifelong.ed.ac.uk/>

The Business School

The Business School has particularly strong links with the local business community and entrepreneurs. Ninety students enrolled on the part-time MBA programme are from the Lothian employer base, with around two-thirds receiving sponsorship from their employer. The School is also growing its executive education programmes for local organisations, particularly focussed upon the major employment sectors of the economy, and runs joint events with local professional bodies and support agencies. An expanding number of the School's degree programmes feature company based student projects while its Entrepreneurship Club has more than 100 external members. The School has more than 3,500 MBA alumni who receive regular invites to events and talks and the School has commenced a phased roll-out of alumni service to its growing MSc alumni community. It is also active in Knowledge Transfer Partnerships.

<http://www.business-school.ed.ac.uk/>

Music

Staff in Music, within the School of Arts Culture and the Environment, organise a variety of concerts that are open to the public. Local amateur and community music organisations are supported in various ways including the loan of scores at preferential rates. Undergraduate and post graduate students are also placed in six primary schools from the Social Inclusion Partnership Area in Edinburgh and also in Saughton Prison.

On an international level, the Tapestry programme involves a professor and other members of the University visiting parts of the world recovering from the trauma of war (e.g. Bosnia, Middle East) to heal communities through participation in music.

<http://www.music.ed.ac.uk/>

ESRC Genomics Forum

The Genomics Forum works to connect social science research on genomics with public policy debates and decision making on genomics science and technology.

<http://www.genomicsforum.ac.uk/>

Other areas of HSS community involvement include:

Film Studies

Architecture Industry Days

Centre for Research on Families and Relationships (Jointly with Medicine. Contact is Sarah Morton)

(iii) College of Medicine and Veterinary Medicine

Crucially, the College contributes to the community via its clinical staff in both medicine and veterinary medicine who deliver professional health services and shape the quality, location and organisation of health services. The College aims to support, together with NHS authorities, some of the most socially excluded communities in the city, geographically close to Little France. Their efforts have included supporting the development of public transport links, participating in Craigmillar business development group, encouraging local people to apply for jobs generated by the University's relocation to Little France. Inaugural lectures are open to the public and there is also a series of public talks organised in conjunction with the Medical Research Council. In 2007 the University appointed its first Assistant Principal for the Public Understanding of Medicine, Professor Dorothy Crawford.

<http://www.mvm.ed.ac.uk/>

(iv) The Principal's Office

The majority of the political liaison with the Scottish Parliament, Scottish Executive and many other key stakeholders is undertaken by the Principal's Office. This takes the form of one to one meetings, briefings, site visits and invitations to events.

<http://www.aaps.ed.ac.uk/PrincipalsOffice/>

(v) Protocol Office

A variety of University events, many involving VIPs, is organised by the Protocol Office in close collaboration with other key departments. The University Secretary' convenes a "Special Events Group" with representatives from across the institution to co-ordinate activity and identify opportunities.

THE UNIVERSITY IS IN CONTACT WITH MORE THAN 20,000 LOCAL ALUMNI ACROSS THE LOTHIANS

(vi) Development and Alumni and the General Council

Alumni, even those who have moved away from the city, enjoy the right to be part of the University community. Formal involvement is via the General Council. Development and Alumni also organise events for alumni all over the world as well as those who live locally.

D & A are in contact with in excess of 22,000 alumni in Edinburgh and the Lothians, making alumni relations an important aspect of community relations.

D & A organise a number of events throughout the year as part of their stewardship programme, the guest lists regularly include prominent members of the local community. There have been significant philanthropic gifts and bequests from alumni.

The largest capital fundraising campaign ever to be launched in Scotland, and one of the largest in the UK, was launched on October 6th, 2006. The launch night of the Edinburgh Campaign at a special dinner in Old College quad was attended by key stakeholders from all walks of life. The event was successful in attracting high profile media coverage via the BBC, Financial Times etc.

(vii) Communications & Marketing

Among other roles, C&M acts as co-ordinator and advisor for public and community relations activities across the University. C&M organises a variety of events throughout the year – lectures, community meetings for local residents etc. C&M, together with Development and Alumni and the Secretary's Office organise the Chancellor's Dinner, which brings together high achieving alumni with the academic community, benefactors and key political and cultural supporters.

C&M also handles media relations, an important tool in maintaining good community relations, and also a potential threat to such relations when negative. Internal Communications sit between C&M and Human Resources and have a potentially beneficial role to play in fostering good community relations among the University's 7000-plus staff, most of whom live in the central belt.

A Head of Media & Communications was appointed in July 2006, whose role - in part - takes in C&M's ongoing input into community relations. He works closely with a Market Research Manager, appointed in May 2007, to monitor and evaluate community relations initiatives.

