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Strategic Plan 2010-15

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The Trent Building, University Park Campus, Nottingham, UK.

Contents

Introduction	2
<u>/01 Mission, Vision and Guiding Principles</u>	4
<u>/02 Excellence in Education</u>	6
<u>/03 World-Changing Research</u>	14
<u>/04 Engaging with Business</u>	20
<u>/05 Global Reach</u>	24
<u>/06 University Life</u>	30
<u>/07 Our Environment</u>	36
<u>/08 Social Responsibility</u>	42
<u>/09 Sustaining Excellence</u>	46



University of Nottingham students relaxing in the Lakeside Art Centre, University Park Campus, Nottingham, UK

This Plan was approved by Council at its 22 June 2010 meeting. This version omits material that is not of general or public interest. For the full version, or for additional hard copies, contact the University's Planning and Management Information Division, at planning@nottingham.ac.uk.

Introduction

We are living through a period of remarkable turbulence, triggered by the global financial crisis and sustained by its aftershocks. Chief among the latter are the adjustments required to repair shattered public finances in many OECD countries (not least in the United Kingdom) and the background uncertainty created by these developments.

Uncertainty always makes planning more difficult, especially when that means looking out over a five year period. But it should never be a reason for indecision. That only creates more uncertainty and paves the way for stagnation rather than progression.

This Strategic Plan covers the period from 2010 through to 2015. Its preparation has involved extensive analysis of the risks and challenges we will face over this period, the assets we can leverage and resources we can deploy, not only to meet those challenges, but to build an even stronger, more competitive and distinctive institution. In getting to this point, the Plan has undergone unprecedented consultation within the University, a process which has greatly enriched it.

Our Plan recognises and explicitly confronts the major challenges ahead: increased competition to attract the best students and staff; delivering the highest quality teaching and learning in an increasingly digital environment; offering facilities which underpin a rewarding and enriching student experience; recruiting and retaining researchers who can deliver world-changing research on global problems; confronting the emergence of Asia as a major competitor; and reducing our carbon footprint. We have to meet these challenges against a backdrop of sharp reductions in public funding which will almost certainly persist throughout the planning horizon.



This sounds very challenging. It is. But we set out to deliver the ambition in this Plan from a very good place. We are an asset-rich University. At our core is a talented and committed workforce: academic, professional, technical and operational. We are a comprehensive University and our size and scale are central to both our resilience in meeting challenges and capacity to respond to new opportunities. We are fortunate in having quite extraordinary campuses, which are an essential ingredient of the Nottingham experience, and make this a special place to live, study and work. We have a unique global footprint, with our campuses in Malaysia and China, the value of which is becoming ever more apparent in our increasingly globalised world. We have an enormous and supportive alumni community. Last, but not least, we are financially stable.

I am therefore optimistic about our future. We have set ourselves ambitious targets. But they are achievable. Not that I take achievement as given. That will only follow with sustained application of our collective energies, enterprise and adaptability. It will also require continued investment in our human resources and infrastructure, which is very much in our own hands. If we manage ourselves effectively and efficiently and diversify our income streams, we will be able to maximise investment in our future.

I commend this Strategic Plan to the entire University community and look forward to working with you to realise the ambitions it sets out.

A handwritten signature in black ink that reads "David Greenaway".

Professor David Greenaway
Vice-Chancellor



University of Nottingham students in the Sir Colin Campbell Building, Jubilee Campus, Nottingham, UK.

/01

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 benefiting 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 of:

- 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 by 2015, 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, energy and 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 student communities.

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

Excellence in Education



Students working in the Djanogly Learning Resource Centre, Jubilee Campus, Nottingham, UK.

/02: Excellence in Education**Introduction**

A University of Nottingham education is distinguished by a powerful combination of research-led teaching, an increasingly international environment and curriculum, and innovative uses of technology.

Research-led teaching and learning enables students to creatively engage with new and exciting ideas, because active researchers lead nearly all teaching and students pursue projects in world class learning facilities.

The University of Nottingham's vision of an education in an international university has taken it beyond what most others attempt. Our campuses near Kuala Lumpur, Malaysia (UNMC) and in Ningbo, China (UNNC), are scholarly communities, together comprising nearly 8,000 students, leading researchers and teachers, and are well on their way to offering the rich subject mix that characterises Nottingham. The UK campuses host more than 32,000 students (more than a quarter from outside the UK) and 1,400 academic staff. Together our three campus networks constitute a unique transnational teaching and learning environment hosting the largest number of international students of any British university. We actively recruit leading teachers and researchers from across the world and encourage interaction and mobility of students and staff between all our campuses. One of our top priorities is to further internationalise our curriculum.

We have a strong record in developing learning technologies and enthusiastically embrace the appropriate use of the latest innovations for enriching teaching and learning at all levels, as well as to enable mobility, flexibility and wider access.

Our Principles

- We **listen** carefully to our students and work in partnership with the student body to achieve our mutual aims, maintaining an excellent relationship with the Students' Union (in the UK), as well as the Malaysia Campus Student Association and the Students' Union of UNNC. Students evaluate the teaching and content of the modules they take, which shapes the evolving curriculum and helps us identify and reward excellent teaching. We have also run our own internal student satisfaction survey for 15 years, recognise the importance of the National Student Survey and now involve students on critical reviews of our Schools.
- We maintain **relevance** by monitoring and analysing national and international trends in student choice and industry needs and 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 expect them to participate in extracurricular activities, and provide accreditation for many of the skills they acquire in the process, which enhances their employability and ability to manage their career progression and lifelong learning. This includes volunteering within the local community, which reflects an understanding of education and social responsibility shared by the University and the Students' Union.
- The University works closely with the regional, national and global employers of our graduates and excels at making sure **our students and employers engage directly with each other**.
- 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 are committed to equal access and opportunity, and to enabling the most able to participate in higher education, regardless of their background or circumstances.
- 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.

Our Purpose

To contribute to having better educated, more socially and environmentally aware and responsible citizens around the world, who are prepared to face the global problems of society and make valuable contributions.

As recipients of a significant amount of public funds, we have an obligation to support the government's ambitions for the higher education sector and the judgements it makes on behalf of taxpayers against competing priorities.

Proof of excellence and relevance is embodied in our graduates' satisfaction, employability and long-term success in their chosen path.

/02: Excellence in Education

We have a strong record in developing learning technologies and enthusiastically embrace the appropriate use of the latest innovations for enriching teaching and learning at all levels, as well as to enable mobility, flexibility and wider access.

/02: Excellence in Education

/02: Excellence in Education



The Nottingham Geospatial Building on our Jubilee Campus, UK offers cutting-edge training facilities including a unique rooftop train track simulator (pictured with Hafiz Yahya, a PhD student in Engineering Surveying and Space Geodesy who uses the dynamic test track for his research). This 120-metre track is used for navigation and positioning research and development.

Background

The University developed this Plan during a period of change and uncertainty within the UK, yet there are some conditions which we can be sure of.

