



**University of
Nottingham**
UK | CHINA | MALAYSIA

University Strategy Consultation

Hand-written responses to the
Green Paper consultation

Contents

Suggestions for a small change	3
Suggestions for a radical idea.....	23
The purpose of the University of Nottingham	44
Any other ideas (growth).....	46
Could you give one example of something about the University of Nottingham you want to make sure we retain in the years to come?	48
Which of these words best indicate values and behaviours we should aspire to as a university community? Pick up to 10 of the ones below: (just copy and paste!), or add your own.	49
If you answered yes, do you have any ideas on how we should achieve this?	51
Anything else? (facilities)	51
Thinking about the University in 10 years' time, describe one change which would enhance the support and facilities available to University of Nottingham students.....	52
What one change would you suggest to make the most of our three country geography in the UK, China and Malaysia?	53
Other (tri campus).....	55
In what ways should the University make a civic contribution? (choose as many as you wish)	55
Other Ideas (civic).....	56
Should we do more to open up our campuses and facilities to local communities? Yes or No	57
What specific activity would you suggest? (opening up campus)	57
Any other ideas (teaching)	58
How should we create stronger connections between the University's research and teaching. NOTE, this question also appears in the research and knowledge exchange section. If you are responding to	59
In a sentence, please suggest one change which you think would have the most impact on the teaching and learning experience of University of Nottingham students.....	61
If you could make one practical change which would increase our income or reduce our costs, what would it be?	61
What barriers do you perceive which prevent us from doing more to generate income to invest in our core purpose?.....	62
We currently recoup just over 70p from external sources for every £1 we spend on research. What should we do to increase that proportion?.....	63
Other ideas (infrastructure)	63
Thinking about the University in 10 years' time, what change in our infrastructure (physical or digital) would you want to see from the present day to inspire and engage students and staff?	64

Suggestions for a small change

Open access for all research equipment to trained people

Re-connect team across Prof. Services/Academia - rebuild trust and engagement.

Abolish the hierarchy that is created by having job families.

Remove the HR job families - they do not represent or reflect the roles and expertise of the workforce. They are a barrier to recruiting staff in new and developing roles that don't fit into a single job family. They also restrict movement between roles across job families.

None

"Additional teaching and learning building to increase capacity.

Improve traffic exit at North entrance - it is currently dangerous.

Improve second and first floors of Hallward library."

Develop data leadership to enable responsive, transparent decision making. Or/And Offer an award similar to (or part of) the Nottingham Advantage for digital capability.

P DPRs should be built around the new strategy so that all colleagues are able to link their work in the big picture.

Engage with international staff and utilising their research and HE links.

Everyone in every role, considers the impact on health and wellbeing of whatever it is that they are doing: for themselves / for their Students / for their Colleagues.

Email communication from central university: try to help recipients e.g. Heads of School. By not having long email trails that one has to wade through and making it clear what the email is about, who it is for and what recipients are being asked to do with it?

"Emails - cascade information.

Streamline processes that are visual.

Back office - Bring in more technology to support leaner and effective processes."

Diverse and inclusive

A properly functioning timetabling system based on a timetabling algorithm that can optimise the output given the constraints.

"Systems that work: timetabling / communication system / effective use of digital information for recruitment and processing of applications.

Support systems - HR recruitment; work inputting, processes."

Student recruitment; our offer holder day process loses huge numbers of potential students - [text redacted] - can we as an institution fix this.

Can we have a School Faculty Head of Ops at Senior Leaders.

None

More consultation when professional services units introduce changes to procedures - law of unintended consequences.

None

One set of shared principles for the University so that we speak with one voice - with commitment.

Promoting more flexible movement between teaching- focussed and research, also academic and professional services contracts/roles. Articulating and consolidating our areas of strength and what we do well and working to protect those areas, while also identifying and resourcing areas of strategic priority.

"Procurement being joined-up e.g. a railcard for all academic staff negotiated with main rail operators, possibly in conjunction with other minorities.

Same for air flights."

"Small funding and competition to encourage joint monthly across professional services depts.

Crowd source funding use of budgets to encourage."

Regional collective bargaining on air and rail travel.

Sabbatical. Flexible work hours, i.e. compressed hours as an easily achievable change rather than a massive hurdle.

Make the Finance system work better (easier to buy, easier to process and pay our bills on time). This would save countless hours of our time.

None

"Enhance the University website search engine.

As a newcomer to Nottingham I have misdirected a great deal of time and become frustrated by not being able to find information. Small but important."

"Do more consultations like this. They're very valuable and build confidence.

Abolish the distinctions of job families: especially resolve the absurdity of R&TT, R&TR and R&T. Don't box people in and accept academics can't be good at everything."

None

Relative to Sutton Bonnington campus: Waste land on Campus needs tidying up and turning into car parking.

Zero tolerance on bullying.

There were some nice and wise comments from HR and the VC on the web last week about 'emotional intelligence' in managing change. Unfortunately a lot of this is not being implemented by many management staff. For instance, there was totally inadequate information given out before the last freshers intake - despite the fact that the over recruitment presented substantial challenges. The changes to SB due to the Vet school intake could be handled with emotional intelligence but at present are not being.

Sort out the procurement department - they make working at UoN very difficult by restricting all sorts of service provision. Taxis to and from SB are a recent case in point. We are no longer able to use a local firm and thus the costs have gone-up markedly. There is simply no need for this and I am afraid that the people who have made this decision have in no way considered it's implications for SB. This is only one example of many constraints that procurement impose that frustrate progress in innumerable ways.

