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The University of Nottingham Malaysia Campus Strategic Roadmap 2013-2020

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Cover image: Undergraduate students sitting in front of the Trent Building.

Undergraduate students working
on a laptop in the library.

Introduction

The University of Nottingham Malaysia Campus (UNMC) was the first full international campus established by a British university in Malaysia and one of the first in the world. It opened its doors to around 80 students in September 2000 at a small city centre site. Thirteen years later, the student population is close to 5000 and the University occupies a purpose built campus on a 125 acre site close to Semenyih, about 35km south of Kuala Lumpur.

UNMC is now a broad based institution with some 20 different academic areas and an extensive range of study programmes at foundation, undergraduate, masters and PhD levels. A highly international community of students live and work in a campus environment where academic study is complemented by a range of co-curricular activities which help students to develop employment-relevant skills. UNMC graduates are highly valued by employers in Malaysia and beyond.

Research excellence has a key role to play in the development and operation of UNMC. Curiosity-driven research will always be important at UNMC, but strategically, we seek to focus on research agendas where we can match our research skills and expertise to the specific challenges and needs of Malaysia and Southeast Asia.

The landscape for private higher education in Malaysia and the region is constantly in flux. Student expectations and study preferences evolve, research challenges change, and of course, so does the pattern of competition. Government policies can vary and society expects more and more from its universities, in terms of driving innovation and economic development as well as supporting greater social mobility and greater equality of opportunity.

No organisation can stand still. The success of UNMC to date has been guided by the vision of the University's senior leadership, careful planning by management and the hard work and dedication of its staff. As competition intensifies, it is essential for the University to have a clear sense of how it should develop over the coming years and what is needed to ensure that it delivers against the overarching University mission and vision.

The purpose of this Strategic Roadmap is to provide a clear structure for operational planning up to 2020. It serves as the link between the University-wide Strategic Plan and the Operational Campus Plans. It provides a sense of direction for UNMC and outlines the type of organisation that UNMC wishes to be.

By its nature, this is a living document – the core aspiration guides what we will do but detailed actions, objectives and targets will necessarily evolve given the time horizon of the Roadmap. For colleagues inside the University, I hope this gives a clear sense of where The University of Nottingham Malaysia Campus is going in the future and for our external readers, I hope this gives a good understanding of who we are, where we are going and why.

Professor Christine Ennew

Provost and CEO, The University of Nottingham Malaysia Campus
Pro-Vice-Chancellor, The University of Nottingham

01/

Mission, Vision and Guiding Principles

Students discussing their coursework
by the fountain.

As an academic institution, The University of Nottingham Malaysia Campus (UNMC) is a full and integral part of The University of Nottingham. Our strategic roadmap is developed within an overarching framework which is described by the University's current Mission, Vision and Guiding Principles.

Mission

At The University of Nottingham we are committed to providing a truly international education, inspiring our students, producing world-leading research and benefitting the communities around our campuses in the UK, China and Malaysia. Our purpose is to improve life for individuals and societies worldwide. By bold innovation and excellence in all that we do, we make both knowledge and discoveries matter.

Vision

To be widely recognised as the first choice for:

- students who want a top quality, international education
- researchers who want the best opportunity to make a significant global impact
- businesses that want innovative partners who give them an edge on their competition

By attracting ambitious and talented students, staff, and business partners, we will firmly establish ourselves among the top ten UK universities, and both of our campuses in Asia will be recognised as leading higher education providers within their regions.

Our vision is to be recognised around the world for our signature contributions, especially in global food security, environmental sustainability and health.

Guiding Principles

Excellence in all we do

From top quality teaching, research and professional management that provide rounded support to all our students and staff, to our relationships with our alumni and communities, we aim for excellence in all areas.

Academic freedom and curiosity

All academic staff and students should be able to follow their academic interests in order to engage in research, teaching and learning of the highest quality. We value learning and knowledge for their own sake, as well as for the social and economic benefit they can bring.

A global perspective

We aim for all our activities to reflect and be relevant to an increasingly complex global society in order to produce graduates ready to succeed in it and discoveries that improve it.

Innovation and entrepreneurialism

Jesse Boot said of our students in 1928 that 'their work will link still more closely with industry and science, add to the honour of the City and help to increase the well-being of our nation.' We will continue to encourage innovation throughout the University community and be known for our entrepreneurship.

Leadership in environmental sustainability

The University prizes and preserves its environment. To us this means energy efficient and low carbon buildings, leadership and innovation in developing sustainable technologies, providing students and staff with relevant skills, and informed stewardship of beautiful campuses in three countries encompassing parklands, tropical and urban environments.

Partnership and collaboration

We take the initiative to engage with others: universities, governments, student associations, schools, businesses, charities and communities — locally, nationally and internationally.

Staff and student support

We recognise our duty of care to all staff and students, and will provide them with high quality support to facilitate the development of their intellectual, emotional, physical and spiritual wellbeing.

Appreciating diversity

We are committed to understanding others' opinions, beliefs and cultures. Respect and tolerance will characterise the conduct of our relationships with each other and with other organisations and communities.

Equality of access and opportunity

We endorse the aim of widening participation in higher education, and value the benefits of diversity in our staff and students.

Social responsibility

We are committed to fostering the broader social good, at the local and national level in the countries we operate in, as well as globally.

Transparency

We strive to be clear and open about what we do and why, and value the views of the whole University community.

02/

Aspiration



PhD student working in the Biomedical Sciences Laboratory.

An aspiration for UNMC

The overarching University Vision, Mission and Guiding Principles translate into a specific vision for the role and positioning of UNMC. This is outlined below and the subsequent sections of this document outline the way in which this vision will be delivered over the period to 2020.