- The global recession of 2009/10 will continue to impact higher education funding, including funds given to universities directly and government spending on student support. Employment opportunities will also continue to be affected.
- There are likely to be changes in the level and structure of graduate contributions to education costs, within the UK and elsewhere, which will affect patterns of demand.
- Students and their families will continue to be increasingly clear about their expectations of excellence and value for money, encouraging real competition between universities within the UK and worldwide for the best students.
- The ongoing national and international debate on higher education will prompt higher education institutions, parents, students and employers to question the purpose, value, methods and benefits of higher education.

Recent Accomplishments

In 2009 the University engineered a step change in our career development and employment support, which brings together students and employers, for example through internships, and which has recently been recognised with a national award for employability. We also now recognise and reward learning that takes place outside the formal curriculum, for example by participating in the Students' Union and voluntary work, via our Nottingham Advantage Award.

The University has been recognised in key league tables, notably being among the top 75 universities in the QS World University Rankings 2010.

We encourage and support our students to undertake some form of international mobility – whether via exchanges with other universities, completing part of their courses at our campuses in Asia, or by study or work placements abroad. As a result, nearly 20 per cent of students have some form of international experience while studying at Nottingham, which is among the highest in the UK.

Nottingham has become known for its innovative work in learning technology development. This has included the production of award-winning online learning modules and widely-used open source learning tools.

In 2010 the Quality Assurance Agency for Higher Education awarded its highest possible judgement to the University for the quality of the learning opportunities provided to our students and our systems for ensuring high academic standards. It also recognised good practice in how the University responds to the student voice, our integrative activities across the campuses and the contribution of the Graduate Centres and Student Services Centres in enhancing the student experience.

Challenges

- We need to be agile, so we can respond in a timely way to changing student and employer expectations as well as government requirements and policies.
- Heightened competition, exchange rate volatility and global politics will affect the choices made by prospective UK and international students. To maintain the right mix of UK and international students, we must strike the right balance between levels of graduate contributions and our financial support packages.
- We must make strong progress in addressing areas where students are less than fully satisfied, especially with respect to assessment and feedback.
- We must ensure the continued relevance of our curriculum and extracurricular support so that in a more competitive economy, we attract outstanding students and our graduates find employment in their chosen field or continue their study at top institutions.
- We can be confident that there will continue to be rapid technological change, particularly in the area of mobile computing and social networking, which will influence student expectations and have significance for the teaching and learning experience.

/02: Excellence in Education**Aims and Objectives****1 Consolidate The University of Nottingham's position as a leading global university for learning and teaching.**

Maintain the high quality of our academic provision and support, by:

- developing a comprehensive approach to academic support and guidance so we can ensure every student has good quality academic oversight
- reviewing contact hours across all subjects to make sure contact time is appropriate for the subject matter and level of study and students are satisfied they receive good value for money
- improving how we obtain and respond to student feedback, to ensure uniformly high academic standards across the University
- improving support for the transitions our students make between school, undergraduate study, postgraduate study and employment
- reviewing support for the diverse learning needs of students studying at all of our campuses.

Offer a relevant and distinctive curriculum, by:

- 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
- embedding in our courses Nottingham's strengths and research priorities, especially its international agenda, encouragement for innovation and entrepreneurship and environmental responsibility and sustainability
- streamlining the number of programmes delivered and providing more flexible modes of course delivery, while still offering a wide choice
- increasing the proportion of students who study outside the UK, through inter-campus or split-site degree programmes, Erasmus, Universitas 21, summer school and other exchanges
- significantly developing our continuing professional development programmes, to include masters qualifications providing vocational expertise to professionals in a range of fields, non-degree short courses and lifelong learning provision for non-traditional and mature students.

Attain the optimum size, balance and quality of our student body by:

- increasing the average tariff score of new Nottingham UK undergraduates, and recruiting outstanding international students to Nottingham, backed by innovative bursary and scholarship programmes
- increasing the number and proportion of international students, while ensuring appropriate levels and forms of support are in place
- successfully encouraging a greater proportion of our undergraduates to continue onto postgraduate education at Nottingham, including those from under-represented groups.

2 Establish the campuses in Asia as leading institutions within their regions, in terms of teaching quality.

- Expand and enhance the teaching at the campuses in China and Malaysia and increase their student populations.
- At UNNC, expand the subject range taught, especially in mathematics, economics and the sciences, to achieve a balanced subject base, introduce additional postgraduate taught courses and increase the proportion of postgraduates to 18 per cent.
- At UNMC, develop undergraduate courses in the arts and humanities, the sciences and economics, and expand the range of master's courses offered.
- Expand support for students at both campuses in Asia, particularly in English language proficiency, academic literacy and career development.

3 Enrol and retain, on all UK-based courses, UK students from backgrounds currently under-represented at the University.

- Ensure our bursaries are geared towards excellence as well as demonstrated need, even as we encourage and support UK students from under-represented backgrounds who attend the University.
- Increase the proportion of low-income undergraduate entrants to 25 per cent by 2015 and the number of students from the most deprived areas to 12.5 per cent.
- Work with mature and returning students and other under-represented groups to encourage them to take up both degree-level and postgraduate study.

4 Maintain our leading position in technology-enabled teaching and learning.

- Deploy the latest technologies for enhancing teaching and learning, especially by providing mobile, interactive and multiple point access to key materials and supporting academic staff in expanding their use.
- Accelerate the adoption of digital information resources, including e-books and e-journals, in order to make efficient use of library space, and promote their use by providing simple tools for discovery and access.
- Develop the next generation of virtual learning environments incorporating sophisticated online collaboration and communication technologies.
- Review the configuration of our teaching and learning spaces, and the technologies used in them, in light of changing modes of teaching delivery.

/02: Excellence in Education**Measuring Success****Performance targets**

	Baseline 2009/10	Objective 2014/15
National Student Survey (overall rank)	42nd	20th
National Student Survey, overall satisfaction, % agree	87%	90%
Employer review rank, THE/QS global ranking	12th	10th
Top Employer University Recruitment Preference Rank ¹	6th	5th
UG study abroad (proportion)	17%	25%
Average tariff, new UG students (Nottingham, UK)	420	440+
Postgraduate population %, across all campuses	21.1%	25%
Non-UK students at UK campus	8,428 (26%)	9,500 (28%)
Proportion of low-income undergraduates	23%	25%
Students from the most deprived areas	10%	12.5%

¹ From the annual 'The Graduate Market' survey conducted independently by High Fliers Research Limited

The University of Nottingham's vision of an education in an international university has taken it beyond what most others attempt.

/03

World- Changing Research

Our researchers are developing more nutrient efficient roots (pictured) to produce high yielding crops that can grow in less fertile soils. With campuses and research facilities spanning a range of climates the University is uniquely positioned to deliver the highest calibre research on issues related to global food security.

Our global leadership in this area led to us being selected to co-host a major new international research centre "Crops for the Future" at our Malaysia campus to lead research on underutilised crops. Part of the University's vision is to be recognised for our signature contributions in this critically important area.

/03 World-Changing Research

Introduction

The members of our academic community endeavour to produce world-changing research by turning their talents and abilities to the problems and challenges which affect societies and people on a wide scale. Success entails developing ideas, creating discoveries and generating value and benefits by exchanging knowledge which generates real economic, social, environmental and cultural impact.