Greater representation of the workers on Senior levels of the university

"Academics are frustrated with how much comes from the centre. They need more help in taking back control of what they do (as professionals) delivering teaching and doing research in an excellent manner.

Timetabling sorted out earlier in the year."

Divert local workspace to local communities.

Better/more personal communication from UEB.

Encourage local providers to bring services to our campuses - pop-up shops, food etc.

"Give permission to take knocks - celebrate those who have learned from failure.

Create a change leadership and network function to make it much easier to deliver change."

Less 'doom and gloom' and focus on league tables etc. More positive attitude to what makes the University great.

None

Provide enough car parking for SB.

"This is a basic/fundamental change, rather than small: The University needs to value staff - staff work many unpaid hours and sacrifice more than I think the University realises. If staff feel valued and supported, staff will be happier and work more effectively.

We need a better work-life balance as staff members.

There needs to be investment in staff - skills, knowledge, development opportunities."

Single source of information - easily accessible, accurate and reliable.

Car parking and when it's short common sense applied rather than revenue generated - it's an increasingly quality of life issue where transportation by car is mandatory on a commute.

Organise 'Nottingham exchange day' where students are allowed to switch a degree experience.

Business school students spend a day in the English department etc. To get a feel of the whole University - campuses, vibe, what other students learn and what careers they can pursue, have

persued (graduates). Exchange culture, knowledge, discipline, environment etc. - if you survey UP and Jubilee students they are either not aware of SB or never visited.

"Related to EDI - Based on SB - improved staff facilities including childcare infrastructure. SB campus is seen as 'different' UP as main campus. Views need to change such that improved research opportunities can be fostered. Many students often refuse to take advantage of research opportunities on this campus due to the lack of facilities and campus feel."

H&S: Current system does not reduce burden on researchers e.g. directed towards online systems to fill in ourselves. Either increase the 'enabling' duties of health and safety or make cost savings and more direct support for general research activities e.g. outreach etc.

More responsive website, web presence for depts, groups etc. Attractive and easy to navigate. Provide sufficient car parking places on SB campus. We do not have public transport from many areas and waste a lot of time driving around looking for parking.

Bus route from East Leake to SB campus. This would reduce parking load and have a positive environmental impact.

I think APM and Academic staff need to work closer. I don't know much about the academic side of the University but would love to have more exposure and input to this side and the opportunity to feel like I'm contributing to changing lives and delivering world changing research.

"Mandatory training (training and development) for staff.

For each member of staff - they will have to choose (at least) 1 or 2 training courses to do per year." Supporting Managers to support staff to take time out to develop/address well being/engagement - demonstrate benefits, i.e. greater productivity. Support is there but Managers don't have time to find it - take it to them. Demonstrate the benefits.

"Be properly open to part time workers at all levels. We miss out on a lot of talent from people e.g. those with disabilities/caring responsibilities/overseas families.

These need to be part-time, not full time responsibilities in less time and paid less. We need to be able to amend and monitor that."

Emphasis on joint collaborative working within the University. Less silo based. Less protective of individual departments - see ourselves as one University and one team. More flexible working to support this - open plan etc. Also increased opportunities to China & Malaysia campuses for all. Ensure that the work we do in KE is recognised as an integral part of the University's activities and is supported by the university. N.B currently all marketing, website, financial systems seem general to a degree factory.

Greater emphasis on training young people for life and work: Industrial engagement / Attendance and punctuality / Critical thinking / Company involvement in course content / Presentation.

Establish the infrastructure to enable the smooth operation of externally facing activities e.g. Finance systems, paying small suppliers promptly, being able to make quick decisions and act on them. Systems currently are focussed on dealing with student income and paying larger suppliers. Invest properly in professional services to ensure they can function effectively and to eliminate single points of failure.

"Offer more availability of short courses to students as well as staff-employability skills.

Breaking down the academic - professional services staff divide - mutual respect = expectations clear, follow up for those who don't follow it.

Secondments opps. for staff, better managed, more open.

Better resourced WP programme - further engage local communities to attend University."

A more structured approach to the tri-campus relationship so that everyone knows the relative responsibilities and ways of working and make better use of our Alumni network.

"People, Culture and Organisation' linking to 'International Geography' - cultural training and awareness of backgrounds of students/researchers and vice-versa for their career development in the UK.

Admin: Academic balance and mutual respect (Technicians). "

The University needs a kick into the 21st Century. Why are we still writing pages and pages of minutes that nobody reads? Agile ways of working need to be a focus for the future at Nottingham. Some of the academic community at UoN is too overpowered compared to other institutions. We need more respect and value of the expertise offered by APM staff, often professionals in their field. Restricting web content generation to a smaller pool of professional content developers. Re-vamp the staff club to feel like somewhere colleagues can go to socialise. It'd old and unwelcoming. Let's make it so students 'wish' they could get in. Pool tables, table tennis, darts, board games etc. would make it more a hub for enjoyment, bonding and chat. A lot of productivity can come out of informal set ups.

Away days to be away from UoN, this should be funded by Uni centrally for each dept/faculty/service.

Employ students as part of teams. Possibly a year contract a bit like the SU so we're more integrated. Students aren't just consulted, they're part of our workforce.

Build a better relationship with the SU so we can help each other.

Give all professional services staff half a day off a month. To be arranged with their line manager but is compulsory. We work all day, often through lunch and there's very little time for any 'life admin' that can only be done during office hours. Just half a day a week would be good in order to get this sorted. It means staff can focus on work when at work, their heads less full of all of life's 'to do' lists.

It would be nice to have your birthday off as standard.