The UNMC aspiration

The University of Nottingham Malaysia Campus aspires to be:

- an elite but inclusive educational institution within Southeast Asia which is recognised for its academic breadth, the quality of the education it provides and the excellence of the student experience. UNMC graduates will be known for their entrepreneurship, their creativity, their independence and critical thinking and for their global outlook
 - a truly international institution which is home to a community of global citizens with a highly developed understanding of their local, national and global responsibilities
 - an institution which is characterised by excellence in research, where scholars have a particular focus on addressing the challenges facing Southeast Asia and countries in the Islamic world. Our focus will be on developing and applying our research capabilities to make a positive impact on economic, social and cultural well-being within ASEAN and the broader Southeast Asia region
- an institution which is partnership-oriented, working with universities, with government and business, with the third sector and with local communities to discharge its responsibilities to society in its broadest sense
 - an institution which is sustainable both financially and environmentally and committed to its home in Malaysia for the longer term

We will deliver against this aspiration through three core activities:

- excellence in education
- world changing research
- knowledge exchange

Delivery of our core activities will be characterised by a distinctive emphasis on:

- global reach
- university life
- social responsibility
- sustaining excellence



MBA students in a lecture at the Kuala Lumpur Teaching Centre.

03/

Excellence in education



Postgraduate engineering student working on a project in an engineering laboratory.

03/ Excellence in education

1 Introduction

An education at The University of Nottingham Malaysia Campus (UNMC) is distinguished by being internationally excellent, research-led and innovative in its provision, building on the unique opportunities offered by The University of Nottingham's international campus network. We actively recruit leading lecturers and researchers from across the world, and encourage interaction and mobility of students and staff between all our campuses. Our research is internationally excellent, a feature that distinguishes UNMC from competitors; it enriches the learning experience and enhances the study environment.

1.1 Our principles

The following principles help us maintain our focus on educational excellence.

- We value relevance, innovation and creativity in the development, management and delivery of our curriculum.
- We listen carefully to our students and work in partnership with the student body.
- We maintain relevance by monitoring and analysing national and international trends in student choice and industry needs and by engaging employers in developing our portfolio.
- We extend learning beyond the classroom. We provide students with a wide range of opportunities for personal and career development.
- We value diversity, because it is important for a vibrant scholarly community and for its own sake. People with a range of experiences and perspectives, whether in the laboratory or seminar room, enrich the learning environment and help us produce graduates better able to contribute to a diverse and global society.

We welcome collaboration with other educators. The University is committed to sharing its excellence in education through a number of open access initiatives and strategic partnerships that allow university educators around the world to make use of our teaching materials.

1.2 Our purpose

Our purpose is to develop highly educated individuals who will be socially and environmentally aware, who will be responsible global citizens and who will be prepared to make valuable contributions to meet the challenges facing global society now and in the future.

2 Background

UNMC has developed rapidly since the move to the Semenyih Campus in September 2005, both in terms of student numbers and infrastructure. There are currently (2013) approximately 4,800 students registered on courses in some 20 schools/departments. At present 64% of the student population are Malaysian nationals and the remaining 36% are international students. In 2010, UNMC was awarded self-accrediting status by the Malaysian Qualifications Agency (MQA) and has consistently obtained Tier 5 status in SETARA'09 and SETARA'11. Employability data continually places UNMC at the top end of graduate destination tables (2011 – 96% employed within six months of graduation).

2.1 Challenges

We see the following as some of our key challenges.

- The provision of transnational education in an environment where regulatory and accrediting processes are nationally determined.
- Significant growth in public sector provision of HE over recent years – new regional universities have been developed throughout the various states in Malaysia.
- Growing strength in the Malaysian private sector with private universities focusing on expanding their research and more university colleges offering UK degrees wholly or predominantly in Malaysia.
- Significant expansion in international private sector provision, with indications of increased activity by other UK providers including the Universities of Newcastle, Southampton, Reading and Heriot-Watt.
- Emerging competition from universities worldwide who recognise the attractions of operating in Malaysia.
- Competition for and availability of high quality academic staff within the Malaysian system and across the region.
- Unclear and shifting policy and regulatory environment which could pose significant challenges (competitive and reputational) to UNMC.

03/ Excellence in education

3 Aims and objectives

Below are our major aims. Beneath each are the main objectives and activities we will focus on to ensure we achieve our aims by 2020.

1 Grow the student population in a sustainable way by increasing numbers on existing programmes and by adding new programmes, particularly at postgraduate level:

- Expand student numbers on undergraduate courses particularly in the Faculty of Arts and Social Sciences and the Faculty of Science
- Expand the range of master's courses offered, building on strengths in undergraduate provision, with a particular focus on more flexible delivery modes
- Increasing the number of international students, in line with the growth in the overall student population
- Successfully encouraging a greater proportion of existing Nottingham students to continue their education at UNMC.

2 Establish UNMC as a leading institution within the region, in terms of teaching quality, student experience and graduate employability:

- Enhance the student experience for foundation students and increase the proportion continuing to undergraduate study
- Maintain and further develop support for students particularly in academic literacy, social awareness and employability skills to ensure that UNMC graduates are recognisably "global citizens"
- Adopt a comprehensive approach to academic support and guidance to develop the personal tutoring system, so we can ensure every student is supported in their academic and personal development
- Enhancing the employability of our graduates through curricular and extracurricular developments, including real-world work experience and gearing our postgraduate taught programmes towards employer and professional requirements and market demand
- Enhance teaching quality through training and development of academic staff and through encouraging teaching innovation. Enhance the overall student experience by ensuring a student-centric approach to all aspects of provision across campus

4 Responsibility

Lead

Professor Stephen Doughty, Vice-Provost for Teaching and Learning, UNMC

Support

Mr Patrick Joseph, Director, Academic Services, UNMC

UNMC Faculty Deans

Professor Alan Ford, Pro-Vice-Chancellor for Teaching and Learning

Professor Hai-Sui Yu, Pro-Vice-Chancellor for Internationalisation

Professor Wyn Morgan, Associate Pro-Vice-Chancellor for Teaching and Learning

UNMC Management Board Owner

Professor Stephen Doughty, Vice-Provost for Teaching and Learning, UNMC

03/ Excellence in education



Student working on a microscope in the
Pharmaceutics Laboratory.