That impact depends as much on the University's ongoing investments in core disciplines as on its promotion of multidisciplinary approaches to solutions. We have sustained our investments in the best researchers, state-of-the-art facilities and systems to provide high quality, flourishing and creative research environments on all our campuses. The University also provides the foundation for local and global research partnerships and collaborations. Research excellence is key to the success of our mission.

Our Principles

- The University's investment in research and knowledge transfer across all its campuses will favour **interdisciplinary, collaborative research**, while still maintaining support for discipline-based research.
- We will promote an emphasis on the **international dimensions** of research and knowledge transfer.
- Our academics will bring their research into the classroom, **exposing students to the latest ideas and discoveries**.
- When identifying research priorities we will include **input from key stakeholders**, the wider community and end users to maximise the University's impact.
- We will **focus investment** in individual research excellence by supporting high potential early career researchers and doctoral training.
- 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 communities.
- We will provide a **strong governance** and strategy framework for research, knowledge transfer and related investment, and effective support for researchers.

Our Purpose

To use our established strength in key research areas, and our experience and commitment to commercialisation of our discoveries, to deliver sustainable economic, environmental and cultural benefits internationally, nationally and to our local communities. We will remain attentive to the changing concerns of the fields we are established in, to shape emerging priorities and take advantage of opportunities.

Background

The higher education policy environment in the UK will be fluid and challenging for the foreseeable future. Much will depend on the level of public funding available for research and knowledge transfer, and the intended concentration of that funding on fewer universities.

The University's success in its research programme indicates that it is capable of flourishing even in the current environment. More broadly, the University is uniquely positioned to contribute to the development of research capacity in the regions of its campuses in Asia. Our experience in supporting research excellence and a track record in successful commercialisation provides the foundations for comparable excellence and leadership and for making a valued contribution within China and Southeast Asia.

Recent Accomplishments

In the 2008 Research Assessment Exercise, 90 per cent of research at Nottingham was judged to be of an 'international standard' and 60 per cent 'world-leading' or 'internationally excellent'. Thirty-four of our subjects are ranked in the top ten within the UK, and the University was ranked seventh for research power, a measure of research quality and critical mass. This has ensured a strong base of research funding to deliver our ambitions.

The University has also secured 'framework status' with two Research Councils (EPSRC and BBSRC) which will ensure best practice to make the most of the available funding. This status will contribute to stronger research management and knowledge transfer and provide a core of support for some of our priority research areas.

The recently established University of Nottingham Innovation Park provides high quality accommodation and access to a vast range of laboratory, research and testing facilities to encourage innovation and provide opportunities for businesses and postgraduate students. It augments the strong role we already play in the regions we operate in, for example, via our participation in the Midlands Energy Consortium and hosting of the Energy Technologies Institute, the 'Crops for the Future' programme on the Malaysia campus, and the Centre for Sustainable Energy Technologies in Ningbo, China.

/03 World-Changing Research

Challenges

A key challenge is to secure the funding required for research and knowledge transfer. This comes from three major sources, all of which are under pressure:

- HEFCE research funding, which is likely to be reduced in the short term
- public funders, who provide more than half of all research grants, but have reduced their support in the short term, which also heightens competition
- private and commercial research funds, which are dependent on the state of the economy.

Universities routinely compete against each other to attract top PhD candidates and early career researchers (ECRs), but in some fields the pool of potential applicants is not growing, further intensifying competition. Competitive funding, quality supervision and facilities, and innovative recruitment and investment in our PhD students and ECRs will become even more important.

Despite our commitment to both individual researchers and interdisciplinary research, it is still sometimes challenging to shift academic research from the well established lone researcher model towards the broadly thematic, collaborative, grand challenge approach increasingly rewarded by many funding bodies and Research Councils.

Aims and Objectives

1 To be recognised among the top 5 in the UK and the top 50 globally for research and knowledge transfer.

- Establish widely acknowledged global leadership in at least three priority research areas, by accelerating progress with support from Development Campaign initiatives and accompanying high profile promotional activities.
- Establish a coherent, balanced portfolio of world-leading research centres and institutes focused on recognised priorities, with high outputs in terms of quality and volume. Implement a robust research performance management framework.
- Invest strategically in the research infrastructure across all our campuses and underpin our activities with the latest research management systems.
- Increase the size and proportion of our postgraduate population across all campuses to 25 per cent by 2015, and maintain the high standard of development and support we have established for our postgraduates.
- Ensure our research outputs are appropriately managed and widely disseminated in order to improve scholarship and knowledge transfer.

2 Increase research income and research margins.

- Increase and diversify the external research funding essential for sustainable performance, taking into account national and global economic circumstances.

3 By 2015 to achieve a research profile at our campuses in Asia in key areas comparable to that of the Nottingham campus.

- Continue to expand research capacity at the China and Malaysia campuses in a way that takes advantage of Nottingham's strengths while responding to their national and regional priorities.
- Increase the volume of externally funded and collaborative research at both campuses in Asia.
- Enhance the research environments at both campuses in Asia.

4 Expand the number, breadth and effectiveness of research and knowledge transfer partnerships, collaborations and joint ventures.

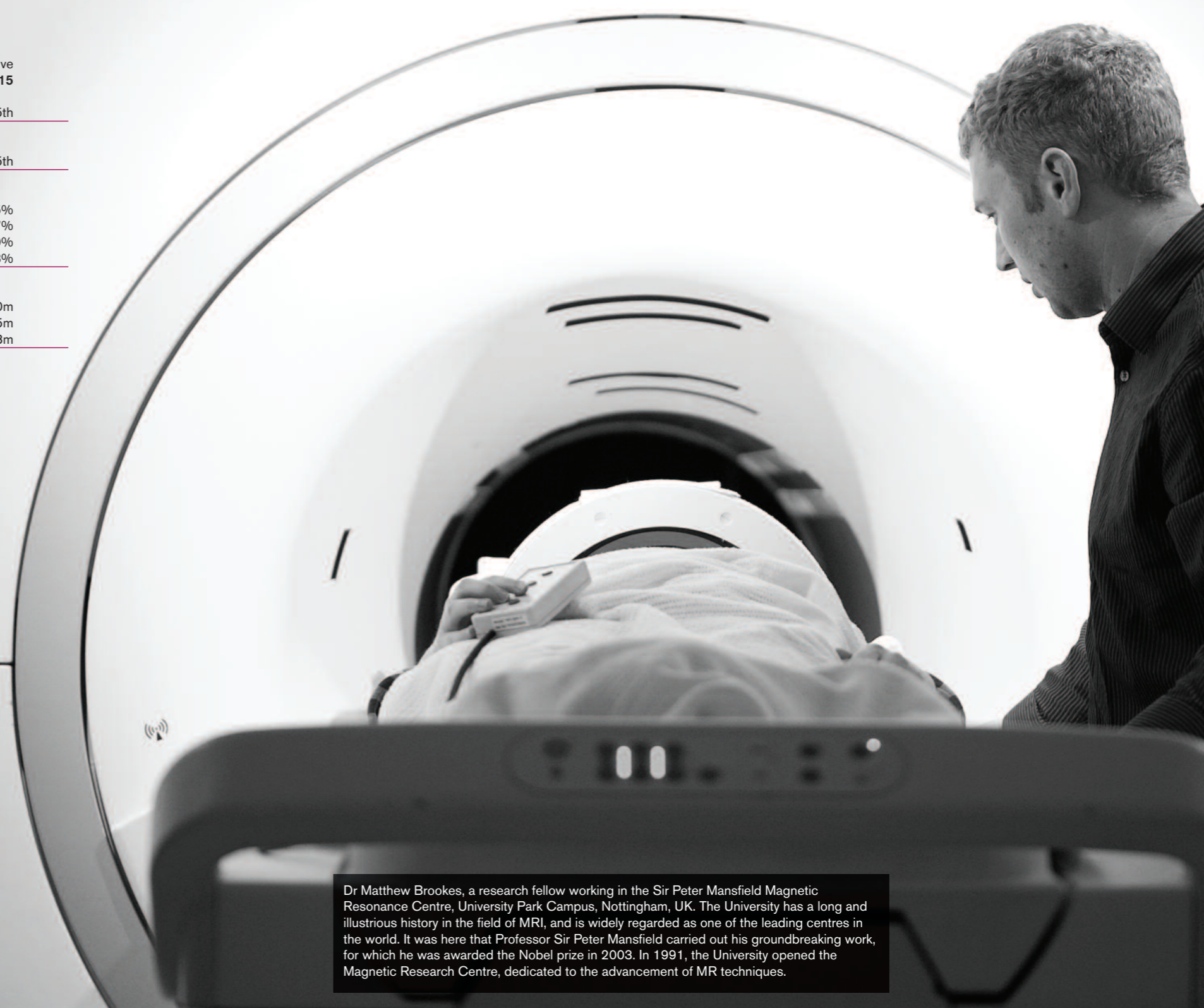
- Expand our corporate partnerships and networks, and make sure they provide mutual opportunities and benefits.
- Remain a leader in the East Midlands region, working with others, in particular by continued development of the Nottingham Innovation Park.
- Increase the number of research collaborations, technology transfer activities and personnel exchange programmes with Universitas 21 partners and other leading international universities.