Create working environments for for purpose. E.g. External relations is not ideal. Social spaces within departments as well as their own staff amenities such as toilets and changing rooms for cyclists/runners etc.

Climate change is happening. We need aircon. 35o is not an acceptable temperature to be working in and reduces productivity.

More money for staff networks to operate at a level they need to support staff. We had to go begging for money to update key marketing collateral used to promote UoN as an LGBTQ+ employer at Pride. The LGBTQ+ network has been run by a dedicated chair for many, many years but this is on a voluntary basis and there has been little support over the years. If this was better resourced and perhaps included a paid position etc. It could be fantastic. I am sure the same is true of the other staff networks, or is it?

Managers who act as barriers to staff involvement in staff networks should receive disciplinary action.

A much better website, serving the needs of current and future students, staff and other users.

More social/relaxed areas for staff to eat/break out/hav emore relaxed catch-ups.

Better colloboration between depts, especially marketing and academics - so academics have more buy-in to our activities and see how important they are and vice-versa. Sure we'd appreciate better understanding as what they do.

More flexible working

Succession planning, more investment in 'people'.

A new interactive website. We're currently oudated in comparision to competitors and having a refresh of our pages would make a positive difference.

"Reduce the culture that encourages staff to not go home on time/work weekends/do extra hours. Promote culture of being okay with deadlines not being met if your workload is too heavy."

Equality in annual leave allocation (e.g. abolish 25 days leave. Level 1-3 plus 30days and Level 4 and above).

Removal of hierarchical culture and structure within staff groups. E.g levels 1-7.

More meeting rooms and the chance to progress in departments.

Allow people to work from home sometimes.

more flexible working and between departments.

More collaboration and flexible working, cross-departments. More opportunities for internal progression.

"Easier to work alongside other departments. Such as hotdesking/laptops /tablets and fluid working environment."

More working from home this usually improves productivity and does wonders for work/life balance.

Flexible working and more comfortable working environments.
Clear and open flexible working for everyone. Not just management - ability to work from home when appropriate.
Improve our ability to recruit from diverse audiences - our audience segmentation focuses on core, where core is accesible in large numbers. High achieving students in low achieving schools are a large group nationally but geographically dispersed, which makes a core market approach difficult.
Culture - respect, creativity and equality.
Focus on student experience.
Braver choices, more autonomy to try new things. More focus on target customers.
More fitness facilities across campus - DRSU is fabulous but many staff can't get over and back in lunchtime.
Consideration of Alumni as part of the University's 'people' i.e. alongside staff and students.
Particularly relevant in the Civic agenda - many settle in Nottingham.
Free sports membership for all students.
"Where does CARO sit in the bigger picture and how does everything fit together?
I don't yet have a sense of the purpose which is clearly defined."
More Academic/PS netwokring/Shared training to break down 'us and them' mentality = management of issues where this behaviour is not displayed.
Better self-catered accomodation on campus.
More bike racks.
Kitchen facilities in Libraries.
More water fountains.
Senior staff at the University taking ownership for their behaviour. Very top level - too much hierarchy still present, treatment of lower staff not respectful. it's improving but there is still prejudice present.
More efficient use of budget across the University and perhaps some restrictions in the short-term to save money.
More opportunity for local disadvantaged young people. Both coming to Uni and using our facilities.
An internal recruitment system to retain talent. At the minute you have to go through the whole recruitment process (even if there is someone in mind for the job) which takes alot of time and costs alot of money. Other Universities such as Derby offer vacancies to internal staff first and then go external.
Better support for staff wellbeing and welfare.
More staff facilities e.g. staff rooms, rest areas and quiet areas.
Staff room to eat lunch.
Student accomodation, some Students need quiet study time.
More services dedicated to staff, welfare, health and fitness. Dedicated services. Cheaper gym membership. Actual occupational health services (currently very limited).
"Greater appetite/enthusiasm to seize opportunities.
I am offered various exciting opportunities when meeting Alumni - i.e. the opportunity to develop an internship/placement programme and it has been difficult to get off the ground."
Recognition that Students see us as one University, not a number of Departments - improve communications so when they talk to one they talk to us all.
Greater collaboration between teams across the University.
Recognition of the many ways that the expertise and feedback of Alumni can enhance teaching and learning.
More access to information and more sharing between teams and can help people more.
A more efficient, transparent and cost effective procurement process and list of Suppliers. Often using a preferred Supplier is more expensive than other 'non approved' options.
Be zero carbon - apply again to build a windmill, do our own food waste recycling, electric hopper bus service. Solar panels on all buildings.
A fair way for all people regardless of the job title/role, grade etc. to go through the regrading process - some teams/areas of work seem to get through much quicker than others.
More staff only spaces, could be multi-purpose rooms similar to the 'Juice' area in Engineering, somewhere to have lunch, run social clubs etc.

Fix transport to/from the University; reduce car traffic dramatically. Use of public transport and other modes - cycling.

To integrate the University into the civic agenda by leading on presentations to key stakeholders by departments across the University.

Stronger more visible shared planning across professional service departments so we are all clear on university priorities and can effectively involve our stakeholders.

I'd like to see more cross department / faculty working; sharing of best practice. Better use and collaboration of staff, ideas and resources.

Review procurement systems 'free up' more.

Increased academic flexibility for Students in order to create a more holistic and creative environment where they can meet their potential. e.g. mature students, elite athletes, etc.

Increased welfare provision for students and staff.

Strengthening of the University brand, incorporating all areas of the UoN (e.g. UoN Sport).

On the back of the Augar review, re-think scholarships with the campaign office, in union to create a scheme that works for students, appeals to donors and therefore maximises philanthropic income.