03/ Excellence in education

5 Measuring success

Performance targets

	Baseline September 2013	Current UoN Plan September 2015	Objective September 2020
Student population	4,800	5,500	6,500
Postgraduate population % (award students)	19%	20%	25%
International student population %	36%	-	35-40%
SETARA ranking (campus /majority of subjects)	5	-	6
Student employability (6 months)	96%	-	98%
Student satisfaction (Nottingham Student Barometer – learning overall)	74%	-	85%
Student satisfaction (Nottingham Student Barometer – encourage or actively encourage people to apply)	69%	-	80%

04/

World- changing research



Biosciences professor working on crop research.

04/ World-changing research

6 Introduction

We will endeavour to produce excellent research which builds on specialist expertise in our academic community and targets the challenges that confront Malaysia, ASEAN and the broader Southeast Asian region. We value curiosity driven research for its longer term impact but also recognise the need to ensure that our research is targeted in a way that delivers more immediate economic, social, environmental and cultural impact.

We will support our research activity through targeted investment in excellent researchers and will ensure that they are provided with access to the facilities, systems and policies necessary to enable them to deliver research outputs of the highest quality.

6.1 Our principles

- We will target investment in research initiatives that build on existing strengths and focus on areas that are of significance for Malaysia, ASEAN and the broader Southeast Asian region.
- We will promote an emphasis on the international dimensions of research and knowledge transfer with a particular orientation to the needs of Malaysia, ASEAN and the broader Southeast Asian region.
- Our academics will bring their research into the lecture theatres and laboratories, exposing students to the latest ideas and discoveries.
- We will work with key stakeholders in Malaysia, ASEAN and the broader Southeast Asian region to ensure that our research efforts are appropriately targeted.
- We will be innovative in how we communicate the rationale, significance and impact of our research and scholarship and will do so in ways that respect the local culture, values and needs of our host community.
- We will provide a strong governance and strategy framework for research, knowledge exchange and related investment, and effective support for researchers across all appropriate subject areas.

6.2 Our purpose

We will build upon the established strengths of The University of Nottingham (UNMC) in key research areas, and our experience and commitment to commercialisation of our discoveries, to deliver sustainable economic, environmental and cultural benefits to Malaysia, ASEAN and the broader Southeast Asian region. We will remain attentive to the changing concerns of the fields we are established in, to shape emerging priorities and take advantage of opportunities.

7 Background

When establishing the Malaysia campus in 2000, we were always committed to carrying out internationally excellent research as part of our normal activity. Research income has gradually increased from RM15,000 in 2005 (we were unable to apply for research funding before this time) to RM5.058M in 2012, peaking at RM8.679M in 2011 with an RM3.3M grant from Sime Darby to support an elephant conservation project. Research outputs have similarly increased. In 2000, we had one paper that was affiliated to UNMC (Web of Science). In 2012, this had risen to 139, showing an increase year on year.

7.1 Challenges

A major challenge with respect to research is securing the essential inputs – both funding and research talent:

- All research income must be secured on a competitive basis – we receive no core research funding. As Malaysia develops its research culture the funding environment will be increasingly competitive
- The absence of a Full Economic Costing regime tends to result in the structural underfunding of research activity
- There is no culture of post-doctoral researchers in Malaysia, because PhD qualified staff can access academic positions without post-doctoral experience

04/ World-changing research

8 Aims and objectives

Below are our two main aims. Beneath each are the priority objectives and activities we will focus on to ensure we achieve our aims by 2020.

1 By 2020 to achieve a research profile at UNMC in key areas comparable to that of the UK campus:

- Continue to expand research capacity at UNMC in a way that takes advantage of Nottingham's strengths while responding to national and regional priorities
- Increase the volume of externally funded and collaborative research at UNMC
- Enhance the research environment at UNMC
- Increase the size and proportion of our postgraduate population to 25% by 2020, and ensure a high standard of development and support for our postgraduate research community
- Ensure our research outputs are appropriately managed and widely disseminated in order to improve scholarship and knowledge transfer
- Develop a post-doctoral culture that will enable our research performance to blossom

2 Expand the number, breadth and effectiveness of research and knowledge transfer partnerships, collaborations and joint ventures:

- Expand our corporate partnerships and networks, and make sure they provide mutual opportunities and benefits
- Increase the number of research collaborations, technology transfer activities and personnel exchange programmes with Universitas 21 partners and other leading international universities

9 Responsibility

Lead

Professor Graham Kendall, Vice-Provost for Research and Knowledge Exchange, UNMC

Support

UNMC Faculty Deans

Professor Saul Tendler, Pro-Vice-Chancellor for Research

Professor Hai-Sui Yu, Pro-Vice-Chancellor for Internationalisation

Dr Richard Masterman, Director of Research and Graduate Services

UNMC Management Board Owner

Professor Graham Kendall, Vice-Provost for Research and Knowledge Exchange, UNMC

04/ World-changing research

10 Measuring success

Performance targets

	Baseline September 2013	Current UoN Plan September 2015	Objective September 2020
Postgraduate population (% of total) ¹	19%	20%	25%
PhD students (% of total)	6%	-	10%
Research awards (total)	RM5m	RM15m	RM18m
Citation performance	3740 ² /3180 ³	-	12,000/12,000

¹ Percentage of total student population, excluding foundation and 'other award' students.

² Citations reported on Web of Knowledge to all UNMC papers as at 01 Sep 2013.

