In taking the Plan forward, the University’s staff can be certain of the enthusiastic support of its governors. The University Court also recognises the responsibilities it has for monitoring the University’s progress towards achieving the objectives of the Plan. Similarly, the Court is aware of how important the University is to individuals, organisations and businesses whether they are local, national or international. In these challenging times, the University of Aberdeen will need more than ever to harness the support of its partners and its alumni if it is to realise this strategic vision and thus ensure it remains well placed to meet the needs of the many communities it serves.

Whatever your connection with the University may be, on behalf of the University Court, I commend this Plan to you.

Sir Moir Lockhead
Chancellor’s Assessor and Senior Governor of the University Court
Yet, like all universities in the UK, we face major challenges as the higher education landscape alters. The nature of the relationship between the student and their institutions and, in research, between government and researchers is changing. We will need to meet fiscal and other challenges to ensure that we continue to be attractive and accessible to students from all over the world. We will need to ensure that our research is both competitive and, where appropriate, of societal value.

As over the past five hundred years, the University of Aberdeen is ready to take on these challenges and as a community of staff, students and partners, has discussed its future. This Strategic Plan for 2011-2015 sets out how we intend to tackle the issues and square up confidently to future challenges to meet our global ambitions.

Professor Ian Diamond FBA FRSE AcSS, Principal and Vice-Chancellor

The University of Aberdeen has provided excellence in learning and teaching for five hundred years, exporting outstanding graduates and world-shaping ideas from our corner of North-East Scotland to the far reaches of the globe.
Our **ambition** is to build on our history to enhance the University of Aberdeen’s reputation as one of the world’s leading universities.

Our **mission** is to be recognised throughout the world as a renowned international university, focussing on society’s future needs and challenges, employing the best staff and delivering a unique and stimulating intellectual experience for students.

Our **strengths** are our people, both current staff and students and our alumni, scattered widely across the globe. We will work to engage with all the Aberdeen family in the next few years, through keeping them informed of our successes and engaging them with our plans.

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**Strategic Objectives**

In the following pages we set out our strategic objectives and how we will achieve them:

- **To deliver a high-quality student experience,** growing the population where there are opportunities to do so through the recruitment of students with outstanding potential.
- **To improve our competitiveness as an international research-driven university,** and to be at the forefront of setting and delivering the research agenda, nationally and internationally.
- **As well as encouraging blue sky investigator-led research,** to use our broad disciplinary base to focus on a small number of multidisciplinary themes in which Aberdeen is, or has the potential to be, a world leader or global partner of choice, and which fit with our institutional values and characteristics.
- **To embed a culture of internationalisation across our activities,** and, in so doing, to enhance our reputation as a global university.
- **To continue to promote partnership working** in all that we do and to engage fully with our regional, national and international partners, our stakeholders, and our alumni.
- **To have in place support and infrastructure** that will promote the achievement of our academic aspirations.

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**Distinctly excellent**

Our idea of a university is centred on seven values and we will promote these in all that we do.

- **Pursuit of excellence**
  We aspire to excellence in our research, teaching, work with local, national and international partners, and in supporting and developing all students and staff that constitute our University community.

- **Internationally facing and at the heart of the community**
  Through acknowledging the international perspective of all our activities we will enhance our position as a global university. We are proud to be one of the most northerly institutions in the world and embrace our role as a regional university contributing to the community and making the most of our academic leadership and civic positioning.

- **Equality and diversity**
  We enjoy a diverse and cosmopolitan community which enriches our university, the City of Aberdeen and the North-East of Scotland. We embrace equality and diversity in all our work and encourage all our students and staff to achieve their full potential.

- **Sustainability and social responsibility**
  We are committed to the twin principles of sustainability and social responsibility as foundations for all our activities.

- **Openness, transparency and honesty**
  Our organisation is built around a community, and the success of any community or family is dependent on openness, transparency and honesty. We treat everyone with courtesy and respect, and endeavour to make our processes ever more transparent.

- **Ambition and innovation**
  We will be proactive and innovative in the way we anticipate and respond to future challenges.

- **Adding value**
  We aim that in all our activities we will maximise their potential to have a positive impact on the economy, society, health and well-being and environment of Scotland and beyond.
Learning & Teaching
Experiencing the best

To deliver a high-quality student experience, growing the population where there are opportunities to do so through the recruitment of students with outstanding potential.