Measuring Success

Performance targets

	Baseline 2009/10	Objective 2014/15
Global League Table Rank		
Academic Ranking of World Universities (worldwide/UK)	83rd/10th	50th//5th
UK Research Ranking (RAE-REF)		
Research Power	7th	5th
Postgraduate population (% of total)		
Whole University	21.1%	25%
Nottingham	23.8%	27%
Malaysia	15.3%	20%
China	9.5%	18%
Research awards (total)		
Nottingham	£150m	£180m
Malaysia	RM 5m	RM 15m
China	RMB 7.2m	RMB 18m

We recognise success in our mission through research excellence.



Dr Matthew Brookes, a research fellow working in the Sir Peter Mansfield Magnetic Resonance Centre, University Park Campus, Nottingham, UK. The University has a long and illustrious history in the field of MRI, and is widely regarded as one of the leading centres in the world. It was here that Professor Sir Peter Mansfield carried out his groundbreaking work, for which he was awarded the Nobel prize in 2003. In 1991, the University opened the Magnetic Research Centre, dedicated to the advancement of MR techniques.

/04

Engaging with Business



Students from The University of Nottingham Ningbo Campus, China working on their presentation for the SIFE (Students in Free Enterprise) World Cup. The team went on to win second place at the competition, (held in Los Angeles in October 2010) in an event that brings together more than 1500, students, academic and business leaders from more than 40 different countries. The students presented two of their nine social enterprise projects to the World Cup judges. Beevelop a venture which promotes honey sales for farmers, equipping beekeepers with the skills to raise wild bees – which are close to extinction. The Ant River Ginseng project which was established to help extremely poor farmers in the North East of China, where the world's best Ginseng is grown.

/04 Engaging with Business

Introduction

Effective business engagement is an essential means of ensuring discovery and innovations achieve their full and widest impact. Mutually beneficial relations with business and industry were part of our founding and remain a key priority.

To sustain our present position in the coming years, especially given the certainty of public spending cuts, we must increase our income from non-governmental sources. A strong, distinguishing focus on innovative business engagement will be a key element of our continued success.

Our Principles

- We will maintain a **positive, customer-focused**, facilitating dialogue with commercial partners.
- Recognising and developing opportunities for business engagement on behalf of the University is increasingly **part of the role of the modern academic**.

Our Purpose

To maximise the impact of our excellence in education and research by engaging effectively with business 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 international industry and drive economic recovery by innovation, internal investment, and export of services
- provide staff development opportunities by closer engagement with business leaders and exposure to modern business management practice
- provide course content that is relevant to business and industry as well as access to internships with high profile, blue chip commercial partners.

Background

Recent Accomplishments

The University's historical research strengths are reflected in our portfolio of commercial partnerships, which include large companies in the pharmaceutical, transportation, and food and drink sectors.

Academic staff numbers and business development activity have both increased significantly since 2005, particularly in the biological and healthcare sciences. There is therefore a strong capacity to seek and take advantage of greater opportunities, particularly in key emerging sectors, and to gain additional leverage in these pursuits due to our campuses in Asia.

Challenges

Government policy statements and publications increasingly stress engagement between industry and higher education, reflecting the expectation that it will drive the UK economy forward.

Industry partnerships will play an increasingly important role in Research Council grant awards, and cash support from commercial partners is often a prerequisite for the award of large research and commercial development centres.

Business engagement is likely to feature as a metric in future global league tables and, via impact measures, to drive allocations of government research funding.

To expand our business engagement activities successfully, we must be able to recognise opportunities, especially in emerging markets, and respond rapidly and flexibly to initiatives, particularly those that relate to our strengths in priority areas.

/04 Engaging with Business

Aims and Objectives

1 Build mutually beneficial partnerships with like-minded organisations.

Invite businesses to work with us, at all our locations and across the full range of our activities, with a coordinated and coherent entry point for both proactive and reactive discussions.

Deliver projects for commercial partners to a high standard in a professionally managed context, working to internationally recognised quality and data systems standards.

Differentiate ourselves via the quality of our business partnerships and our standards of professional delivery.

2 Drive up our market share of industrial and commercial income.

Drive our income from industrial and commercial sources to a sustainable £20m per year by 2014/15.

Increase engagement with business by 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 having campuses in three countries
- regrouping internal resource as necessary to ensure the coherence of business engagement activities, covering research, continuing professional development, and corporate philanthropy
- focusing external and internal public relations resource on the range of opportunities and benefits available to business
- change how the organisation views commercial opportunities, led by senior management.

3 Improve the effectiveness of our current external engagement activities.

Provide a coherent message to business concerning our mission, values and priorities.

Improve the effectiveness of our business development network staff by:

- continuing to invest in a cadre of well informed business engagement professionals capable of working across institutional boundaries
- providing a systematic induction and training programme in business development methods and systems
- developing income generation targets for business development executives.

Identify and support business-facing academics and groups, by:

- delivering targeted business engagement support to priority research and knowledge transfer areas
- developing mechanisms for effective internal sharing of good practice, both in business development and about business opportunities
- providing ways to shift academic or research staff into formal business development roles for limited durations.

Expand the scope and impact of the Corporate Partnerships Programme.