³ Citations reported on Scopus to all UNMC papers as at 01 Sep 2013.

04/ World-changing research



Undergraduate biosciences student researching star fruits.

05/

Knowledge exchange



Students studying together outside on the Malaysia Campus.

05/ Knowledge exchange

11 Introduction

Effective knowledge exchange is essential in ensuring that discovery and innovations achieve the widest impact possible. Mutually beneficial relations with business, government and the third sector remain a key priority.

11.1 Our principles

The following three principles underpin our knowledge exchange activities.

- We will maintain a positive, customer-focused, dialogue with business, government and third sector partners.
- We recognise that engaging with business and other external stakeholders is a key component of the broader social responsibility of the modern University.
- We recognise the extremely competitive research funding environment in Malaysia and we understand that knowledge exchange activity provides an additional stream of income to underpin our research activity.

11.2 Our purpose

To maximise the impact of our excellence in education and research by engaging effectively with business, government and the third sector in a way that benefits staff, students and alumni to provide sustainable growth in our income from non-government sources. In doing so we will:

- meet the needs of national and regional stakeholders and contribute to economic growth and development by innovation, internal investment, and export of services
- provide development opportunities for our own staff through closer engagement with business, government and third sector leaders and through exposure to modern management practice
- provide, for the benefit of students, course content that is relevant to business and industry
- to establish internship opportunities for our students with high profile, blue chip commercial partners

12 Background

Engaging with business is seen as a key priority for The University of Nottingham Malaysia Campus (UNMC). The establishment of Business Engagement and Innovation Services (BEIS) and, in particular, the Asia Business Centre (ABC), is welcomed across the international campuses as it provides the necessary focus and support for these important initiatives.

We have established two companies (MyRIAD and MyResearch) that are focussed on business engagement:

- MyRIAD provides services leveraging on the Research Training and Academic Development unit, as well as more widely on Executive Education from across the campus, and the University more generally
- MyResearch is a company that has a special tax status that enables corporate partners to invest in research and development. The company was launched in late 2013 and we intend that this company will generate revenue that can be used to pump prime research at UNMC

Our Research Training and Academic Development (RTAD) unit, which encompasses the Graduate School, PGCHE and Academic Professional Development, is more outwardly facing than the former Graduate School. We will generate income from across the Southeast Asian region by providing a range of courses, drawing on the expertise in RTAD, as well as the wider University.

12.1 Challenges

UNMC is still relatively immature with regard to formal knowledge exchange and the business engagement function has only recently been established. We need to develop robust procedures so that the interaction with businesses and other external stakeholders is carried out efficiently across the campus. BEIS/ABC will be vital in establishing this regime as well as in helping to benefit from opportunities across the three countries.

Whilst we have a number of competencies at UNMC, due to our size, we may not be able to deliver on every opportunity that presents itself. To address this issue we will need to be able to draw upon skills and competences at other campuses.

Effective knowledge exchange requires that all involved recognise and understand the processes and the benefits. There are real challenges in ensuring that external stakeholders are fully aware of what UNMC can offer and that academic staff understand what is needed in order to engage with external organisations.

05/ Knowledge exchange

13 Aims and objectives

Below are our major aims. Beneath each are the main objectives and activities we will focus on to ensure we achieve our aims by 2020.

1 Build mutually beneficial partnerships with like-minded organizations:

- Provide an open invitation for stakeholders to work with us, at all our locations and across the full range of activities, with a coordinated and coherent entry point for both proactive and reactive discussions
- Deliver projects for our partners to a high standard in a professionally managed context
- Distinguish ourselves via the quality of our business partnerships and the standards of our professional delivery

2 Increase industrial and commercial income:

Increase engagement with business in all parts of the University and across all aspects of our core activities by:

- providing flexibility in contract negotiations with commercial partners, (particularly with respect to human resources and intellectual property issues), and professional project and client relationship management
- taking a more coordinated and targeted approach to international business development, in particular by maximising the competitive advantage we have as a result of being one of three international campuses of The University of Nottingham
- focusing external and internal public relations resource on the range of opportunities and benefits available to business
- effecting an internal cultural change in how the organisation views commercial opportunities

3 Improve the effectiveness of our current external engagement activities:

- Provide a coherent message to stakeholders concerning our mission, values and priorities.
- Identify and support business-facing academics and groups by:
 - delivering targeted support to priority research and knowledge exchange areas
 - developing mechanisms for effective internal sharing of good practice, both in business development and about knowledge exchange opportunities
 - providing ways to shift academic or research staff into formal business development roles for limited durations

14 Responsibility

Lead

Professor Graham Kendall, Vice-Provost for Research and Knowledge Exchange

Support

Angelina Yee and **Fion Fah**, UNMC

Professor Chris Rudd, Pro-Vice-Chancellor for Knowledge Exchange and Business Engagement

Professor Hai-Sui Yu, Pro-Vice-Chancellor for Internationalisation

Mr Mike Carr, Director of Business Engagement and Innovation Services

Mr Jason Feehily, Asia Business Centre

UNMC Management Board Owner

Professor Graham Kendall, Vice-Provost for Research and Knowledge Exchange, UNMC

05/ Knowledge exchange



MBA students at the Kuala Lumpur Teaching Centre.

05/ Knowledge exchange

15 Measuring success

Performance targets

	Baseline September 2013	Current UoN Plan September 2015	Objective September 2020
Strategic industry partners	1	-	5
Direct income from industry (research only)	RM1m	-	RM3M
Spin out companies	0	-	2
Licensing/royalty agreements	0	-	5
Margin from executive education and external training	RM20K		RM300K

06/

Global reach

Geography students from the China Campus on a field trip to the Upper Zhang Xi River, China.