We have worked with employers to ensure that we imbue our students with the additional skills which will make them competitive in a challenging employment market, and through our co-curricular activities, we will provide our students with opportunities that enhance transferable skills and employability. We will continue to develop the STAR (Students Taking Active Roles) Award to recognise those who have undertaken roles outside of their academic studies, in order to develop their transferable skills and competencies.

A university education is more than just that which is experienced in the classroom and our campus reflects this. In recent years we have spent £270 million to provide our students and staff with the best possible environment, while preserving the fine and ancient buildings at the heart of the University. The Aberdeen Sports Village, the Suttie Centre for Teaching and Learning in Healthcare, and the iconic new library form the backdrop to a first-class student experience.

We aim to:

- recruit the most talented students from the widest possible range of backgrounds
- increase the numbers of part-time, postgraduate and international students
- review the way in which we support postgraduate recruitment and the student population, with a view to establishing a University Graduate School
- set the highest standards of teaching, linked with our research and scholarly activity, along with a high level of support for our staff which celebrates their achievements in teaching
- offer first-class postgraduate and undergraduate courses that are flexible enough to meet the changing demands of the employment market
- improve continually assessment and feedback mechanisms
- improve continually our rates of student retention and continuation
- improve continually our rates of graduate employment
- provide the support that our diverse student population should expect from an international institution, embedding the principles of equality and diversity in all our activities
- ensure that our students have informed expectations and both see themselves and are seen as valued partners in the University community.

Curriculum creates graduates for a challenging world

Our reformed curriculum is making ‘the difference’ for our students. Whole-scale changes in the structure, content, delivery and flexibility of degrees – contextual with the experience, facilities and opportunities students gain on our campus and courses – offer a unique set of advantages and attributes designed to meet their needs, and those of employers, in our 21st century world. We are recognised as an international leader in pioneering a comprehensive programme designed to help Aberdeen graduates to leave the University academically excellent, intellectually flexible, and committed to personal development, while also being critical thinkers, effective communicators and active citizens.

The Co-curriculum

Curriculum Reform at Aberdeen is about more than just academic developments. It’s about providing our students with the opportunities to participate in activities that will help them enhance their personal development and skills. The Co-curriculum complements the degree programme and includes work placements, voluntary activities, enterprise, study overseas and the STAR (Students Taking Active Roles) Award initiative. STAR Awards reward the contribution our students make to the wider University community and recognise the transferable skills and competencies developed through involvement in co-curricular activities such as sports, societies and volunteering, and acting as a class representative. The STAR Award is one way that students can demonstrate skills and competencies to employers.

To attract the best students to Aberdeen, and in greater numbers, we must offer them an experience that is second-to-none. We are committed to helping those that have the potential to benefit from higher education to overcome any barriers to participation, and to providing the highest quality of support for all our students.

We have an internationally benchmarked and widely admired curriculum which, by combining intellectual rigour in the student’s chosen discipline with a breadth of multidisciplinary experience, ensures that our graduates leave university as critical thinkers and effective communicators, and committed to personal development, and are seen as valued partners in the University community.

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Data proves damage from passive smoking
Smoking in cars exposes child passengers to dangerous levels of poisonous particles. New findings from our Environmental Biology research unit, which was credited with motivating the successful passage of Scottish legislation to make enclosed public places smokefree and influencing policy in Wales and England. Following the legislation, Aberdeen researchers measured the health benefits of improved air quality in bars across Scotland, England and Wales. This work has been central to the public health campaign on the effects of second-hand smoke and has contributed to other international policy changes in smoking restrictions.

New centre, new thinking, new drugs
Our Kosterlitz Centre for Therapeutics reinvents for our modern world the work of the celebrated University of Aberdeen scientist who discovered the morphine-like paralline produced naturally by the human body. This 1970s discovery marked a landmark in pharmacology and a victory for thinking outside the box. The new interdisciplinary Kosterlitz team will translate the celebrated University of Aberdeen work and industrial production of biofuels. This discovery will prove vital in a world of global climate change and increasing energy demands, as it could help develop optimally adapted crops, and industrial production of bioketones.

From conflict to compromise
Time heals - but how? And how long does it take? Our social scientists have been at the forefront of research into peace and conflict around the world, teasing out the features of compromise, ‘victimhood’, and the process of truth recovery. The team works across international borders to examine modern conflicts in Northern Ireland, Sri Lanka, South Africa. Our researchers are also examining what lessons we can learn from historical case studies such as Spain after the fall of Franco.

