Strategic Delivery Plan for Global Engagement

Approved by Global Engagement Committee

on 19 April 2021

Ratified by University Executive Board

on 4 May 2021

Contents

1. Executive Summary

In 2012, The Times described Nottingham as "Britain's first truly global university". Since then, we have consolidated this position and moved from being a university with the boldest of visions to establish overseas campuses, first in Malaysia and then China, to one which has built on this vision and developed it into a core part of its being.

It is our ambition to move beyond this and become known across the world as Britain's foremost global university. A university which continues to innovate and lead in the ever-competitive global higher education sector. One which thinks and acts both locally and across borders and cultures to promote the development of a global mindset as an integral part of the Nottingham student and staff experience. A university which becomes the destination of choice for the brightest and internationally curious minds. Our Strategic Priorities describe initiatives which will support staff and students on our campuses in the UK, China, and Malaysia in achieving this ambition together.

This Strategic Delivery plan primarily focuses on delivering the University's Strategic Goal of "Cultivating a Global Mindset":

We have a global perspective and will evolve further our principle of being one university with campuses in three countries. In order to respond to the increasing complexities of globalisation, we will build on our success by cultivating a global mindset among our staff and students. We will provide an international experience for everyone, whether or not they leave their local campuses. This will include deepening our exceptional international research and teaching partnerships, refining our curricula in the light of new global demands, providing appropriate mobility opportunities for students, and creating an on-campus culture of positive interaction among people from different parts of the world.

This University-wide goal forms the basis of our first five Strategic Priorities. The sixth Strategic Priority focuses on putting infrastructure in place which will build and enhance our global reputation to once again position Nottingham at the frontier of higher education internationalisation and enable us to realise our full potential and become Britain's foremost global university.

These strategic priorities are:
1. We will provide an international experience for everyone (International Experience)
2. We will deepen our international research and teaching partnerships (International Partnerships)
3. We will refine our curricula in light of new global demands (Global Curricula)
4. We will provide appropriate mobility opportunities for staff and students (International Mobility)

5. We will create an on-campus culture of positive interaction among people from different parts of the world (Campus Culture)
6. We will build our reputation as Britain's foremost global university where ambition, creativity, and a global mindset will enable us to change the world for the better (Global Reputation)

This Strategic Delivery Plan sets a clear path for all involved in Global Engagement activity at our University and articulates the Strategic Priorities which will take us to the start of the 2023/24 academic year. It is intended to be iterative, with the actions associated with each Strategic Priority becoming 'Business as Usual' in time, allowing for periodic review and reflection and the inclusion of new actions designed to build on previous work.

A key component of our Strategic Priorities and the activities which underpin them is the Nottingham Global Mindset, which has been developed and agreed based on the University's 'Cultivating a Global Mindset' Goal and following a Green Paper to Senate and subsequent discussions at the Global Engagement Committee.

The Nottingham Global Mindset

At the University of Nottingham, we commit to providing the digital and physical infrastructure, guidance and support, and cultural working and learning environment to enable all of our staff and students to:

- have an awareness and openness to diversity across cultures,
- be able to inherently exercise flexibility and emotional or cultural intelligence with strong intellectual ability,
- be able to think and act across borders and not be bound by local constraints.

In order to respond to the increasing complexities of globalisation, particularly in light of the Covid-19 pandemic and Brexit, we believe it is our responsibility as a university with campuses in three countries to ensure that all staff and students are able to participate in activities which actively develop the Nottingham Global Mindset, regardless of role or subject of study. It is our ambition to make our University known around the world as the first choice for those who seek to experience learning, scholarship, discovery, and employment in a truly global context.

2. University Values

The University has committed that in all we do we will value inclusivity, ambition, openness, fairness, and respect.

Inclusivity

We are a global community, where everyone can contribute and be appreciated for who they are.

This Strategic Delivery Plan was developed collaboratively with input from colleagues at all levels, from leader to practitioner, in the UK, China, and Malaysia, and with the following guiding principles:

- To develop a Strategic Delivery Plan together, with Nottingham's vision to be a university without borders and the value of inclusivity at its heart.
- To create a global community where the ideas and initiatives we develop now become business as usual in the future.
- To encourage all colleagues to consider the ways in which their activities – local and global – can support the development of our Strategic Priorities.
- To ensure that the University's approach to Global Engagement is informed by a clear understanding of the return on investment across different activities and locations.