06/ Global reach

16 Introduction

Internationalisation is at the heart of The University of Nottingham. We have been described by *The Times* as “the closest the UK has to a truly global university” due to our campuses in the UK, China and Malaysia, which act as hosts to a genuinely global academic community in all three countries. The University of Nottingham Malaysia Campus (UNMC) provides unique opportunities for students from around the world to access a University of Nottingham education.

16.1 Our principles

- **Reciprocity.** Internationalisation is a two-way process; for the University to realise the full benefits of our global reach we must give as much as we get. We believe as a community that by working multilaterally rather than unilaterally we achieve more in terms of teaching, research and knowledge exchange. We concentrate our energies on cultivating enduring, boundary-spanning relationships that are mutually beneficial, which applies to students and to academic and commercial partners.
 - **Commitment.** Internationalisation is an investment for the future and requires a long term commitment — to our students, to our staff, and to our partners globally.
 - **Quality.** We seek to maintain the highest standards in all that we do. Although we are fundamentally a British institution, internationally we will always aim to be sensitive and relevant to local circumstances.
 - **Social and environmental responsibility.** Knowledge is a public good and we recognise that we have a responsibility to generate and share knowledge for the greater good of society. As an educational institution operating on a global level, we are committed to educational capacity development in emerging economies, in a way that is environmentally sustainable.
- #### 16.2 Our purpose
- As a result of our international approach to research and teaching, to be a significant catalyst to improve the lives of people around the world, via research, discovery, dissemination and commercialisation of knowledge and innovation.
 - To provide globally excellent and internationally relevant teaching, research and knowledge exchange activities to our key external stakeholders.
 - To develop The University of Nottingham Malaysia Campus as an outstanding location for international students and research partners.

17 Background

The University is acknowledged as a leader in the internationalisation of higher education. Students from more than 150 nations chose to attend Nottingham's UK campus in 2012/13, boosting international numbers to over 9,000 for the first time in the institution's history. With another 9,500 studying at our campuses in Malaysia and China, the University has underlined its status as a truly global player in higher education and is now the largest recruiter of overseas students to a British university campus.

UNMC is currently home to a community of international students from around 70 countries around the world. Our student body is supported by a genuinely international academic community. Some 25% of UNMC academic staff are international and represent around 30 countries worldwide. Our students have mobility opportunities to University of Nottingham Campuses in the UK and China and a range of other academic partners.

17.1 Challenges

Like any other international university, we face a range of challenges associated with our presence in a global market:

- The world economic climate, particularly in the developed world, and currency fluctuations, which introduce uncertainty in international operations and study abroad costs
- World political instability, which affects student mobility in many countries
- The impact of evolving government migration policies locally and internationally affects the movement of international students and increasingly there are major challenges in this respect in Malaysia
- Emerging competition as other Universities worldwide recognise the attractions of establishing a base in Malaysia in particular and Southeast Asia in general
- Emerging trends in the region for countries to establish educational hubs creates competition for a similar target market
- Managing the expectations of our global stakeholders (students, employers and partners)

06/ Global reach

18 Aims and objectives

Below are our major aims. Beneath each are the main objectives and activities we will focus on to ensure we achieve our aims by 2020.

1 Secure our achievement in establishing UNMC as a beacon of international excellence within Southeast Asian and ASEAN:

- Ensure that UNMC can sustain its activities by expanding student numbers while retaining a balance in terms of the diversity of the student community
- Gain greater financial and reputational advantage for UNMC by imaginative use of the facilities for summer programmes, as an additional offer for student mobility, and for events and conferences
- Increase the level of externally funded and collaborative research with University, business, government and third sector partners particularly in Malaysia, ASEAN and the broader Southeast Asian region
- Grow and enhance our student focused partnership engagements, including university teaching partners and overseas representatives (agents) to project a more professional and consistent customer experience
- Continue the process of more fully embedding our internationalisation programme into all of our teaching and research activities
- Enhance the University's global technology-enabled communication facilities to allow broader and easier collaboration while reducing the need for travel

2 Expand student and staff mobility:

- Increase the proportion of outward study abroad participation to 15% by 2020, ensuring we encourage and support all students, including those whose circumstances might make study abroad difficult
- Improve support for staff and student mobility between our campuses, in order to allow them to realise the opportunities Nottingham offers for truly global education, research and knowledge exchange

3 Develop and enhance international teaching and research partnerships:

- Develop new and existing international research and teaching partnerships, paying particular attention to ASEAN and the broader Southeast Asian region, both to further our own aims and to help build higher education capacity elsewhere
- Develop collaborations with Universitas 21 partners, with particular emphasis on the internationalisation of teaching and learning, student mobility and staff mobility programmes
- Share teaching and research expertise with national and international partners, with a particular focus on open educational resources and the improved digital availability of appropriate research resources

19 Responsibility

Lead

Professor Christine Ennew, Provost, UNMC

Support

Mr Govindan Nair, Director of the International Office, UNMC

Professor Neville Wyle, Dean of Arts and Social Sciences

Professor Hai-Sui Yu, Pro-Vice-Chancellor for Internationalisation

Mr Vincenzo Raimo, Director of the International Office

UNMC Management Board Owner

Professor Christine Ennew, Provost, UNMC

06/ Global reach

20 Measuring success

Performance targets

	Baseline September 2013	Current UoN Plan September 2015	Objective September 2020
Student population, UNMC	4,800	5,500	6500
International students at UNMC	36%	-	35-40%
Students on some form of outward mobility (%)	10%	-	15%
Students via teaching partnerships	50	-	150

06/ Global reach



Students at University Park
Campus, UK.

07/

University life



Students studying together
in Central Cafe.