Maths unlocks the secrets of photosynthesis
Without plants, higher life on the surface of this planet would be impossible. By photosynthesis plants harvest sunlight and use the energy to fix carbon dioxide from the atmosphere. This light damages the intricate photosynthetic machinery, and although we knew that plants have developed ways to survive in a rapidly changing environment the molecular mechanisms of photosynthetic acclimation remained a mystery. Now however researchers at our Institute of Complex Systems and Mathematical Biology have developed mathematical models to understand the molecular basis of the survival strategy. This discovery will prove vital in a world of global climate change and increasing energy demands, as it could help develop optimally adapted crops, and industrial production of bioketones.

Research & Knowledge Exchange
Pure thought, practical solutions
To improve our competitiveness as an international research-driven university, and to be at the forefront of setting and delivering the research agenda, nationally and internationally.

Research and the expansion of knowledge is fundamental to the character of our university. Ideas that have taken root here have gone on to change the world. From the purest thought to the most practical solutions, and to celebrity problems, we celebrate intellectual achievement at every step. But the competition today is intense. It is central to our ambition that we compete at the global level as a research-driven university, not only in terms of research but through leading and impacting on the national and international research agenda.

We will continue to recruit scholars of the highest standing and to provide opportunities for development for those already at the University. We will encourage all colleagues to maximise their creativity and to seek to reach new heights. In undertaking our research we will seek, where appropriate, to partner with the very best scholars regardless of geography or sector to ensure that we partner with the very best scholars to develop at all stages of their careers.

We will continue to recruit scholars of the highest standing and to provide opportunities for development for those already at the University. We will encourage all colleagues to maximise their creativity and to seek to reach new heights. In undertaking our research we will seek, where appropriate, to partner with the very best scholars in other institutions and in other sectors.

Recognising our mission to obtain true societal impact from our research we will ensure that we work with potential beneficiaries throughout our research, and where opportunities occur we will commit to realising the subsequent societal impact. We will do this through working closely with industry and the public and voluntary sectors.

We will maintain the highest standards of research governance, accountability and responsibility. Wherever possible, we embrace the principles of open access publishing and the rights of staff and students to publish without hindrance. We will expect our researchers to discuss their work with others and with the public.

We aim to:
• undertake world-leading research
• support our researchers and help them to develop at all stages of their careers
• ensure that we partner with the very best scholars regardless of geography or sector
• maintain the highest standards of research ethics and governance
• widen the range of our funding sources
• promote knowledge exchange and commercialisation by working with industry, individual businesses and the public sector
• so that our research creates the widest possible benefits to society
• engage with the public at all stages of research
• exploit commercial opportunities by forming new businesses, licensing technology, creating knowledge transfer partnerships and selling our services to commercial customers

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Interdisciplinary Themes
Contributing to major global challenges

As well as encouraging blue sky investigator-led research, to use our broad disciplinary base to focus on a small number of multidisciplinary themes in which Aberdeen is, or has the potential to be, a world leader or global partner of choice, and which fit with our institutional values and characteristics.

Our research agenda must contribute to addressing major global challenges, which requires teams which cross disciplinary and sectoral boundaries. At Aberdeen our range of expertise offers exciting opportunities to ensure that we contribute significantly in a number of key areas.

We have identified four themes, which build on the uniqueness of our expertise, history and location. In taking forward these themes we will ensure that they impact both on our research and our teaching. We will also invest in emerging research themes that fit with our priorities.

Environmental sustainability

Until the advent of oil, the University of Aberdeen sat at the centre of a region whose economy was predominantly and deeply rooted in farming and fishing. As a result we have developed unique, in some cases world-leading, strengths in environmental, rural and marine research. Bringing together research groups from both the natural and social sciences provides us with a singular perspective on this most pressing issue of our times.

Energy

Located in the Energy Capital of Europe, we have developed an unparalleled understanding of the needs of the energy industries over the last forty years. In all aspects of oil and gas exploration and production, from the technological to the human, Aberdeen is a singular perspective on this most pressing issue of our times.

Pathways to a healthy life

With our established strengths in both basic and translational medicine, and building on our merger with the Rowett Research Institute, we will seek to enhance our contribution to all aspects of preventive and curative health. The rationale of this theme – to achieve fuller understanding of the life cycle and to attempt to improve not only life expectancy but also life expectancy free of disease – has universal resonance. The overall strategy is based around integrating basic and applied research to generate improved health and patient care. There is increasing recognition of the important contribution prevention strategies can make to public health and to minimising health inequalities.