Ambition

We set the highest standards for ourselves and our work and support each other to achieve them.

We have set the ambition to become Britain's foremost global university. This ambition will only be realised if we agree to set high standards for ourselves and our work, to strive to be the best at what we do, and to ensure we truly understand the unique perspective and advantage we have as a university with campuses in three countries. We will develop and promote a structured, supportive, and inclusive way of working together across Schools, Departments, Faculties, and international borders to ensure our Global Engagement activities become more than the sum of their parts.

Openness

We adopt a straightforward and transparent way of communicating with each other and with the world, championing the free exchange of ideas.

Straightforward and transparent communications are essential when we engage globally, whether between our campuses or with partners from different parts of the world. We will undertake all activities associated with this Strategic Delivery Plan with this in mind, ensuring that communications are clear and articulated in a way which enables everyone to feel empowered to participate fully and to contribute ideas freely.

Fairness

Our decisions and actions are consistent, impartial, and ethical.

All decisions and actions in relation to this Strategic Delivery Plan will be taken following full consultation with key stakeholders and in line with the University of Nottingham Ethical Framework, which follows the Nolan Principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

Respect

We have regard for each other's rights and feelings, and demonstrate this in our behaviour, treating each other with kindness.

We commit to working together across different teams, cultures, and continents to develop the Nottingham Global Mindset and to treat one another with fairness, respect, and kindness. We will ensure that working patterns are protected and that projects involving colleagues in different time-zones are constructed in a way which will not negatively impact on work/life balance, or leave participants feeling they are unable to contribute fully.

3. Campus Coverage

This Strategic Delivery Plan is a Category 1 plan and as such commits to a truly tri-campus approach to Global Engagement, enabling us to deliver our Strategic Priorities by considering and taking advantage of the perspective of our campuses in the UK, China, and Malaysia. Our Strategic Priorities have been developed and agreed by each campus and will deliver our vision to be a university without borders, where we embrace the opportunities presented by a changing world, and where an ambitious and creative culture will enable us to change the world for the better. Our Global Engagement priorities are nuanced by national priorities, contexts, and cultures, and the UK, China and Malaysia campuses will be guided by the Strategic Priorities articulated in this Strategic Delivery Plan. However, the starting points and order of priority for individual actions and projects will vary according to these local nuances and demands.

This Strategic Delivery Plan introduces new activities which will break down internal and external barriers to tri-campus collaboration and enable our students and academic and professional services staff alike to engage and work together across each of our campuses and take full advantage of the unique opportunities to study and work that our inherently global university offers.

4. Links to Other Strategic Delivery Plans

Our ambition is for Global Engagement to be truly embedded across our university and for our day-to-day work and interactions to be informed and driven by the Nottingham Global Mindset. In 2019, we took a major step towards realising this ambition by moving away from a full-function International/Global Engagement Office and to fully integrate operational delivery of our global

activities within Professional Services departments across the University. We are no longer bound by the formal day-to-day considerations of a large department. Instead, we can be agile and able to respond quickly to new opportunities, we can be flexible in our thinking, we can bring a global perspective to different areas of the University, and we can build bespoke teams of individuals from across the University who are experts in their field to focus on delivering specific projects.

As such, the success of the Global Engagement Strategic Delivery Plan is linked to the success of each other Strategic Delivery Plan, the UNNC Campus Plan, and the UNM Strategic Plan. A matrix showing which actions will be codeveloped with other Strategic Delivery Plans and those simply requiring advice and guidance can be seen in Appendix 1, with the key dependencies for each Strategic Priority noted under each in Section 5, below.