Rebrand - currently they're useful for gov, research etc but not necessarily for the public media and industry. Definitely remains important to focus on research narrative to help us articulate why we're distinct from other RG institutions.

Strengthening community ties with the city of Nottingham. Are we investing sufficiently in a city of such high social deprivation?

Shift focus when talking about Alumni - they are a wider part of the University community and people who are now out in industries we want to partner with for funding, apprenticeships, research, volunteering insights etc. Be open to external skills and specialisms.

Clearly defined and distilled research priorities that Nottingham can be known for. I feel we spread ourselves too thinly and try to do too much. This ultimately reduces our effectiveness and scope for a positive impact on the society in which we live.

Working Hours - clear policy across all job families and areas to adopt across all campuses (ie flexi time, lunch break, duration etc)

Should PGR activity recruitment activity be brought into faculty of Engineering recruitment (UG or PGT) activity?

Work more with UNNC & UNMC

More promotional opportunities for lower levelled staff. More recognition and opportunities for development. Support required.

More cross campus activities/opportunities (i.e. teaching, learning, games, etc)

Better recruitment process - too many involved and not practical to have so many assessments.

Engineering should all be on the same campus

Be less risk averse when recruiting to management roles and give people on lower levels a chance to move up

Value, appreciate and reward your staff more

New buildings that are fit for purpose for Department of Architecture and Built Environment

More staff social spaces

Engineering to all be based in the same location/campus

Ways of communication - pick a formal and ensure all Faculties follow

Software - we are introducing new software like teams but it's unclear what we should be using and others aren't

Greater flexibility in undergraduate study options. I understand that our part-time UG student numbers are very low. With so many adults changing career and/or looking for opportunities in education that were not available to them as School leavers, I would like to see the University broaden the part-time/flexible UG provision and develop the IT infrastructure to support this.

No outsourcing of staff to be 'agile'

Widespread sharing of agreed values

Greater knowledge exchange with UoN wider campus solutions

Maintain EU connections for student exchange programmes and research linkage

Greater admissions of postgraduate students coming from China at the schools* located in Jubilee Campus. Each programme of those schools should have maximum of 39% of one country outside of the EEA. *Business, Computer Science and Education

Change the logo/graphics - using the 'Bluescale' is very old fashioned/conservative. Change the font - 21st Century? (Simple change - huge implications!)

Greater clarity on where external Fellowship candidates should look for support on funding bids. Perhaps these would be more successful if support can be readily identified?

Showcasing role models: low cost for high impact - open minded about which role models.

Open lectures to encourage inclusion from the community e.g. a 'meet the fellows' series - not just academic achievement but also individual journeys, obstacles overcome.

Open mindedness on requirements to secure a course place, increasingly important to consider a broad range of skills, feeds into inter- and multi-disciplinary outlook.

Opportunity for students across the 3 campuses to collaborate on projects to enable students to learn how 'Global working' happens - better preparing our graduates to work in a global environment on global projects. Need good digital infrastructure to enable this.

Invest in the postgrad community which has been very much neglected since 2014. The postgrad community is the research community to an important extent. Their skills and knowledge are rarely being used but it could play a key role in self-organised forms of academic and social life and also in civic engagement. Half the postgraduates are international students - and their unique characteristics and global knowledge could be of use.

Staff get free access to sports facilities outside of term-time. Helps with engagement, health and wellbeing strategy, performance.

Live video link between all campuses. For example a screen in each main campus building, Portland, Trent, UNNC e.g. where staff and students can see and speak with each other.

Local community projects allowing international students to build their English language skills by volunteering in the local community e.g. befriending isolated, lonely elderly, talking about their culture in primary schools. Inviting our local community into the campus to take part in these activities and build bridges with and understanding among the local community, while benefiting international students.

'Blind' application forms for recruitment - as a manager I do not need the name and gender of an applicant to shortlist for interview.

Buy local. Prefer SME suppliers. Imagine the impact on city's economy if we changed our procurement strategy to favour small, local companies.

Reduce Estates - land build up.

Pay structure - living wage/L7 salaries. Concentrate more on teaching and being 'academic' than chasing money.

Agile working: free up the space for commercial use, reduce environmental impact and support EDI.

Commit the University to be 100% carbon neutral

I would like a forum for people who do PhDs later in life. Informally some of us call ourselves 'Twilight Researchers' - some of us have a lot of social capital we bring with us. For instance I am well networked in the NHS. We could help the 'civic element'

Investments in classrooms. On Jubilee there are few spaces where there are attractive rooms to learn in with furniture that is easy to move i.e. quickly and easily reformat rooms dependant on activities. Acknowledgement of the importance of teaching to our core purpose!

Improving how external parties know how to engage with us - often we're seen as a black hole - how does the community - link with us? - Understand how to access help and knowledge. - How to work with us - Build a relationship with the University

Be much clearer and prescriptive about relationships across campus in schools/facilities and PS - there is no clarity currently and what works is despite the system not because of the system.

Forget growth. Find a business model which balances student numbers with our wider interests.

We have to ensure we all live and breath the values we state are relevant to us.

Flexibility to work from home. All levels 2 and above. Flexibility to work from home for all levels 2 and above remotely

To put all ideas/studies/information gleaned from various schools EDI meetings into central university store. Then for info to be 'implemented' rather than 'stored' without action.

Recruitment of mature students

Infrastructure: re-vamp hired buildings! Sound proof them.

Focus all true amalgamation of all 3 campuses - promotion and integration

Extend support to the community by genuinely looking for reasons to support extra mural courses. A course I was on this year closed on campus forcing the class to move out due, frankly, to University inflexibility and intransigence.