<http://www.cam.ed.ac.uk/>

(viii) Registry

Graduations, organised by Registry, are a high point in the annual lifecycle of the University and in the last five years they have been used more and more proactively to the benefit of the institution. In addition to Honorary Degrees, Benefactor Awards have been made.

<http://www.registry.ed.ac.uk/>

(ix) EUSA

EUSA, Edinburgh University Students Association, makes a significant contribution to relations between students and the local community, see section 3.1.

<http://www.eusa.ed.ac.uk/>

(x) Centre for Sport and Exercise and PESLS

Based on five sites across Edinburgh with its main central location on The Pleasance, the Centre for Sport and Exercise offers community membership in addition to providing the service for students and staff. There are currently well in excess of 300 community members, a figure that is now on the rise following the completion of the refurbishment. The centre also organises summer activities for children.

<http://www.sport.ed.ac.uk/>

Certain members of staff regularly take part in corporate races and sponsored walks under a University of Edinburgh banner.

Physical Education Sport and Leisure Studies (PESLS). PESLS and its centres including the Centre for Aquatics Research and Education (CARE), Centre for Adolescent Health Research Unit (CAHRU), and Perception Movement Action Research Centre (PMARC) engage with the community through research activities and service. Sport science support to athletes within and outwith the community complements educational initiatives such as 'BASIC MOVES' and outdoor and environmental education.

(xi) Chaplaincy

The chaplaincy is the focal point for a network of honorary chaplains representing the various faiths present in the community. The primary function of this is to support students of other faiths but it also builds invaluable bridges between town and gown. This is an important form of outreach to certain groups within the local community, for whom it may be the only contact with the institution.

<http://www.chaplaincy.ed.ac.uk/>

(xii) Accommodation Services and Edinburgh First

Accommodation Services manages the substantial proportion of the University Estate that is given over to student accommodation. They also play a primary role in managing the relationship between students and local residents. Edinburgh First is the commercial arm of Accommodation Services. It manages conference facilities and meeting rooms as well as tourist accommodation across the city. Edinburgh First is a significant force in tourism in the local economy.

<http://www.edinburghfirst.com/>

<http://www.accom.ed.ac.uk/>

(xiii) Estates and Buildings

Estates and Buildings Dept. is responsible for the strategic, tactical and operational management of the University's property portfolio. Consequently members of staff are in regular contact with the City and Midlothian Council in context of the University's estate development programme. E&B staff members are frequently the initial point of contact for members of the public and community representatives seeking information and raising issues associated with the built environment. E&B ensures that the University's estate and operational aspirations are promoted through appropriate public notification and consultation.

MTEM LTD IS THE LARGEST SCOTTISH UNIVERSITY SPINOUT COMPANY TO DATE

(xiv) ERI (Edinburgh Research and Innovation)

Effective commercialisation of the University's research work is extremely important to the University. This fosters local economic development, as well as ensuring financial benefits for the university in the long-term. ERI ensures the maximisation of opportunities for effective commercialisation by providing the infrastructure that facilitates, encourages and supports innovation. ERI is the key player in managing the institutional relationship with the local business community – in particular high tech and high growth businesses.

<http://www.research-innovation.ed.ac.uk/Default.asp>

Among ERI's successes was the largest Scottish university spin-out company to date, when MTEM Ltd was launched in 2004 with £7.4m in funding and subsequently acquired in 2007 by Norwegian oil services company PGS, for \$275m.

The **Edinburgh Pre-Incubator Scheme (EPIS)** is designed to give innovative and committed entrepreneurs with bright ideas for new technology-based businesses, the time and relevant resources to bring those concepts to a stage which they can be exploited through the creation of knowledge-led businesses in Edinburgh and the Lothians.

The University offers access to over 1600 research-active academics and facilities to deliver research and consultancy services. It has a number of successful Knowledge Transfer Partnerships and SCORE projects in partnership with local companies.

Edinburgh Technopole is the University's science and technology park, based at the Bush Estate, near Roslin. The 126-acre park hosts a community of 23 technology-based companies, including IndigoVision PLC, Xilinx Inc and Kendle, with over 300 staff based on-site.

The 100-acre Edinburgh BioQuarter at Little France will also incorporate a new biomedical research park with the first commercial tenants expected on-site in 2010.