07/ University life

21 Introduction

Other sections of this Roadmap address, in turn, the central purposes of the University. However, all those purposes are pursued by people who study, teach, do research and work as a part of the University community. Much, but not all, of their activity takes place on our campuses. Cultivating a diverse, stimulating and supportive shared physical, virtual and social environment provides the foundation for achieving our substantive goals and a positive sense of belonging for our students and staff. We aim to engage our students not only with student life, but with life as part of a university. Our Roadmap therefore addresses how life as part of this University community is constantly renewed in a way that is both personally fulfilling and fuels our continued success.

21.1 Our principles

The following principles help us maintain our focus on a positive and rich university experience for all our students and staff.

- Diversity within our community adds to the richness of the university experience and is vital to the growth and development of staff and students.
- The health and well-being of students and staff is of paramount importance. We are committed to providing the highest quality services to students, to underpin and support their wider experience across our campus.
- Our commitment to the overall quality of the environment is evident on our campus. University life centres on the campus and we are committed to preserve, refresh and expand this environment.
- Students and staff from different backgrounds and with different circumstances may have particular needs and we will embed in all our practices particular regard for these needs.

To ensure fairness and equality, it is essential we can ensure that all staff and students are treated solely on the basis of their merits, abilities and potential throughout the University, from the admission of undergraduates to the retirement of staff.

21.2 Our purpose

To create a shared purpose and positive sense of belonging to a unique university community uniting campuses in three countries, many scholarly disciplines and professions, and including people from a huge range of cultures and backgrounds. We aim to offer the best possible student experience, at all levels of study and produce the best possible graduates.

22 Background

22.1 Recent accomplishments

Since 2005, The University of Nottingham has operated from a purpose-built, 125 acre campus at Semenyih, which provides the base for most of the University's teaching and is currently home to some 4,800 students. There is on-campus accommodation for 2,400 students and a wide range of off-campus accommodation. High quality sporting and recreational facilities are provided on the campus and a regular bus service links the campus to local towns and to the nearby capital city of Kuala Lumpur.

22.2 Challenges

Many original facilities are now close to capacity and there will be a need to continue to develop provision for a growing and increasingly diverse student body while retaining the overall quality of the living environment.

23 Aims and objectives

Below are our two main aims. Beneath each are the priority objectives and activities we will focus on to ensure we achieve our aims by 2020.

1 Improve health and well-being:

- Maintain the highest quality support systems to students and staff
- Increase participation and provide the opportunity for students to achieve their sporting potential by developing our facilities, providing organised, quality-driven sporting experience, and responding to user feedback
- Develop a more inclusive sporting programme, drawing under-represented populations into regular sporting activity
- Maintain and enhance health and safety provision for students and staff

2 Enhance student, staff and alumni support and development:

- Enhance support for our students' personal development and employability, via internships, graduate trainee schemes, and through participation in the Nottingham Advantage Award (NAA)
- Institute programmes that develop mutually beneficial, life-long engagement with our alumni, for example by tapping into their talents to inspire, enable and support current students via mentoring and career development
- Ensure that campus life provides a diverse range of social and cultural opportunities for our students and staff

07/ University life

3 Enhance support for international mobility of students and staff:

- Encourage and support rising levels of student mobility, by providing more flexible accommodation units, both for visiting staff and to facilitate students swapping accommodation at any campus for space at another campus

4 Cultivate a supportive and diverse student and staff community:

- Maintain and enhance the international character of the campus through the recruitment of the best students and staff from around the world
- Raise the profile of the University's commitment to student and staff equality and diversity through targeted awareness, communication and training

5 Provide a campus infrastructure essential for a vibrant university community:

- Increase the quality of on-campus accommodation for students
- Expand and enhance sporting facilities
- Continue to develop social and cultural spaces to enhance the quality of the campus experience

24 Responsibility

Lead

Mr Patrick Joseph, Director of Academic Services, UNMC

Support

To be appointed, Director of Student Experience, UNMC

Professor Stephen Doughty, Vice-Provost for Teaching and Learning, UNMC

Professor Ian Harrison, Dean of Engineering, UNMC

Ms Sandy Loke, Director of Estates, UNMC

Mr Stephen Dudderidge, Director of Student Operations and Support

Mr Chris Jagger, Chief Estates and Facilities Officer

UNMC Management Board Owner

Mr Patrick Joseph, Director of Academic Services, UNMC

25 Measuring success

Performance targets

	Baseline September 2013	Current UoN Plan September 2015	Objective September 2020
Student participation in sporting activity	-	-	50%
Student employability (6 months)	96%	-	98%
Participation in NAA	10%	-	50%
Student satisfaction (Nottingham Student Barometer - support overall)	79 %	-	90 %
Student satisfaction (Nottingham Student Barometer – encourage or actively encourage people to apply)	69 %	-	80 %
Students on some form of outward mobility (%)	10%	-	15%

08/ Our environment



Students relaxing at the Student Association Cafe.

08/ Our environment

26 Introduction

The University recognises that it has a responsibility to the environment and that it interacts with a number of stakeholders. It is an educator of future generations, many of whom will assume leadership roles in a range of countries and activities. We influence our students through our curriculum, teaching and research and also by their surroundings, the campus experience and through the leadership of the University.

26.1 Our principles

- All staff and students have some personal responsibility for the environmental impact of their actions while they participate in University of Nottingham Malaysia Campus (UNMC) activities. The University will actively encourage a culture of environmental citizenship at an individual, group, and institutional level.
- The University will act collectively in an environmentally and socially responsible way, seeking to mitigate any adverse impacts of its activities.
- The University will meet and where appropriate exceed relevant legislation and regulatory requirements and utilize environmental best practice, while seeking best value for the University at all times.

26.2 Our purpose

Within Malaysia and the region, the University aspires to be an example of best practice in terms of environmental responsibility and will build on our research, teaching and operational excellence to achieve this.