The North

Today the circumpolar North is regarded as an observatory for changing relations between human societies and their environments. Aberdeen is the principal centre for northern research in the UK by way of disciplines including anthropology, archaeology, geography, literature, music and history, and our collections contain a wealth of items of northern significance. We will seek to work with other centres across the northern world to enhance global understanding and policy for this fragile and sensitive region of the world.

Leading the science for sustainable environments

Increasingly, decisions made by United Nations organisations, international and national agencies and governments on issues relating to climate change, desertification, biodiversity and water management are being influenced by the work of scientists at the Aberdeen Centre for Environmental Sustainability (ACES). Conceived to bring together the best researchers working on environmental sustainability across the University of Aberdeen and the John Hutton (previously Macaulay) Institute to drive forward new, high-impact, interdisciplinary environmental research collaborations, this internationally unique, world-leading research centre has ambitious plans to ensure that their research really does change the world.

Digital revolution for rural communities

Fierce deaths on rural roads, better healthcare and transport, thriving local enterprises, and healthy ecosystem. All are aims of dot.rural, our research hub investigating the transforming potential of digital technologies on rural communities. This £11.8 million pound from the Research Councils UK’s, RUCN Digital Economy Programme draws together research areas across the University including computing science, transport, healthcare and sociology, to work with rural communities and partner organisations to explore how advances in digital technologies can transform the lives of people living in vulnerable rural communities across the UK.

Food, health, sustainability – and Scotland’s economy

Food security is a key global challenge. It demands research into how to provide food for an escalating population, while using scarce resources in a sustainable way. It also requires the food we produce to be of the highest nutritional value, safe, and healthy. Closer to home, the food and drink industry is a major player in the Scottish and UK economies and vitally important to national sustainable economic growth. The University has a major strategic opportunity in these areas through its research and policy-influencing expertise in nutrition at the Rowett Institute of Nutrition and Health, as well as in fish biology, crop and soil sciences in the Institute of Biological and Environmental Sciences. Together with the location of the new Scottish Food and Health Innovation Service at the University, this will make Aberdeen the undisputed hub for research, diet and health for the food industry in Scotland.

We aim to:

• position Aberdeen as a research leader in our chosen themes
• find new ways to support interdisciplinary research
• create new undergraduate and postgraduate programmes of study and research
• build staff networks that support each theme
• identify emerging research themes and implement strategies to support these
Exporting education for a global industry

Unique research and teaching strength at the heart of a global energy centre makes the University the partner of choice for countries with expanding industries and big global ambitions. Our expertise, experience, facilities, research capacity and industry links are building international academic, industrial, and government partnerships. Mexico is a great example. Our developing partnership with state oil company PEMEX includes postgraduate scholarships in engineering and petroleum geology, continuing professional training, and collaborative research links with several Mexican universities. Visits to Aberdeen by the Mexican President and Ambassador confirm our central role in growing economic, industrial and cultural links between the Energy Capital of Europe and the UK’s second largest trading partner in Latin America.

Action on UN mission to cut maternal deaths

Half a million women die during pregnancy and childbirth in the world’s poorest countries each year. Researchers at our Initiative for Maternal Mortality Programme Assessment (IMMPACT) work with global partners to improve the health of mothers and babies in developing countries, and so achieve key United Nations Millennium Development Goals. Working with international development, academic and policy teams in the UK, Europe, the US and developing countries, IMMPACT is strengthening the evidence on cost-effective strategies to reduce maternal deaths and contributing expert advice to the UK’s Department for International Development (DFID), international governments and NGOs, and movements including the international coalition White Ribbon Alliance for Safe Motherhood.

Internationalisation

Internationalisation is fundamental to much of our research. We have extensive partnerships throughout the world, and will continue to extend our international reach and seek like-minded partners and collaborators overseas.

Our strategy will be based on collaborations and partnerships with the very best institutions and scholars with whom we will undertake our work. We will partner both in research and in teaching and will endeavour to focus our partnerships strategically with a number of key institutions. Building on Aberdeen’s long history of transporting ideas and best practice across the globe, we will seek to develop our work, for example on maternal health, to maximise the societal impact of Aberdeen in other countries.

The impetus for internationalisation comes as much from individuals as from university policy. We will seek to provide opportunities for scholars to develop their careers by interacting with the best scholars internationally. An international focus in all that we do will feed through into a richer cultural and learning experience for our students, benefiting our reputation as one of the world’s leading universities.