5. Strategic Priorities

Following a comprehensive tri-campus stakeholder consultation process, which included engagement with more than 100 colleagues across all job families and levels from practitioner to University leadership, the following Strategic Priorities have been agreed:

1. We will provide an international experience for everyone (International Experience)
2. We will deepen our international research and teaching partnerships (International Partnerships)
3. We will refine our curricula in light of new global demands (Global Curricula)
4. We will provide appropriate mobility opportunities for staff and students (International Mobility)
5. We will create an on-campus culture of positive interaction among people from different parts of the world (Campus Culture)
6. We will enhance our reputation as a global university where ambition, creativity, and a global mindset will enable us to change the world for the better (Global Reputation)

Priority 1: International Experience

We will provide an international experience for everyone.

Actions:

1.1.   Develop a Nottingham Global Welcome programme to enhance new and existing staff and student welcome initiatives which describes the uniquely international perspective of our University and articulates the Nottingham Global Mindset.

1.2.   Establish a Nottingham Global Skills Sharing Platform to encourage collaboration across structural and cultural boundaries, provide staff development opportunities, reduce our environmental impact, and improve global performance and effectiveness.

1.3.   Build infrastructure to connect staff and students across each of our global campuses and office locations to encourage professional and cultural exchange.

Key Strategic Delivery Plan Dependencies: Digital, EDI, ESE, People, Research.

Priority 2: International Partnerships

We will deepen our international research and teaching partnerships.

Actions:

2.1.   Build digital infrastructure to facilitate better data and intelligence sharing and create tri-campus management information reporting mechanisms which provide timely and accurate data and analysis on international research collaborations, study abroad participation, and teaching partnerships by region and territory to inform our international activity and enable a tri-campus approach to collaborative strategic partnership development.

2.2.   Develop tri-campus Global Engagement Strategies for targeted priority countries, regions, and partnership networks.

2.3.   Co-develop new and expand existing strategic teaching, research, study abroad, civic, KE, and CPD partnerships in support of the UK's, China's, and Malaysia's national and regional priorities and the UN Sustainable Development Goals with a clear focus on research and teaching in the context of international development.

2.4.   Reduce our environmental impact by implementing new virtual mechanisms to undertake initial collaboration discussions with new partners, reaching new markets and extending our global reach through Transnational Education.

Key Strategic Delivery Plan Dependencies: Digital, ESE, Knowledge Exchange, Research, Student Recruitment.

Priority 3: Global Curricula

We will refine our curricula in light of new global demands.

Actions:

3.1.   Develop a new Nottingham Open Online Course (NOOC) module, accessible by all staff and students, which discusses current geopolitical issues from the perspective of our uniquely global university.

3.2.   Support the development of a new Global Citizenship module for inclusion in the Nottingham Advantage Award programme.

3.3.   Establish regular virtual forums, co-curated with our strategic partners, for staff and students on each of our campuses to discuss and consider current local and global issues.

3.4.   Lead the development of Nottingham Global Classrooms, enabling the simultaneous delivery of module material across all three of our global campuses and beyond, and explore the potential to align these to the UN Sustainable Development Goals.

Key Strategic Delivery Plan Dependencies: ESE, People, Research, Student Recruitment.

Priority 4: International Mobility

We will provide appropriate mobility opportunities for staff and students.

Actions:

4.1.   Identify and remove internal barriers to tri-campus mobility for our staff and students to promote working and studying at Nottingham as a uniquely global experience.

4.2.   Expand mobility opportunities for our students at UNM and UNNC with strategic partners in the UK and non-English speaking countries.

4.3.   Review existing University-wide and local mechanisms and support for staff mobility and recommend, where appropriate, new initiatives to broaden and enhance these opportunities across all our campuses and beyond.

4.4.   Develop virtual mobility programmes which bring together students from all our campuses with students from around the world.

Key Strategic Delivery Plan Dependencies: Digital, EDI, ESE, Research, Student Recruitment

Priority 5: Campus Culture

We will create an on-campus culture of positive interaction among people from different parts of the world.

Actions:

5.1.   Celebrate our global community through a series of on-campus and virtual festivals to promote intellectual and cultural exchange.

5.2.   Build a meaningful civic and cultural exchange programme, connecting our international staff and student diasporas and those who are passionate and curious about our world.

5.3.   Curate a suite of materials for use by Faculties and Schools on open days and during welcome weeks to articulate and celebrate the Nottingham Global Mindset and the international opportunities available to students.