Supporting APM staff to do/take up further qualifications (MA/PhD) - it feels like a lot of the higher management roles in the University require these qualifications and there is no policy/central support for valued APM staff. It is an 'academic barrier' even in professional services. As a young APM4 member of staff (I'm under 25) it is hard to see a career at the UoN beyond this management level (4)

A review and improvement of professional services staff office space/working environment e.g. as a member of the Student Services Development team we have been located in a temporary office space for too long.

Cleaner articulation of different student career stages and in particular the PGR contributions

Introduce an all staff/student tele/video conference to directly hear different perspectives and voices from across the University and campuses. The most powerful aspects of a strategy in my experience is keeping everyone informed on progress and reminding everyone where we've come from. As a side effect numbers actually joining provides a real time measure of engagement.

Radically reimagine assessment. Students are driven by assessment. Students can pass modules without attending any classes. This risks face to face teaching becoming irrelevant unless it is radically rethought. The University actually has no interest in failing students. Ultimately this risks credibility.

A more robust procurement process

Linking our offering across people's lives from UG, PG, CPD

Move away from the reductionist financial planning approach to school budgets and course planning/delivery, to a broader awareness on the contribution of teaching and learning. It is very concerning to be told by HoS repeated by Director of TuL and Operations Manager that 'you can take [text redacted] on the NSS and quality - just recruit more students'

Sort out the digital infrastructure

Stop developing new buildings and start refurbishing teaching rooms that have not seen fresh paint, new flooring or new furniture for 20+ years (for example rooms in Trent and Law & Social Sciences buildings).

Create structures which unite rather than divide staff. The schism between so-called 'student services' and academic departments is catastrophic for morale.

Allow students to keep their @nottingham.ac.uk accounts after they leave

Global professional service organisations with staff on 3 campuses to ensure consistency and quality of external relations, alumni relations, student experience, etc.

I would like to see a much stronger recognition of the University's heritage. I think this is a USP and can set us apart from other HE, as by definition no one else can have it. While the University should not focus on looking back, I think grounding ourselves in our proud heritage will help us connect to the local community, give us a license to operate (we've been doing Education and Research for a long time) and demonstrate that regardless of the national and global context, the University has played an important role. Examples of this: could there be a permanent exhibit about our heritage on all 3 campuses for local people to access, potential students, current students and staff. I think our marketing boiler plate text should reference our heritage. Student numbers don't really mean much (I think!)

There can be little doubt that the true value of the University lies in the knowledge and expertise of its staff. All our fundamental services/products i.e. teaching and learning research, etc. are about generating human and social capital. Despite this dependence on our staff and lots of marketing rhetoric about the value of our staff, repeated Engagement Surveys have shown a growing dissatisfaction internally. Let's stop the rhetoric and make a genuinely landmark gesture to improve morale and garner buy-in: 'SUBSIDISE THE CAR PARKING LEVY FOR ALL STAFF'

Decision making - make people more accountable for their decisions.

Set out PDPR process to include true 360 degree reporting.

Set out a small business unit to better exploit research IP for profit

The areas where income, true income is potential see to get less and less financial support to bring in more income. Start focusing on strategically investing in the schools to help big grants with true income. CPD and specialist courses. STREAMLINE PROCESS!

Please delete the line about 'putting students at the heart of what we do' because: i) Valuing students should be deeply and implicitly understood ii) It sounds cheesy iii) It's not always true (when writing a research bid, students are not necessarily the priority)

I would like more recognition to academics hard work in teaching and research. Employ more staff to teach if need be.

More needs to be done to unite job families working in the same physical areas of the University.

There is a class divide between academic/administrative/operational team building opportunities should be explored, do not just throw money at 'social gatherings'

Stop focusing on growth and celebrate and get good at what we do well. We are good - let's keep it like that for the future. We need to stop comparing ourselves to Trent - we are different!

Linking individual annual reviews to overall UoN strategy, to give a buy-in and increase understanding and knowledge of strategy.

Canteen menu change

Improve food in Atrium

More microwave ovens

Please serve more delicious food

I hope schools could have more restaurants or shops

Where possible, departments could be more flexible to allow working from home/flexi hours to provide better work/life balance

The food quality in the Atrium

More types of food in Jubilee campus

More water fountains around campus - especially on Jubilee

Increase number of all types of sessions in Jubilee, since sometimes we need to go to Park to take some sessions

Diversify food culture and sold more types of food in the Atrium

Make more water fountains available around campus

Improvements with the counselling service

More printers can be used on campus

Drain the Jubilee Lake

Cleaner library

Textbook subsidies

More kinds of foods in exchange cafe would be better

Accessible and cost-efficient parking for non-permit holders

There should be no parking fee for visitors who come to drop International students

Exclude PhD students from attendance monitoring in the 4th Year. Supervisors don't make

Supervisor meetings for 4th Year student even if students required.

I'd like to see more dining hall meal Lake Eat East. They're the best

Be greener.

Make more use of existing spaces and buildings.

Support and promote existing staff

Less afternoon exams

Major shortfall skilled UK Engineering, Mechanics, Science, Technology

To improve the standard of laboratory equipment for Year 1 students

To increase contact time for Geography Year 1 students

Stop charging more for a 'large' Americano in Portland coffee when it's only a watered down 'regular' size. Shocking.