We aim to:

• help all our research scholars develop their intellectual profiles by collaborating with international colleagues
• grow our international student population
• provide opportunities for students at all levels to study overseas
• develop international research and teaching partnerships, existing and new; these might involve many partners across the whole range of disciplines, or single partners and single subjects
• explore opportunities to form partnerships and networks centred around countries or regions

To embed a culture of internationalisation across our activities and in so doing enhance our reputation as a global university.
**Engagement & Partnership Beyond our walls**

**To continue to promote partnership working in all that we do and to engage fully with our regional, national and international partners, our stakeholders, and our alumni.**

Our history is integrated with our city and region. Today the connections extend into Europe and beyond. A willingness to engage with issues beyond our immediate walls, and to form collaborative partnerships that work toward shared aims and help promote the social, cultural and economic wellbeing of an ever-widening community, is central to our philosophy. Good relationships with industry, individual businesses and government are fundamental to our ability to come up with new solutions for real world problems.

Within the North-East of Scotland we are proud of our relationships across both the public and private sectors. We seek to play a central role in the cultural and intellectual life of the area, resulting in all that we do.

We will also explore further opportunities for partnership working on major projects which benefit both ourselves and the wider region. The wonderful Aberdeen Sports Village, opened in autumn 2009, is the fruit of our partnership with sportscotland and Aberdeen City Council. NHS Grampian is our partner in this new £20 million state-of-the-art Suttie Centre for medical education and clinical training enhancing our commitment to contributing to the health of the region, while our further commitment to the Highlands is enunciated through our Centre for Rural Health.

Our spectacular new library, due to open in 2011, will strengthen our connections with the local community not only through access to its facilities but also through cultural outreach, exhibitions and events. In 2012, as hosts of the British Science Association meeting, we will further our links in public engagement.

We will develop further our partnerships with other education providers in the North and North-East of Scotland to provide flexible pathways for further and higher education and to ensure equality of educational opportunity for all.

**We aim to:**
- develop new and existing research and teaching partnerships at regional, national and international level
- develop a campus that the community can engage with; a cultural heart not only of Aberdeen but of the wider region and the North of Scotland
- further engage people across the globe with our cultural and science public engagement programmes and support our staff and students in contributing to these programmes
- engage our alumni across the world and encourage them to promote our global reputation
- find new ways to share space, facilities, services and expertise with other institutions and organisations
- develop an ethos of active citizenship among our students, continuing to develop the STAR (Students Taking Active Roles) Award to recognise those who have undertaken roles outside of their academic studies, in order to develop their transferrable skills and competencies.
Delivering our academic vision
People and processes

To have in place support and infrastructure that will promote the achievement of our academic aspirations.

Without a solid infrastructure support framework none of what we have described here would be possible. All aspirations, however lofty, need infrastructure.

Our estate is invaluable. It includes new, historic, comforted and listed buildings, each of which plays an important part in defining the character of our university. Recent developments, such as the Suttie Centre, have enhanced our Foresterhill Campus. The ancient campus in Old Aberdeen is a major part of the City’s cultural heritage, and we own many of its most beautiful and historic buildings. Over the last decade we have spent £270 million developing and modernising our infrastructure and facilities, and this work continues as we plan for an expanding student population. Our plans also include IT developments which will help create value, reduce costs and streamline procedures.

We will seek to reduce bureaucracy throughout the University and will search for efficiencies in all we do whilst maintaining our total commitment to excellence.

We aim to:
• develop and support a diverse population of high-calibre staff
• ensure that the key principles of equality and diversity are embedded in all our activities
• encourage and recognise the contribution of our staff across all activities
• manage our resources in a way that supports our strategic priorities, maximises value and satisfies our stakeholders
• identify additional sources of income
• develop processes and structures which make best use of resources
• maintain an estate and infrastructure which support world-class academic activity and public engagement in the most efficient and sustainable way possible

Creating clinicians for today and tomorrow

Aberdeen’s role at the forefront of training clinical professionals for the 21st century has been confirmed by a centre of excellence created by a unique collaboration. The Suttie Centre for Teaching and Learning in Healthcare on the Foresterhill health campus enables the University and our partner NHS Grampian to push the boundaries of innovation, technology in technology and teaching, and provide doctors and other healthcare professionals with a learning experience as unrivalled anywhere that has been made possible by the enthusiasm and commitment of the healthcare community and the outstanding generosity and generosity of friends, alumni, businesses, charities, communities, patients and families throughout northern Scotland and beyond.