27 Background

The University overall is widely recognised for having a strong environment and sustainability research portfolio which pushes the boundaries of current research to develop new sustainable technologies. Our UK campuses have consistently received awards to recognise the quality of the environment and its commitment to sustainability. Recent capital programmes at our UK campuses have also been characterised by a strong focus on building efficiency in compliance with some of the highest levels of environmental excellence.

27.1 Recent accomplishments

UNMC established a dedicated Environmental Committee in 2011. Under the leadership of this Committee, significant progress has been made with respect to promoting recycling across campus. Through routine building maintenance work, building management systems have been refined to reduce energy consumption, particularly in relation to air-conditioning. A sustainable print service is under development which will impact significantly on paper consumption and staff are being actively encouraged to make best use of available technology solutions to reduce paper use.

27.2 Challenges

As an international campus, staff and student mobility is key to our core business and their travel and transport are significant contributors to the University's environmental impact.

As the University expands, in terms of physical size, the number of students, and the types and intensity of research we carry out, we will see increasing energy and water demands. It is vital we assess the environmental impact of expansion.

The campus location and limited public transport facilities will present significant challenges in relation to the University's carbon footprint and desire to reduce the overall carbon footprint.

28 Aims and objectives

Below are our major aims. Beneath each are the main objectives and activities we will focus on to ensure we achieve our aims by 2020.

1 Improve the environmental performance of our buildings and the University's physical infrastructure:

- Systematically reduce resource consumption and increase recycling through best practice environmental management and cultural change
- Actively promote and encourage the use of sustainable modes of transport across the University, acknowledging the campus location, business needs, the University's research focus and its internationalisation agenda
- Promote and encourage the use of technology to reduce the environmental impact of University operations and activities
- Develop, operate and maintain IT services and facilities in a sustainable manner, meeting and where practicable exceeding industry standards, seeking best value for the University at all times
- Develop a specific carbon reduction plan for UNMC by 2014

2 Harness the University's research and teaching strength to improve its environmental performance and advance the environmental agenda:

- Ensure a breadth of understanding of environmental sustainability both within the curriculum and through co-curricular activity
- Provide staff and students with information about the environmental sustainability of our operations, and include it in our teaching
- Encourage postgraduate research in environmental sustainability and create stronger links between campus operations and our own research
- Include environmental sustainability among the review criteria in the course approval process, and promote modules covering the subject

08/ Our environment

29 Responsibility

Lead

Dr Svenja Hanson, Chair of Environment Committee UNMC

Support

Ms Sandy Loke, Director of Estates, UNMC

Mr Chris Jagger, Chief Estates and Facilities Officer

UNMC Management Board Owner

Professor Christine Ennew, Provost, UNMC

30 Measuring success

Performance targets

	Baseline September 2013	Current UoN Plan September 2015	Objective September 2020
% of students completing sustainability Nottingham Open Online Course	10%	-	50%
% of collectable compostable organic waste being composted	0	-	75%
% re-useable packaging	0	-	75%
Electricity use/student	2.3 Mwh	-	1.84Mwh
Paper consumption		-	-15%

09/

Social responsibility



Teacher and students in an English language and literature seminar.

09/ Social responsibility

31 Introduction

A sense of social responsibility and general improvement drove the University's founding in 1881, when it aimed to provide for the distinct higher educational needs of the working men and women of Nottingham. We should aspire to adopt a similar perspective for our new international locations. Our responsibility to impact positively on all our stakeholders should be reflected in our research agenda, our recruitment practices, our international strategy, and our relationships with the communities around our campus in Semenyih and greater Kuala Lumpur.

31.1 Our principles

- As a University, we have a broad based responsibility and commitment to improve economic and social well-being using our knowledge, our skills and our expertise; we are committed to beneficially "making a difference" for all of our stakeholders.
- We believe in mutual exchange and dialogue, which means consulting (where possible) with stakeholders who interact with us in terms of interest or geography, and local business and authorities.
- In the area of environmental sustainability, we seek to lead by example, through our curriculum, our research, our buildings, the maintenance of our estates, our operations, and by cultivating a culture of environmental citizenship at an individual, group, and institutional level.
- We believe in embedding community engagement and social responsibility in our planning, people, resources and strategic infrastructure across all academic Schools and Professional Services.
- We will be mindful of our impact, in all respects, on local communities.

32 Aims and objectives

Below are our major aims. Beneath each are the main objectives and activities we will focus on to ensure we achieve our aims by 2020.

1 Open up our physical environment and resources for greater use by the public, to engage, inspire, and educate:

- Promote public access to our campus and support appropriate use of our facilities by the public, schools and charitable/voluntary groups

2 Share and exchange knowledge and skills with local communities:

- Support staff and students volunteering in a range of settings and with a range of organisations
- Provide workplace experience for individuals and groups currently under-represented in the organisation
- Support local research partnerships

3 Contribute to key civic agendas:

- Contribute to key civic agendas especially in terms of social cohesion, neighbourhood management, business and the economy, sport and culture, early intervention and crime and safety

4 To be 'good neighbours' in Semenyih:

- Foster positive relationships with individuals and community groups in the immediate locality of The University of Nottingham Malaysia Campus (UNMC)
- Be proactive in managing student accommodation and reduce the number of issues reported
- Promote and support students as active and responsible citizens

5 Promote and support education, in its many forms:

- Contribute to regional efforts to raise aspirations to university study and to support rising educational attainment, by working in partnership with local schools and colleges
- Expand our open courseware provision, which provides an opportunity for sharing knowledge widely to increase learning opportunities for those who, for whatever reason, are unable to undertake formal qualifications

33 Responsibility

Lead

Professor Peter Mitchell, Dean of Science, UNMC

Support

Mr Patrick Joseph, Director of Academic Services, UNMC

Professor Stephen Doughty, Vice-Provost for Teaching and Learning, UNMC

Mr Stephen Dudderidge, Director of Student Operations and Support

UNMC Management Board Owner

Professor Christine Ennew, Provost, UNMC

09/ Social responsibility

34 Measuring success

Performance targets

	Baseline September 2013	Current UoN Plan September 2015	Objective September 2020
Staff participation in skills sharing and volunteering schemes (%)	n/a	-	20%
Student participation in volunteering schemes	n/a	-	80%
University work placements for community members who might not otherwise access the University	0	-	10
Research partnerships with third sector/ community organisations	0	-	10

10/ Sustaining excellence



Postgraduate engineering student working on a furnace used for carbonisation.