The University has a number of significant partnerships for specific initiatives with local organisations, such as:

- (i) **Scottish Enterprise** – Scottish Microelectronics Centre, PROSPEKT/Informatics Forum & Edinburgh BioQuarter
- (ii) **NHS Lothian** – Edinburgh BioQuarter
- (iii) **City of Edinburgh Council** – Edinburgh Technology Transfer Centre

ADDITIONAL INFORMATION:

- Edinburgh Research and Innovation website – see <http://www.research-innovation.ed.ac.uk/>
- Facts & Figures 2007 – see <http://www.research-innovation.ed.ac.uk/information/FactsFigures2007.pdf>
- Infinite Magazine 2007 – see <http://www.research-innovation.ed.ac.uk/information/Infinite2007.pdf>

MORE THAN 12,000 STUDENTS ATTEND WP PROJECTS EVERY ACADEMIC YEAR

(xv) Student Recruitment and Admissions (SRA) and the International Office

SRA helps support and advise UK-based potential undergraduate students and their parents, teachers and advisers, by providing information and advice to enable students to make an informed decision about their future.

As well as arranging three annual University Open Days, attended by over 20,000 prospective students and their families, and welcoming visitors to the University, members of the Student Recruitment & Admissions service visit schools and colleges and attend careers conventions all over the UK and EU. The service is the key player in managing and co-ordinating the University's relationship with secondary education institutions and colleges, potential students, and where appropriate, teachers and parents/guardians.

<http://www.sra.ed.ac.uk/>

Student Recruitment and Admissions has long-term links with many local schools and colleges and offers a range of services to them. This includes visiting schools and colleges to give talks to students and their advisers on aspects of higher education, and attending school careers conventions, regional higher education events and school parents' evenings. In the period August 2006 to July 2007 SRA undertook

- 64 school based careers conventions of which almost 50% were in the immediate locality
- 49 regional higher education conventions in the UK and EU (most multiple days) of which 33% were in Scotland
- 152 talks to potential applicants, parents and teachers in schools and colleges, of which almost 70% were in the immediate locality
- the organisation of 7 information sessions for the parents of offer holders, held at venues in 5 major UK cites. These events attracted over 1600 parents, over 50% of whom attended the 3 sessions held at the University itself.

Widening participation (WP) to higher education is a strategic priority for the government, the higher education sector in general and the University of Edinburgh in particular. WP aims to address the discrepancies in the take-up of higher education opportunities between different social groups. The University is engaged with prospective students, their families and advisers in a wide range of WP awareness and aspiration raising projects, with over 12,000 attending over an academic year. The projects also give valuable experience and transferable skills to our current undergraduates who act as

role models. The Educated Pass project is a good example of innovative community engagement working with hundreds of boys in local communities through their youth football clubs and coaches.

The International Office is responsible for international student recruitment. It also helps manage the relationship between international students and the university and local communities.

<http://www.ed.ac.uk/internat/>

(xvi) Human Resources

The Human Resources department of the University plays a crucial role in determining the University's reputation among its 7000-plus staff, many more thousands of ex members of staff and also the many hundreds of people applying for jobs at the University each week.

See section 5.1 The University as an employer

(xvii) SEAG (Sustainability and Environmental Advisory Group)

The University is proud of its track record on sustainability and social responsibility and has played a leading role in Higher Education in everything from energy and waste management through to Fairtrade (the University was Scotland's first Fairtrade university). SEAG provides an advisory role to senior management on sustainability issues and representatives from the group will take the lead in compiling the University's submission for the Universities That Count CSR benchmarking initiative in 2009.

<http://www.eso.ed.ac.uk/>

(xviii) VUE - The Virtual University of Edinburgh

The Vue group is a virtual educational and research institute bringing together all those interested in the use of virtual worlds for teaching, research and outreach related to the University of Edinburgh. Some members are exploring the use of virtual worlds such as "Second Life" for bringing together communities including staff, students and the wider community (both local and worldwide) for a wide variety of interactions. Current Vue uses of Virtual Worlds include:

- Distance Learning
- Continuing Professional Development
- Innovative Assessment Practices
- PhD Research Projects using Simulations - Collaboration - Links from Real to Virtual Meeting Spaces & Teleconferences
- Alumni Networking
- UG ad PG Course Support

For the future, the following are planned.

- Live Event Streaming into Virtual Worlds
- 3D Views onto Historical Materials, Arts and Museum Style Access
- More MSc courses, Field Trips, etc.
- Communication for Autism

For an overview of activities, see more information at: <http://vue.ed.ac.uk/>

8. Communications

8.1 External

A co-ordinated communications plan is being developed to support the University’s community relations initiatives. The key messages to be communicated are that the University is:

- Part of the community
- Accessible to the community
- An asset to the community

A key part of the communications plan is to maintain and, where appropriate, improve online listings, and local press coverage. There could also be significantly increased use of direct mail / e-mail to sustain contact with members of the local community who wish to be involved in University activities. The development of a box office system could help greatly in this. Results from focus groups have shown us that there may be a market for an online community forum as part of the main website where members of the public could make suggestions and comments about the services the University provides (contact Robert Tomlinson at C&M for results details).