Add more available times of Hopper Bus or L12

Improvement for socials in freshers and throughout the year for people with learning difficulties

More kettles around campus

Timetabling made easier to understand i.e. 9-950 rather than 9-10)

More steps taking to reducing landfill waste and eliminating single use plastic
 The tap in the female toilet in School of Psychology needs to be fixed
 Extra merch.
 More food choices to cover for international students in libraries, etc.
 Improve the speed of the administration service
 To integrate health science students into more University activities
 I think it would be better to improve the office efficiency.
 Better hall food, more options for accommodation
 Reduce sports membership fee
 Remove corridor doors in Portland - lots of people think they can't go down the corridors, hence why they're pretty dead.
 Reduce university sports fee
 More focus on mental health provision and support
 Add lights to fire alarm system
 Better accessibility for deaf and hard-of-hearing people
 More points of advice for students studying abroad, especially events for organising accommodation for one semester
 Reduce University sports fees
 Plastic free campus
 More bike stands covered
 Hopper buses (903) on Sundays
 Can have a food corner in teaching and learning building or some food shops!
 More study areas throughout campus in different buildings. PC finder to check online.
 More language labs for language students
 Offer more HSBC ATMs
 Cheaper food and drinks for students. Prices keep on increasing but we are just students and a lot of people have no choice but to get food when on campus
 More activities
 Cheaper gluten free food options (they're so expensive compared to normal)
 Encourage integration between the years within UoN
 More lit up areas
 Cheap laundry - get rid of circuit laundry
 Food waste bins
 Nationwide on campus
 More counsellors
 Better toilet facilities i.e. Hallward, George Green)
 I would improve the student services system. Everyone is referring to the student services - registering problems - queued 2 hours to get told to come back tomorrow - happened 4 times
 To improve the state of technological information platform i.e. the MyNottingham app. Make it more dynamic and more interesting.
 Maybe more guidepost for different buildings
 More helpful assistance to individuals
 Cleaner areas to work e.g. library
 Plug sockets in lecture theatres (jubilee!!)
 More benches
 Increase some microwave ovens
 More water fountains
 Maybe you could offer more power banks to lend to students
 More Chinese food provided in Dinner Hall
 The library should have hot water for all students
 Setting up some hopper bus route for QMC

On Sunday, the South building business library only open between 9am - 4.45pm. It's better last longer until 10pm.
Fix the Society e-mail distribution website to be easier to use and cleaner.
Also force lecture recording.
More flexible meal times in catered halls (e.g. on weekends)
In Jubilee Campus, I hope there will be more rooms for students to have self-study
More kitchens with microwave oven
More hot drinking water supply
Deliver proper lecture notes during the classes.
I hope Jubilee Campus can expand more self-study areas
More toilets in Library.
Hot water in the Library.
Improve the module catalogue
A bus that takes to town for free for students
Could the School provide more hot water facilities? Drinks
Every lesson could offer online lecture recording
I hope the library could be quiet. Maybe one or two librarians can walk around from time to time and remind those noisy users.
More flexibility with sports membership - monthly gym membership option would be great
I can't access the sports facility because I don't have the membership, I can't afford it but its unfair that I can't enjoy the facilities which need to be changed.
Please pay attention to the timetable section of myNottingham app to make it more efficient and real time
Student Engagement programmes should also be held on Jubilee campus
Perhaps some water dispensers would be really helpful for Chinese students to get some hot water in the Exchange Building, Business South and other buildings. We'd appreciate it if the University can consider it.
Employ some Chinese cooks in Jubilee campus maybe
Better way of advertising upcoming events
Lecture capture for History
Environmental!
Lecture capture for all
Lecture capture for History
Enforce lecture capture in all subjects
Ovens in catered halls
Preserve green spaces and stop building vanity projects on greenbelt
Provide food waste bins in halls
Make prices at Spar cheaper
More free events in the SU
Healthier food options
More healthier food provided
Contractors half finishing jobs making it dangerous to students
SU to get their act together
More shops in the SU
Give more sponsorships to societies so international students can feel at home (e.g. Malaysian soc, Palestine soc)
Change Spa to ALDI/Lidl
Later gymn times
Lecture capture for History
More advertisements for mental health workshops - I only sound out about them because I had to look, some people won't have that energy
Gym membership should be paid monthly
Cheaper food - meal deals should be - £3
More work to reduce use of single-use plastics
Microwaves and water fountains in T & L to cut plastic

If it were possible to have more lean loan laptops it would be great
Trash bin in every toilet please
Cheap food
Make Hopper bus pass by Raleigh Park please
Make keto food
Free University T-shirts and hoodies
Smaller class sizes - I struggled so much in first year with mental health and didn't feel I could approach any of my lecturers about anything - the 300 people - it's just impossible! Makes me so annoyed but it's all about the money I guess...
Ensure the safety of all mature trees in campus redevelopment
Better transport links to /from SB
More events in SU
Less 9ams
Remove 9ams!!
Better facilities at SB - which are open more and over summer
A swimming pool
Making sure the timetable on the app is accurate and links with moodle timetables
Look after the technical staff better
Be more mindful of technical staff
On SB campus, have less lights on at night - too bright!! Light pollution
Not make it obligatory for SB students to pay for Sodexo
Tram passes for SB students that have to travel into the city
Regular buses to Kegworth from SB
More integrated events between UP and SB - we feel excluded from the main campus
More regular Hopper buses to Kegworth where lots of students from SB live
More varied plant life - maybe some flower gardens
On the Sutton Bonnington campus there should be more buses provided. Especially buses to Kegworth!
I'd like to see more of an effort put into gardening on SB as opposed to just trees and grass. Seeing more flowers would make me very happy.
More stops on the bus route
Frequent buses and more connections between 3 campuses even if it is lectures, etc.
Compost bins in halls/flats - more ecofriendly
More frequent hopper buses to SB including weekends
More support for people with mental health issues
More leisure equipment like more pool tables
Improve disability support
More collaborations with small artists to have concerts
Cheaper washing machines
Healthier canteen
Make the hopper buses run later
More regular busses to Kegworth
Make food more affordable
Better guild space for all students improve social life at SB
Improve bus services around SB campus - more often to Kegworth
Hopper bus time table changing
More water/drinking fountains
Late night hopper buses to SB (student safety)
More recycling and sustainability! Less palm oil - only sustainable
Have another water fountain in the barn (Sutton Bonnington) dining hall
Remove single-use plastic coffee cups!!!
More of the Uni events at SB - we sometimes feel a bit left out
Make gym membership clearer for SB because gym isn't as good
Cheaper gym membership
More car park space