Key Strategic Delivery Plan Dependencies: Civic, EDI, ESE, People, Student Recruitment

Priority 6: Global Reputation

We will build our reputation as Britain's foremost global university where ambition, creativity, and a global mindset will enable us to change the world for the better.

Actions:

6.1.   Promote a culture of storytelling where staff and students share their international experiences and insights across our University and beyond.

6.2.   Explore the potential to establish a Nottingham Global Ambassador programme, where internationally active colleagues and international students and alumni support and implement strategic reputation-building activities with key partners and networks in priority countries as part of wider university reputation building campaigns.

6.3.   Develop a platform to tell the Global Nottingham story, celebrate our achievements, and bring the Nottingham Global Mindset to life for our international partners, staff, and students.

Key Strategic Delivery Plan Dependencies: Civic, Digital, EDI, ESE, People, Research, Student Recruitment.

6. Outcomes and Key Performance Indicators

We will adopt a composite assessment approach to assess the successful implementation of the actions associated with this Strategic Delivery Plan. A Global Engagement Performance Framework Dashboard will be developed and made available on the Global Engagement Hub to provide timely and accessible information on the current position in relation to each Strategic Priority and the University's Performance Framework. A standing agenda item will be added to each Global Engagement Committee meeting to review and comment on performance.

Proposed measures for Composite Assessment

The performance of this Strategic Delivery Plan will be measured according to a RAG rating assigned to each of the Strategic Priorities:

- International Experience
- International Partnerships
- Global Curricula
- International Mobility
- Campus Culture
- Global Reputation

Each RAG rating will be determined based on a number of numeric performance indicators, which can be seen in Appendix 3.

A more detailed series of measures will be developed for each action at the individual project level to measure delivery, which will be made available on request and will form the basis of an annual performance review by the Global Engagement Committee.

7. Risk Management

All risks associated to this Strategic Delivery Plan will be articulated and managed through a separate tri-campus Global Engagement Risk Register, with agreed scores and mitigation.

The Global Engagement Risk Register will be owned and monitored by the Global Engagement Committee for individual projects and activities that are led and managed by the University, across the University (Category 1 Projects), and by the UNNC Global Engagement and Reputation Committee and UNM local governance boards for individual projects and activities that have University-led global direction but are managed locally (Category 2 Projects).

The Global Engagement Risk Register will be reviewed periodically and any changes to risk scores will be reported to the designated risk owner.

The management and mitigation of risks will directly inform the activities, approaches, and deliverables within each of the projects initiated to deliver our Strategic Priorities.

8. Governance

This Strategic Delivery Plan will be formally ratified by University Executive Board, following approval by the Global Engagement Committee.

The Global Engagement Committee is responsible for the implementation, oversight, and reporting for individual projects and activities that are led and managed by the University, across the University (Category 1 Projects). Activities which have significant crossover with other Strategic Delivery Plans and/or are led by areas of the University which are outside of the remit of the Global Engagement Committee will report to the appropriate governance structure with responsibility for that area (e.g., Education and Student Experience Committee).

The UNNC Global Engagement and Reputation Committee and UNM local governance boards are responsible for the implementation, oversight, and reporting for individual projects and activities that have University-led global direction but are managed locally (Category 2 Projects).

Project level governance on a global and local level will be established where required as projects are initiated to deliver the specific actions.

9. Implementation

Professor Robert Mokaya, Pro-Vice-Chancellor for Global Engagement, will lead the tri-campus implementation of this Strategic Delivery Plan, supported by the Global Engagement Strategy Support Unit. The Faculty Global Engagement Directors and nominated members of the Global Engagement Committee will ensure that our Strategic Priorities and associated actions are considered in Faculty and Professional Service Business Plans and Balanced Frameworks and in the UNNC Campus Plan and UNM Strategic Plan.

This Strategic Delivery Plan will be implemented through its Action Plan, which will be developed in consultation with the other Strategic Delivery Plan leads through the Working Group facilitated by Planning, Performance, and Strategic Change, and based on the Actions articulated under each Strategic Priority in Section 5, above. A detailed project implementation plan will be developed for each Action following this process.