Implement internationally recognised, externally accredited quality management systems and processes.

Measuring Success

Performance targets

	Baseline 2009/10	Objective 2014/15
Industry research partners, £500k+/yr investment	5	10
Number of placements and internships	250	500
Employer review rank, THE/QS global ranking	12th	10th
Top Employer University Recruitment Preference Rank ²	6th	5th
Direct income from industry (research only)	£12m	£20m
Industry income (rank in RAE)	8th	5th
Cumulative spin-out portfolio investment	£40.47m	£60m
Intellectual Property (IP) related income	£4.9m	£8m

² From the annual 'The Graduate Market' survey conducted independently by High Fliers Research Limited

/05

Global Reach



Students in the Common Room at The University of Nottingham Ningbo Campus, China.

/05 Global Reach

Introduction

Internationalisation is at the heart of this University. 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 strategic choice made by the University to invest and develop campuses in other countries has given the University a unique platform. We are justifiably proud of our campuses in Asia, which have established a new model for the internationalisation of university education. They provide Nottingham staff and students with a range of study and travel opportunities which help position them for success within the global employment market. It is our ambition to consolidate those achievements and realise their full benefits.

Our understanding of global reach goes beyond our campuses in Asia. Our current capabilities mean we can conduct coordinated research on some of the most pressing global human concerns and social problems in three very different but complementary national contexts simultaneously. We have a growing global network of commercial partners, with each campus serving as a hub. The geographic and cultural breadth of our student body, in itself a huge asset, is telescoped into a vast distribution of graduates and alumni networks. Finally, we continue to explore what such capability means in terms of our corresponding social responsibilities.

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 transfer. 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.
- *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. Although we are fundamentally a British institution, internationally we will always aim to be sensitive and relevant to local circumstances. As an educational institution operating on a global level, we are committed to educational capacity development in emerging economies, doing so in a way that is environmentally sustainable.
- *Quality.* We seek to maintain the highest standards in all that we do.

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 transfer activities to our key external stakeholders.
- To establish The University of Nottingham as a leading international university, and maintain a competitive advantage in our key markets.
- To provide a new model for an international university, to influence how scholarship, teaching, research and innovation are carried out.

The strategic choice made by the University to invest and develop campuses in other countries has given the University a unique platform. We are justifiably proud of our campuses in Asia, which have established a new model for the internationalisation of university education.

/05 Global Reach

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 2009/10, boosting international numbers to over 8,000 for the first time in the institution's history. With another 8,000 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.

Nottingham has been welcoming international students for much of its history. In 2000 Nottingham was the first UK university to set up a full campus overseas, in Malaysia, and in 2004 it was the first non-Chinese University in the world to establish a teaching and research university inside China. Both campuses offer a broad range of undergraduate and taught postgraduate programmes and have growing cohorts of PhD students. Research initiatives locally seek to build on The University of Nottingham's acknowledged expertise to address genuine challenges identified in both locations. The development of the campuses in China and Malaysia represented bold strategic choices.

The campuses in Asia have been successful in their own right, in terms of student recruitment and delivery of robust financial performance. The three campuses together are now attracting greater interest from commercial collaborators and research funding bodies for the unique capacity they offer.

As a founding member of Universitas 21, a global network of leading research-led universities, Nottingham emphasises international collaboration and opportunities for its students. With established exchange opportunities in Africa, the Americas, Europe, the Middle East and East Asia, increasing numbers of students based at Nottingham UK are taking advantage of the opportunity to study abroad as part of their Nottingham degree. As well as traditional exchange opportunities at universities all over the world, Nottingham students are also undertaking work placements overseas and are involved in supporting development activities in schools in Africa.

The University's flagship international scholarship programme, Developing Solutions, now in its ninth year, has helped to support more than 700 students from developing countries of the Commonwealth and the rest of Africa to study in the UK and now also at our China and Malaysia campuses. Developing Solutions was expanded last year to support Nottingham staff to undertake capacity development projects in Africa and to help provide opportunities for UK students to spend time at partner institutions in Africa.

Challenges

The University faces an array of particularly challenging circumstances by aiming for so many of its core activities to be carried out on a transnational basis. Not least among these are maintaining effective communication and coordination over long distances. The national contexts also differ greatly in their legal and regulatory environments, which has implications for how we manage people and protect intellectual property. We also face difficult choices by both encouraging mobility of staff and students, and working strenuously to reduce the University's carbon footprint.

/05 Global Reach



Ying Siqu and Carey Tao from the Division of Engineering at The University of Nottingham Ningbo Campus, China. A new building for science and engineering subjects is currently under construction at the campus due for completion next year.

Aims and Objectives

1 Secure our achievement in establishing the two campuses in Asia, by fuller integration, coordination and expansion, and taking advantage of all the opportunities associated with their success.

- Ensure our campuses in Asia can sustain their activities by expanding student numbers, research activity, the academic subject range covered, staffing levels and corporate systems.
- Gain greater financial and reputational advantage from our campuses in Asia by imaginative use of the facilities, such as for summer programmes as an additional offer for student mobility, and for events and conferences.
- Increase the level of externally funded and collaborative research.
- Continue the process of more fully embedding our internationalisation programme into all of our teaching and research activities, but also into cross-campus communications infrastructure and key corporate systems.
- Enhance the University's global technology-enabled communication facilities to enable broader and easier collaboration while reducing the need for travel.

2 Magnify the international impact of our research and commercialisation activities.

- Increase the number of institutional research partnerships to address major global challenges including food security, climate change, sustainability and wellbeing.
- Actively build on our presence in China and Malaysia to build innovative research focused partnerships in both countries.
- Enhance internationally focused communications relating to research and knowledge transfer activity across all our campuses.

- Via our partnerships with global organisations to provide benefits to their global operations, via research, executive education, internships and employment opportunities for our graduates.

3 Expand student and staff mobility.

- Increase the proportion of outward study abroad participation to 25 per cent by 2015, 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 transfer.

4 Develop and enhance international teaching and research partnerships.

- Develop new and existing international research and teaching partnerships, paying particular attention to emerging regions, both to further our own aims and help build higher education capacity elsewhere.
- Strengthen our Universitas 21 member collaborations, with particular emphasis on the internationalisation of teaching and learning, student mobility and personnel exchange programmes.
- Expand the sharing of teaching and research expertise, with a particular focus on open courseware and digital availability of appropriate research resources with a particular emphasis on supporting universities and students in the developing world.

Measuring Success

Performance targets

	Baseline 2009/10	Objective 2014/15
Student Population, UNNC	4,091	6,500
Student Population, UNMC	3,224	5,500
Non-UK students at UK campus	8,428	9,500
Students entering via international teaching partnerships	366	600
Students on some form of outward mobility (%)	17%	25%

Research awards (total)

Malaysia	RM 5m	RM 15m
China	RMB 7.2m	RMB 18m

/06

University Life



Students in conversation in Café Terrazzo, The Exchange Building, Jubilee Campus, Nottingham, UK.

Introduction

The central purposes of the University 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, cultural 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 Plan 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.