Parking - has the potential to have huge impact on morale
 Pets in offices
 More transport promotion
 Sort the parking out at SB - it causes so much ill feeling
 Better engagement and open meetings from UEB
 Ending accessible parking to meet number of permits
 Continue to improve 'green' credentials
 Better parking
 More meeting rooms
 SB parking charge to reduce or provide additional spaces
 More meeting rooms available for staff meetings, more spaces for students to use per study - like L & T Building on main campus
 Café prices on SB to be consistent with other uni campuses
 Sutton Bonnington campus - merge B01/02 Gateway Theatre to increase size
 Purchase a placement management system such as 'inplace' that can be used in all relevant schools
 Parking! SB needs more spaces
 Longer term planning - less adhoc knee jerk responses for budget surveys
 Higher pay for technicians
 Standardise catering prices between all campuses
 Integrate SB better with UP so we can meet people there too
 Cheaper washing machines
 Cheaper washing
 More parking
 Scrap the car parking levy or provide more spaces
 Ample parking on all sites to avoid stressful start to the day
 That the Vice-Chancellor refrains from using unexplained initialism in her Blog posts
 That the meal card is also accepted in Sutton Bonnington campus
 More funding for SB Guild
 Car parking - electrical plug ins
 Frequency of the hopper bus needs to be increased especially the hopper bus do not enter the park and ride. Even if it needs to be entered, some bus enter there, some don't
 Hopper bus timetable can be arranged for SB campus i.e. on Sunday, there is nothing to come to the University. Also morning from 8.15 to 9, there is a big time gap in terms of coming here. Extra time can be arranged.
 The charge of park places on the campus is not affordable for students. It should be less. Hopper bus time should be often on weekdays and weekend. There is nothing to come to campus on Sunday.
 More University suppliers on Agresso to use for computers, stationery, etc as ones aren't always replaced when they go into administration.
 Pairing myNottingham timetable with timetables on moodle as they sometimes change
 Allow/recognise a promotion route for admin to get to APM
 Make it University policy for lecturers to record their lectures
 More tough course of food science
 Make more social areas to study
 Lecture captures for all subjects
 Hall food to have more variety and better quality meat
 A better variety of food for a reasonable price
 More events to generate a better sense of community
 Have food outlets open all day and evening on every day of the week
 Better food in halls
 Spar open 24/7
 Kitchen in catered halls as well
 Cheaper food on campus. Rip off.
 Mix up seminar groups. I always seem to end up with the same people in the past 3 years

More microwaves and kettles around campus
 Quality of food in halls to increase
 Leave food outlets open during holidays
 Better furniture and equipment for Department of Architecture (Paton House, Lenton Fire, etc.)
 Cheaper food on campus
 Using the Big Monitor for group screenings
 Hope University had more events about connecting other university students together
 Variety of different food - in the food court
 Lecture captures for Humanities
 More halal food on campus
 More activities
 Hall and Library toilets
 More water fountains!
 Be stricter on littering e.g. fines
 Microwaves on campus
 Cleaner/nicer accommodation e.g. no insects, holes in walls
 Having sanitary products available in toilets
 More help with employment or placements
 Cheaper food
 Prayer rooms around the campus
 More opportunities for international students (work)
 Give free English language classes for international and exchange students
 Remove hidden course costs! Be upfront and honest about trip costs!
 Investment from the University into making staff on long term fixed contracts permanent
 More technology being used within the campus
 Add more restaurants in Jubilee campus
 More arts funding
 Update programmes and software on all computers
 Water fountains that work
 Water fountains in more buildings around the campus
 Food to be available for longer times, during exam seasons.
 More activities of a social nature
 More microwaves around campus
 Wide range of food - healthy food please
 Add more restaurants - choices in the Portland building
 More social study areas
 Improvement to food hall
 Wider range of lactose free vegan food
 Encourage the involvement between British students and overseas students. Nowadays is group of similar people
 Food at uni halls
 More diversity at food court
 Spar open 24/7
 Full kitchen at catered halls
 More free events in the SU
 More freebies
 Cheaper sports membership
 More money for societies
 More subsidised/free stuff - using our money better
 I would like to see weekend activities within the student union such as more film showings (i.e. Rocky Horror Night)
 Better cooking facilities in halls
 More free classes/better advertisement of them
 Staff wellbeing, more than words! Many dedicated staff seriously over-worked and stressed. We MUST do better. We have lost too many excellent colleagues already.

Greater monitoring of legacy projects. There seems to be greater scrutiny and financial reporting of newer projects which should include all projects. Legacy projects should also be closed if inactive for a certain time; this will then free up budget. Before I started reporting the Research Strategy, there was no analysis for legacy projects held under the Research Boards.