Global Engagement is an investment in the future of our University and its continued success on the global stage, which requires a long-term commitment by Faculties and Professional Services Departments. Our Strategic Priorities and their underlying actions will be delivered as one University

and across international borders, recognising the breadth of expertise and the unique perspective our global campuses afford us. The Global Engagement Strategy Support Unit will be responsible for initiating the projects associated with the Actions listed under each Strategic Priority, monitoring progress, and reporting to the relevant governance structures. However, it is important to note that in many cases responsibility for operational delivery of the projects will lie with individual Faculties, Schools, and Professional Services Departments. The whole University has a key part to play in the delivery of this plan, and we will be transparent in its implementation.

Through our Strategic Priorities we will establish clear mechanisms for colleagues in the UK, China, and Malaysia to engage and contribute to achieving our ambition to become known across the world as Britain's foremost global university.

Appendix 1: Global Engagement Strategic Priorities and links to other Strategic Delivery Plans

🟩	Activities co-developed with the SDP
🟨	Advice and guidance from the SDP

Priority	Action	Description	Civic	Digital	EDI	Environ. Sust.	ESE	Estates	Financial Sust.	KE	People	Research	Student Rec't
International Experience	1.1	Develop a Nottingham Global Welcome programme for all our staff and students which describes the uniquely international perspective of our University and articulates the Nottingham Global Mindset		🟨	🟩		🟩				🟩	🟨	🟨
	1.2	Establish a Nottingham Global Skills Sharing Platform to encourage collaboration across structural and cultural boundaries, provide staff development opportunities, reduce our environmental impact, and improve global performance and effectiveness		🟨	🟩	🟨			🟨	🟨	🟩	🟨	
	1.3	Build infrastructure to connect staff and students across each of our global campuses and office locations to encourage professional and cultural exchange		🟨	🟨		🟨				🟨		🟨

Priority	Action	Description	Civic	Digital	EDI	Environ. Sust.	ESE	Estates	Financial Sust.	KE	People	Research	Student Rec't
International Partnerships	2.1	Build digital infrastructure to facilitate better data and intelligence sharing and create tri-campus management information reporting mechanisms which provide timely and accurate data and analysis on international research collaborations, study abroad participation, and teaching partnerships by region and territory to inform our international activity and enable a tri-campus approach to collaborative strategic partnership development.		(green)			(yellow)			(yellow)		(yellow)	(yellow)
	2.2	Develop tri-campus Global Engagement Strategies for targeted priority countries, regions, and partnership networks	(yellow)		(yellow)		(yellow)			(yellow)		(yellow)	(yellow)
International Partnerships	2.3	Co-develop new and expand existing strategic partnerships in support of the UK's, China's, and Malaysia's national and regional priorities and the UN Sustainable Development Goals and to aid the upward trajectory in international co-authored publications with a clear focus on research and teaching in the context of international development.					(green)			(green)		(green)	(green)