Staff wellbeing

Building on our Investors in People and Healthy Working Lives awards, Aberdeen is one of only two Scottish institutions chosen to lead on the Universities UK wellbeing project (www.wellbeing.ac.uk) which comes with a responsibility to provide leadership and cascade good practice. We aim to provide a good working environment by supporting wellbeing areas of physical exercise, mental health and lifestyle choices; and will establish a reputation for excellence within the HE and public sectors. We will achieve our aims by maintaining continuous improvement through a number of metrics including; our wellbeing.ac.uk objectives, the award programmes, our annual staff survey and a commitment to reduce sickness absence.
Strategic Targets
2011-2015

Target 1
We will deliver a high-quality student experience, growing the population where there are opportunities to do so through the recruitment of students with outstanding potential. In support of this, we will:
1.1 increase our postgraduate population to 3,375 and our part-time population to 1,520
1.2 achieve National Student Survey satisfaction levels that place us within the top 10% of institutions
1.3 attract high-quality students with entry qualifications that equate to entrants to the top 20% of institutions
1.4 widen participation through flexible entry routes that place us within the top 10% of institutions
1.5 improve our retention rates to 4% better than our benchmark figure
1.6 achieve graduate-employability rates that place us within the top 10% of institutions

Target 2
We will improve our competitiveness as an international research-driven university, and be at the forefront of setting and delivering the research agenda, nationally and internationally. In support of this, we will:
2.1 be within the top 15% of institutions in the UK in at least 11 areas in the Research Excellence Framework (REF)
2.2 have 60% of our submitted research rated 3* or 4* in the REF
2.3 be among the top 20 UK universities in terms of competitively-won research income
2.4 increase the postgraduate research student population to 1,100
2.5 deliver, together with our collaborative partners, the Scottish Food and Health Innovation Service
2.6 increase opportunities to engage with companies by providing industry-facing events twice a year
2.7 create 10 new spin-outs, conclude 25 new licences and generate £1.5 million licensing income (including fees for patent spend), have 75 new Knowledge Transfer Partnerships awarded, increase consultancy income by 40%, and receive £20 million of income from industry

Target 3
As well as encouraging blue sky investigator-led research, we will use our broad disciplinary base to focus on a small number of multidisciplinary themes in which Aberdeen is, or has the potential to be, a world leader or global partner of choice, and which fit with our institutional values and characteristics. In support of this, we will:
3.1 achieve one major funding award in each of the four areas set out in our Strategic Plan by July 2012:
• Environmental sustainability
• Energy
• Pathways to a healthy life
• The North
3.2 allocate strategic funding for the development of new interdisciplinary areas

Target 4
We will embed a culture of internationalisation across our activities and in so doing enhance our reputation as a global university. In support of this, we will:
4.1 establish 10 new international strategic partnership arrangements with institutions in priority regions
4.2 establish three partnerships with countries or regions leading to joint institutes, the first of those to be a Confucius Institute
4.3 enable 1,200 of our students to have an overseas experience during their time at Aberdeen
4.4 increase the number of international students to 2,360
4.5 improve our position in international league tables particularly in relation to the proportion of international students and international staff

Target 5
We will continue to promote partnership working in all that we do and engage fully with our regional, national and international partners, our stakeholders, and our alumni. In support of this, we will:
5.1 deliver a British Science Festival in 2012 that delivers a legacy including stronger community, partner and sponsor relations and a more prominent ongoing Techfest Festival
5.2 co-ordinate a multiple themed Café Science programme across Aberdeen City and Aberdeenshire that aims to be the most diverse and best attended in the UK achieving an average of four events per month by 2012
5.3 stimulate a year on year growth of student ambassadors in STEM (science, technology, engineering and medicine) promotion as measured by the STEM Ambassador contract holder for the region
5.4 continue to engage proactively with our alumni community, increasing contactable alumni by 20% in 2012
5.5 deliver a new Aquatic Centre by 2012, in partnership with Aberdeen City Council and sportscotland

Target 6
We will have in place support and infrastructure that will support the achievement of our academic aspirations. In support of this, we will:
6.1 generate adequate cash to fund reinvestment as approved within the 10 year plan, with a target of at least £3 million of cash in any financial year (which equates to moving towards a historical cost surplus of 3% of turnover)
6.2 continue to operate within the limits of our borrowing facility
6.3 launch an ambitious new Development Campaign, which builds on the success of our Sixth Century Campaign
6.4 promote wellbeing at work for all our staff through achieving Healthy Working Lives Silver accreditation during 2011
6.5 reduce carbon emissions arising from energy use, limiting emissions from gas use at King’s College to 6,727 tonnes per annum by 2013
6.6 improve business processes and efficiencies, delivering a University-wide integrated system to manage University processes