10/ Sustaining excellence

35 Introduction

For The University of Nottingham Malaysia Campus (UNMC) to meet the aspiration outlined at the start of this document we must establish the leadership, governance and financial strength needed to underpin our aspirations, through a continued capability to invest and make the most of the people, programmes and infrastructure that will be the basis of our future success.

Leadership and sound investment must also be translated into outstanding institutional performance, which means motivating and supporting people and encouraging academic and professional service units to excel.

By providing an environment where people can and do excel, we aim to be recognised as a first choice employer for people from a broad range of backgrounds, and to open the University to the best local talent around our campus.

To sustain excellence in the increasingly competitive national and global context we operate in, it is imperative we use all our assets to their full effect, to raise the quality and level of outputs and accomplishments and protect our strong position. One key underutilised asset is our large, growing and widely distributed alumni population. Alumni can play a key role in contributing to the experience of current students, and developing contacts with other universities and private companies worldwide. Our reputation is another asset which we need to protect and improve, especially as measured by key global and national league tables and our visibility in national and global media publications.

35.1 Our principles

- The University's staff are the basis of our success. We attribute much of our success to the quality of our academic, professional, and support staff. The scale of our ambition means that, more than ever, we need to attract, retain, and motivate staff of the highest calibre.
- Optimising management effectiveness. For the foreseeable future, successful universities will be distinguished by their underlying, continuous and measurable improvements in efficiency, productivity, effective cost control, and informed, skilful and well supported management at all levels.
- One University, one set of corporate systems. It is our responsibility to make cost savings and attain optimal, demonstrable efficiency. As an organisation, it makes sense to rationalise and harmonise our processes and systems so we can support them more effectively.

36 Background

36.1 Recent accomplishments

UNMC is a globally recognised higher-education institution, known for the quality of its teaching, learning and research. The Campus provides a high-quality learning environment where students benefit from excellent facilities and small class sizes with an average student to staff ratio of less than 20:1. Staff are the heart of any University and the quality of academic, professional and support staff is key to the success of the institution. There are currently over 250 members of academic staff, which includes senior staff seconded from The University of Nottingham, UK as well as highly-qualified international and local staff. UNMC enjoys Tier 5 Excellent status in the official Rating System for Malaysian Higher Education Institutions.

Significant investment has been made in the student experience with the development of new, on-campus student accommodation which will result in an additional 1,200 beds and associated new income streams.

UNMC has successfully obtained competitive research funding from the Malaysian government and other external institutions – with research income topping RM5m in 2012. Collaboration with the prestigious Crops for the Future Research Centre has also provided significant funding for a range of doctoral projects.

The potential for expansion and growth at UNMC is significant. The University saw a financial surplus of over RM5 million in 2012 and student numbers have increased by over 1000 in the last three years.

36.2 Challenges

- Tuition fees are the major source of UNMC's revenue, a revenue that will be vulnerable in an increasingly competitive market environment.
- Competition for public and private research funding will remain high.
- Competition for the most able staff will grow, making it essential that we continue to ensure that UNMC is an attractive working environment and that we invest in developing individuals of the highest calibre.
- We need to develop and maintain a service delivery infrastructure of the highest quality, in terms of both people and systems, to ensure that our student experience is internationally excellent.

10/ Sustaining excellence

37 Aims and objectives

Below are our major aims. Beneath each are the main objectives and activities we will focus on to ensure we achieve our aims by 2020.

1 Improve UNMC's financial security:

- Develop robust financial plans that incorporate a commitment to a sustainable surplus to support future investment in the development of the campus
- Implement a clear strategy that results in cash generation and long term debt reduction to improve the University's financial strength and therefore its ability to respond to unforeseen changes in its funding and other income streams
- Maintain a clear focus on cost management.
- Diversify income streams by:
 - reducing the proportion of University income that results from mainstream tuition fees
 - increasing philanthropic and business related income streams

2 Develop the leadership, governance, and general capability of staff:

Improve the quality of the management staff throughout the University by identifying and developing new leaders to make sure we have a pool of home-grown future leadership talent.

- Optimise the capability of all University staff by:
 - recruiting, retaining and motivating high calibre internationally minded staff from a worldwide talent pool
 - develop career progress support for our staff in order to allow them to maximise their potential

38 Responsibility

Lead

Mr Tilliampalam Sangarapillai, Director of Non-Academic Services, UNMC

Support

UNMC Management Board

Ms Lizdawati Abdul Rahman, Director of Human Resources, UNMC

Mr Andrew Unitt, Chief Financial Officer

Ms Anita Stephen, Alumni and Donor Relations Manager, UNMC

UNMC Management Board Owner

Mr Tilliampalam Sangarapillai, Director of Non-Academic Services, UNMC

10/ Sustaining excellence



Biosciences students working in the Biotechnology Research Centre.

10/ Sustaining excellence

39 Measuring success

Financial performance

	Baseline September 2013	Current UoN Plan September 2015	Objective September 2020
Surplus (% income)	2%	-	5%
Total debt as a % of income	65%	-	50%
Philanthropic income (annual)	-	-	RM1m

HR performance

	Baseline September 2013	Current UoN Plan September 2015	Objective September 2020
Proportion of professors	7%	-	15%
Staff satisfaction	-	-	80%

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