Although the University’s key media focus is on UK-wide and – increasingly – international media, in terms of local coverage, The University enjoys a high, positive profile in the Edinburgh Evening News, The Scotsman and The Herald. Additional local media lists have been generated to target the many local radio stations and free newspapers. Media monitoring statistics reveal that University press release/issues are regularly featured on stations such as BBC Radio Scotland and Forth FM. Staff are actively being encouraged to engage with the print and broadcast media through a programme of media awareness initiatives run by C&M.

8.2 Internal

Raising support among staff and students for community relations is of crucial importance. The Bulletin, E-Bulletin and Staff News will continue to highlight successes and examples of best practice. A network of community relations “champions” could be identified to address some of the issues raised in the market research (contact Robert Tomlinson for details of research results). Twice yearly meetings could be held for gathering and sharing information.

9. Key Publications

Title	Responsibility	Target Audience
Bulletin / E-Bulletin	C&M	Staff
Staff News	HR	Staff
Website News and Events Section	C&M	Staff, students, general public
Annual Review	C&M	Political and civic stakeholders, business community
Edit	C&M	Alumni
Journal	Graduates Association	Alumni
The Student	EUSA	Current Students
Hype	EUSA	Current Students
Infinite	ERI	Business Community, research funders, public sector stakeholders
Aluminate	Business School	Alumni
Prospectuses	C&M	Potential Students

10. Stakeholders and Communications

Stakeholder Group	Lead Responsibility	Type of Communication
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City of Edinburgh Council	Principal	Receive main corporate publications, invited to key events, presentations to councillors
Planning Department (City and Midlothian Councils)	Director of Estates and Buildings	Estates and Buildings annual report, face to face meetings, group briefings with architects, presentations to community groups and planning meetings
Scottish Executive	Principal	Receive main corporate publications, individuals invited to key events, one to one meetings with Principal
Scottish Parliament	Principal	One to one meetings with MSPs, communication with groups of alumni MSPs.
Edinburgh Institutions e.g. Royal Society of Edinburgh, Royal Overseas League, Consulates	Principal	Receive main corporate publications, individuals invited to key events.
Business and Professions E.g. NHS, Law Society, Chamber of Commerce, Universities UK	Principal, Director of ERI, Heads of Schools and Colleges, Director of Corporate Services	Receive main corporate publications, individuals invited to key events, one to one meetings with key people.
National Cultural Institutions National Library, National Galleries and Museums, National Archives.	Director of Special Collections, VP for Community Relations	Collaborative projects, corporate publications, events, face to face meetings.
Research Councils and Charitable Foundations	Relevant Head of College	Receive main corporate publications, individuals invited to key events, one to one meetings with key people.
SFC	Director of Planning	Receive main corporate publications, individuals invited to key events, one to one meetings with key people.
Funding Councils (oversight)	Relevant Vice Principal	Receive main corporate publications, individuals invited to key events, one to one meetings with key people.
Scottish Enterprise	Director of ERI, Director of Corporate Services	Receive main corporate publications, individuals invited to key events, one to one meetings with key people.
Alumni, donors and potential	Vice Principal for	Edit and D&A publications

donors	Development and General Council	
Local Community	University Secretary, C&M, Vice Principal for Research Training and Community Relations, Estates and Buildings	Community Meetings, Doors Open Day, Estate strategy and developments
Staff	HR and C&M	The Bulletin and E-Bulletin, Staff News, Website, MIS pop ups, Public Screens, Notice Boards, mass e-mail, pay slip notifications
Students	Registry and EUSA	Text messages, e-mail, Student newspaper, Hype
Potential Students	Vice Principal for Research Training and Community Relations, Director of SRA, Director of C&M	Letters, prospectuses, open days, advice interviews
Schools, teachers, careers advisers, Other influencers	Director of SRA	Letters
Employers	Director of Careers Service	E-mail, fairs, one to one meetings, newsletter
International Students	Vice Principal for International Relations and Director of SRA	Prospectuses, visiting student guide, website, e-mails, letters, trade fairs
European Commission	Director of ERI	Corporate publications, key events, one to one meetings.
Public Engagement with Science Think Tank	Deputy Head of College, PES Development Officer	Meets every 6-9 months.

10. Appendix

Key Facts

Pollock halls plays host to 35,000 visitors annually
More than 5,000 people visited university buildings on doors open day 2008
Each year some 12,000 people enrol for courses with the university's office of lifelong learning
The lifetime impact of students graduating in one year is over £311 million in the Edinburgh economy
There are nationals from 120 different countries at the university and some 5,000 students from overseas
The university is in contact with more than 20,000 local alumni across the Lothians
Mtem ltd is the largest Scottish university spinout company to date
More than 12,000 students attend WP projects every academic year