Our Principles

- **Diversity** within our community adds to the richness of the university experience and is vital to the growth and development of staff and students. As a leading global university we are committed to recruiting a diverse student community. As a large employer, we want to attract the most talented staff so we reflect the breadth and diversity of scholars worldwide and of our local communities. As an organisation spanning three countries, members of our community experience diversity in a way which is unique among universities.
- The **health and wellbeing** 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 all our campuses. The personal, cultural and social benefits of campus life are also enjoyed and appreciated by academic, administrative and support staff.
- Our commitment to the **overall quality of the environment** is evident on all our campuses. From the classrooms to labs, gardens and walkways, arts centre, museum and sports facilities, historic and strikingly modern buildings, university life centres on the campuses. We preserve, refresh and expand this legacy. By our example, we also help staff and students **develop sustainable lifestyles**.
- Students and staff from different backgrounds and with different circumstances may have **particular needs** and we will embed in all our practice particular regard for these needs.
- To ensure **fairness and equality**, 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.

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, as a result, produce the best possible graduates.

Background

Recent Accomplishments

The University has maintained a programme of sustained and substantial investment in the fabric of our campuses, which will continue and which have been recognised by a number of environmental and building excellence accolades. In response to the growth of our student population, in the last ten years 8,000 purpose-built student accommodation units have been created either on our campuses or in close proximity. We also work closely with city planners, specialist accommodation providers and local landlords to reduce the risk to students of obtaining poor-quality housing.

Sport and recreation plays an important part in the lives of students and staff and provides a key focus for much of our relationship with the local community. A strong sport infrastructure on all our campuses with significant investment in new facilities has enabled the University to maintain a place in the top ten of the overall university sporting associations ranking for the last 14 years. The Nottingham ethos is 'sport for all', meaning we encourage participation at all levels and provide nationally recognised opportunities for disabled athletes.

In June 2009 the University held its first Tri-Campus Games, in which 180 athletes, of 20 nationalities from the campuses in the UK, China and Malaysia, competed in 16 events over five days.

Since the building of the DH Lawrence Pavilion in 2001-02, Lakeside Arts Centre has greatly expanded its programme of visual, performing and participatory arts events, and in the last two years the music undergraduate programme has included accreditation for first-year undergraduates' participation in either the Philharmonia Orchestra or University Choir. Approximately 180 students drawn from between 29 and 32 disciplines across the University's UK campuses participate in these large ensembles.

Online services have been introduced so many key processes, from student fee payments to distribution of examination results, can be carried out electronically.

Long-term master plan options have been developed for all campuses, which provide a framework for continued enhancement of facilities and amenities and for growth expansion. Further land acquisitions are anticipated to expand the Jubilee Campus and the associated Innovation Park.

Diversity within our community adds to the richness of the University experience and is vital to the growth and development of staff and students.

/06 University Life

Challenges

The University faces complex and largely unique challenges in managing, sustaining and coordinating activities across campuses spanning many time zones and having a rich mix of nationalities, languages and backgrounds. Particularly challenging are issues related to the movement of staff and students between countries (and balancing this with reducing our carbon footprint), and to internal communications and the technical coordination of key business systems.

Aims and Objectives

1 Improve health and wellbeing.

- 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, especially disabled students, international students and women.
- Maintain a position in the top ten of UK university sports rankings.
- Develop sport at our campuses in Asia, and build on the success of the Tri-Campus Games with third event in China in 2011.
- Increase participation in Lakeside's broad programme of cultural events through an allocation of student-only (free) tickets on theatre and dance events.
- Expand the Healthy Campus programme, encouraging health promotion and adoption of healthier lifestyles among students and staff.
- Implement in 2010/11 the first phase of the pedestrianisation of central areas of University Park and expansion of cycling paths and facilities.

2 Enhance student, staff and alumni support and development.

- Enhance support for our students' personal development and employability, via internships, graduate trainee schemes, and postgraduation programmes.
- Explore the potential for new flexible performance and event space offering high quality venues for large-scale University music and theatre ensembles.
- Increase the number of opportunities for alumni and honorary graduates to participate in cultural programmes at Lakeside Arts Centre and Museum.
- Institute programmes that develop mutually beneficial, life-long engagement with our alumni, for example via mentoring and career development schemes.
- By 2015 to have a global network of 30 alumni groups, based on both the country of residence and particular affinities, ie subjects, special interests.

3 Enhance support for international mobility of students and staff.

- Given our intention to increase the numbers of international students, to ensure the full breadth and level of support is provided for them.
- Seek and develop opportunities to set up student music ensemble exchanges between Malaysia, China and the UK, either live or in real-time simulcast.
- 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 all of our campuses through the recruitment of the best students and staff from around the world.
- Promote diversity among our students, ensuring we provide adequate support for disabled people or those leaving care.
- Increase the diversity of our staff population, particularly at senior levels.
- Raise the profile of the University's commitment to student and staff equality and diversity through targeted awareness, communication and training.

5 Provide the technical infrastructure essential for a vibrant university community.

- Implement a fully operational, single, state-of-the-art student information and management system, encompassing all students, programmes and campuses.
- Provide a robust, flexible and effective internal and external communications infrastructure which is driven by the needs and requirements of students and staff and is able to support effective institutional management across all sites.
- Implement a new core identity and access management systems to enable single sign-on to all University systems across all three campuses, for use by students, staff and research collaborators, both at other universities and private companies.

/06 University Life

Measuring Success

Performance targets

	Baseline 2009/10	Objective 2014/15
Number of placements and internships	250	500
Alumni groups globally (N)	6	30
Female senior staff	26.7%	33%
Minority ethnic staff (non-white)	6.4%	10%
Disabled staff	0.8%	4%
Position in British Universities & Colleges Sport	7th	5th



Students at The University of Nottingham Ningbo Campus, China.

/07

Our Environment



Angeles Vergara Salvat, MArch in Environmental Design in the BASF House, part of the Creative Energy Homes Project. This project is a unique showcase of innovative state-of-the-art energy efficient homes of the future and consists of seven homes constructed on 'Green Close' on University Park Campus, Nottingham, UK. The project provides students with the opportunity to be involved with the design, construction and research elements of live zero carbon housing projects funded by leading industry partners.

/07 Our Environment

Introduction

The University of Nottingham has a longstanding commitment to the environmental agenda and to institution-wide environmental excellence. We have significant internationally recognised research strengths and course provision in the environment-related field. Our estates operations are built on a strong environmental ethos and by adopting progressive environmental strategies in our capital projects we have embedded sustainability at the heart of our operations.

The University recognises 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 be at the cutting-edge of research and captains of industry; 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. The University is also a significant regional employer whose decisions have a large impact on the regional environment.

Our Principles

- All staff and students have some **personal responsibility** for the environmental impact of their actions while they participate in University activities. The University will actively cultivate 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 utilise environmental best practice, while seeking best value for the University at all times.
- The University will actively engage all parts of its community in efforts to **reduce our collective environmental impact**.

Our Purpose

The University has committed itself to becoming a leading green university and will build on our research, teaching and operational excellence to achieve this.

Background

The University is widely recognised as having a strong environment and sustainability research portfolio, both in the UK and at our campuses in China and Malaysia. This includes the Creative Energy Dwellings project, DICE (Driving Innovation in Chemistry and Engineering) — which pushes the boundaries of current research to develop new sustainable technologies — and the Centre for Sustainable Energy Technology (CSET), in Ningbo.