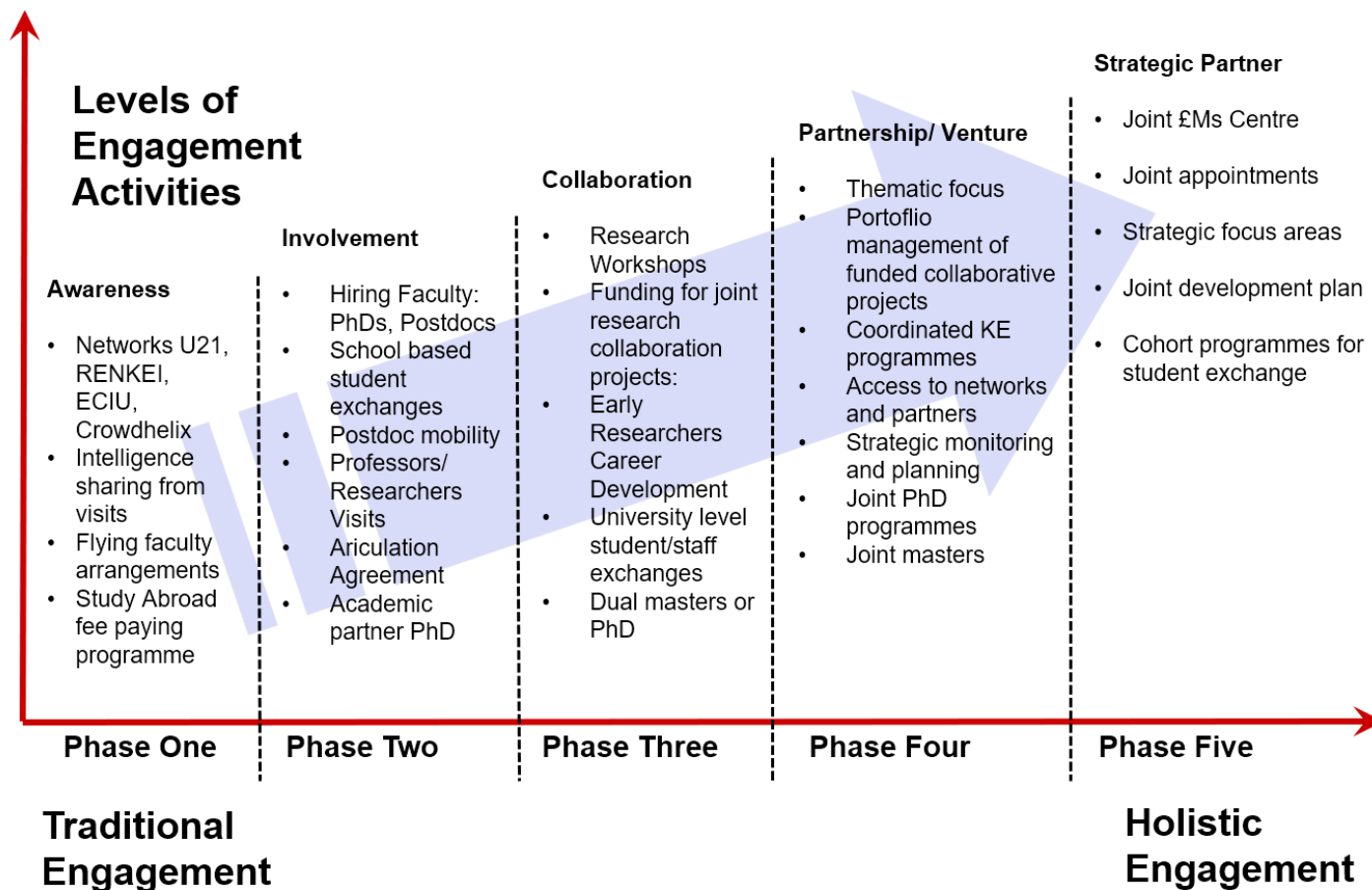| Priority	Action	Description	Civic	Digital	EDI	Environ. Sust.	ESE	Estates	Financial Sust.	KE	People	Research	Student Rec't
	2.4	Reduce our environmental impact by implementing new, virtual mechanisms to undertake initial collaboration discussions with new partners		Yellow		Yellow			Yellow	Green		Green	Yellow
Global Curricula	3.1	Develop a new Nottingham Open Online Course (NOOC) module, accessible by all staff and students, which discusses current geopolitical issues from the perspective of our uniquely global university		Yellow	Green		Green				Green	Green	Yellow
	3.2	Support the development of a new Global Citizenship module for inclusion in the Nottingham Advantage Award programme	Green	Yellow								Yellow	Yellow
Global Curricula	3.3	Establish regular virtual forums, co-curated with our strategic partners, for staff and students on each of our campuses to discuss and consider current local and global issues		Yellow		Yellow	Green				Green		
	3.4	Spearhead the development of Nottingham Global Classrooms, enabling the simultaneous delivery of module material across all three of our global campuses and beyond		Yellow	Yellow		Green				Green	Green	