Nottingham's award-winning grounds are among the most beautiful in the sector and central to the University experience. They contribute to the University's attractiveness to students and staff, as well as to members of our local communities. Our grounds are managed with a strong environmental bias, including composting of all horticultural waste, minimising pesticide use, and leaving areas of scrubland and felled trees for wildlife habitat.

Our capital developments continue to adopt leading-edge environmental practices. For example, the Jubilee Campus has repeatedly been cited as an exemplar of sustainability and low-energy building design, providing an opportunity to incorporate and demonstrate new technologies at the forefront of best practice.

The sector as a whole is embracing the environmental agenda. In January 2010 HEFCE published its carbon reduction strategy for higher education, which is linked to requirements in the UK's Climate Change Act 2008 aimed at improving carbon management and helping the transition towards a low-carbon economy.

Recent Accomplishments

The University has initiated a number of 'invest-to-save' schemes. Projects are financed from our Carbon Plan programme, which has secured external funding contributions, while savings are recycled to finance future projects.

We manage our energy use against a backdrop of increasing student numbers, a growing estate, and increasingly energy-intensive research. We have invested in building management controls throughout our premises to optimise the efficiency of energy use for our operational requirements. Our waste recycling has increased from 4 per cent in 2005 to 29 per cent in 2009 by providing recycling facilities across our campuses.

The University is a major partner in a £3m, two year cycling partnership project with the city of Nottingham, which aims to significantly increase levels of cycling by staff and students.

Finally, a highly visible campaign to raise awareness across the University has been established, involving University-wide initiatives as well as a network of enthusiastic staff 'champions' within all units and committed student 'eco-warriors'.

/07 Our Environment

All staff and students have some personal responsibility for the environmental impact of their actions while they participate in University activities. The University will actively cultivate a culture of environmental citizenship at an individual, group, and institutional level.

/07 Our Environment

Challenges

With a geographical spread across the East Midlands region, a staff and student community in excess of 40,000, and campuses in China and Malaysia, travel and transport are significant contributors to the University's environmental impact, in terms of commuting and local and international business travel.

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.

In an increasingly competitive student market, environmental performance is likely to become an important element of student choice.

Aims and Objectives

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

- Move towards carbon-neutral energy performance through a major new carbon investment programme.
- Systematically reduce resource consumption and progress to zero waste through best practice environmental management and cultural change.
- Actively promote and encourage the use of sustainable modes of transport across the University, acknowledging business needs, the University's research-led focus and its internationalisation agenda.
- Promote the use of University vehicles which use sustainable energy sources.
- 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.
- Further reduce the use and impact of cars by staff and students, by pedestrianisation of our campuses, promoting and supporting cycling, and working with the city and regional planners on their tram development and the car-parking schemes.
- Support continuous environmental improvement by establishing challenging and measurable performance targets that are reviewed and reported annually.
- Develop carbon reduction plans for the campuses in Asia by 2012.

2 Ensure all operations and procurements are sustainable.

- Implement the Sustainable Procurement Policy, which ensures that goods and services meet the University's environmental standards and providers improve their own environmental performance.
- Raise awareness of environmental sustainability among staff and students.
- Increase the biodiversity of the flora and fauna on all University campuses.

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

- 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 develop modules covering the subject.

4 Contribute broadly to efforts to protect the environment and ensure those efforts get the recognition they deserve.

- Sustain and build upon the University's profile in environmental research and contribute to the global enhancement of the environmental knowledge base for future generations.
- Continue the University's contribution to advancing the environmental agenda within both the region and the higher education sector.
- Actively promote and market the University, internally and externally, as a leading 'Green University'. Facilitate dissemination of the University's achievements and practice, and ensure it gets the recognition it deserves for its endeavours.

/07 Our Environment

Measuring Success

- Positive ratings in the Business in the Community (BITC) Environmental Index and the 'Universities that Count' report (the environmental and corporate responsibility benchmarking report of the Environmental Association for Universities and Colleges).
- Awards for sustainable construction and/or design and environmental programmes.
- Maintaining Green Flag status on University Park, Nottingham.

Performance targets

	Baseline 2009/10	Objective 2014/15
Institutionally		
Total energy consumption pa	198 GWh	168 GWh
Total energy emissions pa	68k tonnes	54k tonnes
Proportion of waste recycled (%)	29%	50%
Car parking spaces	4,600	3,700
Secure cycle storage	3,350	4,200
'Universities that Count'	Bronze	Silver

/08

Social Responsibility



The Nottingham University Samworth Academy (NUSA) is one of the first academies to have direct sponsorship and academic links with a university, and is co-sponsored by businessman Sir David Samworth CBE. In November 2010 Her Royal Highness Sophie Countess of Wessex visited NUSA to see its Lifeskills and Early Intervention Programmes in action. Pictured: Principal David Harris introducing the Countess to NUSA's student House Captains.

/07 Social Responsibility

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. That sense is played out now on many levels and on a national and global stage, but still runs through much of our activities, being reflected in our research agenda, our recruitment practices, our international strategy, and our relationships with the communities around our campuses in Nottingham, Ningbo and Semenyih.

The University of Nottingham is particularly committed to the city of Nottingham and our local communities, and believes it is essential that staff and students see themselves as part of the larger, global community. This commitment shows itself in many ways, including:

- our widening participation programme, which helps to raise aspirations and educational attainment in primary and secondary schools and colleges and supports students from the Nottingham region with additional bursaries, and our Developing Futures volunteering scheme for skills and capacity development in partner institutions in Africa
- our many community engagement and volunteering programmes, which encourage and support staff participation in local improvement projects, and corresponding work for students, organised by the Students' Union
- our sponsorship of the Nottingham University Samworth Academy in Bilborough, which opened in 2009 and which pioneers an innovative model of intensive collaboration with a secondary school (a 'university academy') in order to model good practice in education and drive up standards in an area of educational underachievement
- the diverse programme of performance, art and educational events provided by Arts Centre, which has established itself as a successful multi-arts centre in the East Midlands, attracting half a million visitors in its first three years.

Our Principles

- We believe in **mutual exchange and dialogue**, which means consulting with local people, schools and colleges and community groups who interact with us in terms of interest or geography, and local business and authorities.
- As stewards of valued cultural resources, including parklands on the physical campuses, historic buildings, and our rich Heritage Asset Collection, we have a **duty of care** and responsibility to the public to ensure these treasures are preserved and shared widely.
- In the area of environmental sustainability, to **lead by example**, through our curriculum, our research, buildings, maintenance of our estates, 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 immediate communities.

/07 Social Responsibility

Aims and Objectives

- 1 Open up our physical environment and resources for greater use by the public, to engage, inspire and educate.**
 - Promote public access to our campuses and support appropriate use of our facilities by the public, schools and charitable/voluntary groups.
 - Provide wider access to the University's vast Heritage Asset Collection, comprising art, manuscripts, and historic artefacts from the 12th to the 21st centuries, both by making them physically available and by continuing work to digitise the collections and make them available online.
- 2 Share and exchange knowledge and skills with local communities.**
 - Support staff and student volunteering in a range of settings and with a range of organisations.
 - Provide workplace experience for individuals and groups currently underrepresented 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.
 - Contribute to civic and regional partnerships via senior staff representation within key organisations, such as One Nottingham and any Local Enterprise Partnerships (LEPs).
 - Use our power as a large purchaser or commercial partner to positively influence the behaviour of other organisations, especially in terms of the environmental sustainability of their operations.
- 4 To be 'good neighbours' in Nottingham, Ningbo, and Semenyih.**
 - Foster positive relationships with individuals and community groups in the immediate locality of our campuses.
 - Be proactive in managing student accommodation issues 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 maintaining the level of activities delivered in partnership with local schools and colleges.
 - Support the ongoing successful development of the Nottingham University Samworth Academy, setting increasingly challenging educational targets, and expand our investment in partnership with underperforming local schools using the experience gained through our University academy.
 - Expand our U-NOW open courseware initiative, which provides an opportunity for sharing knowledge widely to increase learning opportunities for those who, for whatever reason, are unable to undertake formal qualifications.

Measuring Success

	Baseline 2009/10	Objective 2014/15
Staff participation in skills sharing and volunteering schemes (%)	5%	20%
Beneficiaries of aspiration raising activities in primary schools in Nottingham city	60 schools 750 children	+5%
Staff involved in aspiration raising activities with Nottingham city	170	+5%
University work placements for community members who might not otherwise access the University	10	25
Research partnerships with third sector/community organisations	25	50

/09

Sustaining Excellence



The Centre for Sustainable Energy Technologies (CSET) at The University of Nottingham Ningbo Campus, China. CSET is a landmark collaborative project between the UK and China focusing on the new and renewable energy systems that will play a key part in sustainable development in the future. Built with locally sourced materials CSET provides laboratory, office, teaching and research facilities. The building is zero carbon and generates all of its own energy from renewable sources.

/07 Sustaining Excellence

Introduction

The University is committed to establishing itself in the top tier of global universities. It is essential that we establish the leadership, governance and financial strength needed to sustain our mission, 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. Some of our people will develop into the next generation of leaders and we will need to identify and prepare them so we can respond as an institution to the challenges we will face.

Leadership and sound investment must also be translated into outstanding institutional performance, which means motivating and supporting people and academic and administrative 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 all our campuses.

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, as leverage 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 global and national key league tables and our visibility in national and global media publications.

Our Principles

- The **University's staff** are the basis of our success. We attribute much of our success to the quality of our academic, administrative 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. As stewards of public resources, 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. As an ambitious research-based university, it is vital that we support academics and administrative staff members with the most effective systems available. Our standard approach is therefore to operate with a world-class systems infrastructure, used by all on a consistent basis.

Background

Recent Accomplishments

- An extensive building programme has been largely completed, including a £30m development at Jubilee Campus and the first phase of the Innovation Park, a new Centre for Sustainable Energy Technologies building at the China Campus and the construction of the Nottingham Geospatial Building.
- Savings and efficiencies were delivered in 2009/10 to improve the University's financial strength and enable it to deal more effectively with the global recession.
- A number of major systems have been implemented in recent years including a new corporate web content management system introduced in 2009, enabling a step change in the quality and effectiveness of the University's websites and its communications and marketing activities.

Challenges

We expect the way we secure funding to change in the years covered by this Plan. The likely increased graduate contributions from UK undergraduate students and predicted increases in international students will increase the proportion of income from tuition fees. However, this may well be offset by substantial reductions in government funding and increased competition for research funding, and there is significant risk that the competition for international students will increase. New standards and performance objectives are being developed by HEFCE, covering, for example, what information is provided to students, as well as requirements around carbon management and environmental sustainability. The rate of economic recovery is of course unknown, as are its effects.

Aims and Objectives

1 Improve the University's financial security.

- Develop robust financial plans that incorporate a steady improvement in surpluses, having as far as possible taken account of known and potential funding cuts, cost increases and competitive changes.
- 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.
- Deliver the targets agreed for the Savings and Efficiency Task Force.
- Implement in 2010/11 revised procurement practices to gain the most from the University's purchasing power, while exploring opportunities for shared procurement with other organisations.
- Launch the public phase of the 'Campaign for Nottingham' fundraising drive, and by 2016 to have received £150m in philanthropic income.

/07 Sustaining Excellence

Diversify income streams, by:

- reducing the proportion of University income that results from mainstream grant funding from HEFCE
- establishing surplus income generation targets for our campuses in Asia that will offset all costs incurred by the UK campus
- by 2013, providing hotel services to make the Nottingham UK campus a national hub for academic and commercial conferencing and executive education and produce additional income for a range of programmes
- expand the external tenants on the Innovation Park on Jubilee Campus.

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 large pool of home-grown future leadership talent
- providing improved decision support systems in the form of management information, risk management and customer relationship management.

Optimise the capability of all University staff by:

- recruiting, retaining and motivating high calibre internationally minded staff from a worldwide talent pool
- providing professional development and career progress support to all staff in order to allow them to maximise their potential
- having a thoroughly modern pay and reward structure covering all staff which is comprehensive, fair and transparent.

3 Improve institutional performance and reputation.

- Following the completion of the ongoing review, to implement in 2010/11 a new annual activity and performance review framework.
- Use appropriate systems and practices to develop individual and business unit performance management programmes.
- Continue to streamline business processes and rationalise key systems in order to ensure administrative efficiency and effectiveness.

4 Expand alumni engagement programmes and fundraising success.

- Expand our global network of geographical or affinity-based alumni groups, to keep pace with a dynamic and a fast-changing alumni community.
- By 2015 to have viable alumni engagement and development offices for both campuses in Asia.
- Found ten new alumni groups in 2010/11, and another seven in 2011/12.
- Increase fundraising programme returns in North America and Asia.

5 Continue to enhance the University's physical infrastructure.

- Roll out an extensive enhancement of the University's electronic infrastructure, via a coherent group of IT projects to support technology-enabled innovation in research and teaching, including data management, high-performance computing and high capacity networks.
- Complete long-term master plan for our campuses in Asia by 2012.
- Plan and deliver a strategically focused building programme in response to the demands of this University Plan, to include the managed expansion of the Jubilee Campus to 120 acres over the next 20 years.

Measuring Progress

Financial Performance

	Baseline (Forecast)			Objective		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Total income	£506.9m	£512.1m	£523.4m	£538.6m	£553.0m	£568.0m
Operating surplus	£36.2m	£14.8m	£15.3m	£16.3m	£17.5m	£19.0m
Year-end borrowing level	£14.7m	£43.0m	£41.3m	£35.4m	£25.0m	£15.0m
Gross capital expenditure	£34.2m	£72.9m	£38.0m	£44.5m	£40.0m	£40.0m

Development and Alumni Relations

	Baseline			Objective		
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Development campaign - funds raised	£12.8m	£26.9m	£16m	£19m	£23m	£25m
Proportion of alumni with valid address information	67.7%	70%	72%	73%	75%	76%
Number of alumni actively giving	2,400	2,700	3,100	3,900	4,500	5,200