Priority	Action	Description	Civic	Digital	EDI	Environ. Sust.	ESE	Estates	Financial Sust.	KE	People	Research	Student Rec't
International Mobility	4.1	Identify and remove internal barriers to tri-campus mobility for our staff and students to promote working and studying at Nottingham as a uniquely global experience			green		green	yellow	yellow				yellow
	4.2	Expand mobility opportunities for our students at UNM and UNNC with strategic partners in non-English speaking countries					green						green
	4.3	Redesign and relaunch the International Research Collaboration Fund to broaden and enhance staff mobility opportunities across all our campuses			yellow				yellow		yellow	green	
International Mobility	4.4	Develop virtual mobility programmes which bring together students from all our campuses with students from around the world		green	yellow	yellow							green
Campus Culture	5.1	Celebrate our global community through a series of on-campus and virtual festivals to promote intellectual and cultural exchange	green	yellow	green		green	yellow			yellow		yellow
	5.2	Build a meaningful civic and cultural exchange programme, connecting our international staff and student diasporas and those who are passionate and curious about our world	green	yellow	green		green				green		

Priority	Action	Description	Civic	Digital	EDI	Environ. Sust.	ESE	Estates	Financial Sust.	KE	People	Research	Student Rec' t
	5.3	Curate a suite of materials for use by Faculties and Schools on open days and during welcome weeks to articulate and celebrate the Nottingham Global Mindset and the international opportunities available to students		▨			▨						▨
Global Reputation	6.1	Develop a compelling narrative that describes the University of Nottingham's global value proposition and serves to differentiate Nottingham as Britain's foremost global university, promoting a culture of storytelling where staff and students share their international experiences and insights across our University and beyond.	▨	▨	▨						▨	▨	▨
	6.2	Following the finalisation of the refreshed Research Strategy and clarity on priority countries/geographies, proactively build networks of influencers and advocates (which may include government relations, influential alumni) to establish and enhance activity but also to cement the position of Nottingham in the minds of those networks and organisations as a global HE leader.		▨					▨		▨	▨	▨

Priority	Action	Description	Civic	Digital	EDI	Environ. Sust.	ESE	Estates	Financial Sust.	KE	People	Research	Student Rec't
Global Reputation	6.3	As part of wider efforts to improve global league table rankings, through the Nottingham Global Skills Sharing Platform curate a rankings and reputation module and a suite of briefing templates which explain international league table methodologies, their relevance to our University and how everyone can support those efforts, including how to build academic reputation.							�reputation	▮		▮	▮
	6.4	Explore the potential to establish a Nottingham Global Ambassador programme, where internationally active colleagues and international students and alumni support and implement strategic reputation-building activities with key partners and networks in priority countries as part of wider university reputation building campaigns.			▮						▮		

Priority	Action	Description	Civic	Digital	EDI	Environ. Sust.	ESE	Estates	Financial Sust.	KE	People	Research	Student Rec't
Global Reputation	6.5	Develop a tri-campus communications strategy for international partners, providing a platform to tell the Global Nottingham story, celebrate our achievements, and bring the Nottingham Global Mindset to life for our international partners, staff, and students.			☐						☐		

Global Engagement Strategic Delivery Plan
Global Engagement Strategy Support Unit (GESSU)

Appendix 2: The 5-phase Model for International Partnership Development[1]

Levels of Engagement Activities

Awareness
- Networks U21, RENKEI, ECIU, Crowdhelix
- Intelligence sharing from visits
- Flying faculty arrangements
- Study Abroad fee paying programme

Involvement
- Hiring Faculty: PhDs, Postdocs
- School based student exchanges
- Postdoc mobility
- Professors/ Researchers Visits
- Ariculation Agreement
- Academic partner PhD

Collaboration
- Research Workshops
- Funding for joint research collaboration projects:
- Early Researchers Career Development
- University level student/staff exchanges
- Dual masters or PhD

Partnership/ Venture
- Thematic focus
- Portoflio management of funded collaborative projects
- Coordinated KE programmes
- Access to networks and partners
- Strategic monitoring and planning
- Joint PhD programmes
- Joint masters

Strategic Partner
- Joint £Ms Centre
- Joint appointments
- Strategic focus areas
- Joint development plan
- Cohort programmes for student exchange

| Phase One | Phase Two | Phase Three | Phase Four | Phase Five |

Traditional Engagement

Holistic Engagement