Do not shut down all the catering during the vacations especially in the Summer. It makes University staff feel as if they are not valued and it can be embarrassing when we have visitors, national and international.

Listen carefully to expertise and experience of staff in schools when making key decisions, introducing change. Trust them.

Improve communication - join up teams and make it easy to find out who to contact.

Invest in time for research.

Less beauracritic process (red tape!) and better facilitation to be more flexible, responsive to new opportunities to empower academic departments to do business (teaching, research, knowledge transfers). Streamlining of governance and more trust.

IT resource for sharing knowledge - workspace is poor, mobile connectivity is poor.

To have a process for critical incidents including a rota for out of hours response

A higher ratio of BME academics and researchers across the disciplines

Don't hold meetings for students out of term - on our central campus just before Easter isn't a good time

Greater review of student support activities. More students are presenting with academic challenges and currently it appears the infrastructure is not able to cope

Give an overview of all current UoN Restructuring activity, to spot synergies and dashes

Every University computer to show the time in Ningbo, Malaysia and UK

Following Google's example, can staff have rooms/space for 'power naps' during the very, very busy working day?

More interaction between the three countries.

More visibility of groups such as BME, LGBT+, international colleagues, students within boards and committees

Offer fellowships (5-10) across the University for academic refugees and asylum seekers

Higher staff morale

Be clear about what we want our graduates to be and ensure we encourage critical thinking and writing skill development across all degree programmes

One marginal gain to increase comfort and wellbeing in classrooms; install coat hangers for students in each classroom (plus a shelf to put bags, etc. on) behind each lectern for staff. No coats etc on the floor wil de-clutter minds!

Staff health and wellbeing to be a greater priority/more clearly expressed and valued

Quiet space for staff, not for work purposes but for mental health - spaces such as the walled garden near the Trent Building as a space for staff to get away from their desks, a space for quiet reflection with no interruption from others/phones/e-mails

More centrally provided expertise instead of expecting all staff to be experts in creating web pages, HR processes, etc.

Environment - all cleaning products used should be environmentally friendly i.e. alternative for bleach in toilet etc.

Students should swipe into lectures to record presence. Not sure why we don't. Other Unis do. Will help us keep track of struggle students.

Change the procurement rules concerning use of University catering or make changes to University catering that means we do not charge ourselves exorbitant prices e.g. £24 for one chocolate cake!

A change in focus on both time and finance invested upon student life. Whilst the University attracts students largely upon its academic offer. The emphasis placed on student life is what ensures our ability to retain them.

Engage with existing staff. Not by providing tokenistic 'wellbeing' events but by understanding that all staff have a role to play here and most are disengaged and unhappy. Equality across terms and conditions of employment, annual leave, pensions clocking in/out, sickness policies, flexible working, etc... become an accredited living wage employer!!!

Reduce e-mail - increase face to face contact between staff. Making people remote and separate from colleagues depersonalises people and reduces collaboration, respect and understanding. More joined up approach in procurement. Functions spend money without any commercial involvement i.e. recent announcement of biggest project award to a local supplier without procurement involved.

Clearly defined commercial plan - what revenue will be brought in

Ensure there is a an accurate database of what research is happening - e.g. a searchable list of abstracts of all projects, including all postgrad students. This is easily done by adding 'abstract' as a compulsory part of RIS and then opening up access so everyone know what is happening.

'Wellbeing' is just a word used to meet some kind of criteria to prove that the University is being kind to its staff. 'Wellbeing' does not help staff who are trying to change their working hours due to personal requirements. This has been evident to me personally.

Remove silly Service Awards. No one stops at the University for 25 years to get a small M & S voucher. It almost leads to a sense of 'mocking' the achievement.

Top level University approval/endorsement of staff attendance at lunch-time activities and events, staff attendance of seminars/workshops in core worktime and evenings. This will support staff personal development, well being, connectivity, and cross-University perspective and understanding.

Reduction of waste - in terms of duplicate system in faculties i.e. where can one system do two or more - equipment/personnel

Plastic/paper/metals - i.e. stop using disposable plastics in food articles over 12 months - go for it!

Other waste - set up working groups to reduce (chemical substances)

Proper parity of esteem for technical staff. Senior managers actually enacting the commitments from the recent technician commitment such as allocating staff to complete training funded by the apprentice levy, allowing technical staff to do flexible working and working from home/support for staff with caring responsibilities, managers taking an interest and supporting career development of technical staff

More thoughtful use of travel/conferences etc from an environmental perspectives.

More creative, exciting vibrant marketing/branding - less blue!!

Improved collegiality

Fix the timetable in advance. In particular, fix set time slots e.g. Mondays, Wednesdays, Friday 10-10.50 and the assign modules to timeslots and rooms in advance. Open up registration and let students choose the times/locations of classes and cap when full. It works perfectly in the US, so why not here?

More accountability of senior and faculty level management to a broader range of staff and students. Litter The University is putting £677m into the Nottingham economy - this is a great achievement. We could do one more small thing: - the University should help the Councils to regularly clear up the litter on the borders of the University Park Campus - littering is very bad between the QMC bus stop and North Entrance. It needs to be cleaned up. Most of it is generated by our students.

Capitalise on current and anticipated growth in alternative forms to the 3 year UG Degree e.g. apprenticeships, 2 year programme, CPD and lifelong learning: - creating a Uon 'sub-brand' for CPD/Distance Learning - moving to all year teaching patterns course intakes, etc. - develop apprenticeship programmes and centres in partnership with industry on basis of strenght of the Sheffield AMRC Model - Grow staff numbers and student support to accomodate these changes without detriment to the Nottingham experience. Better food offer, to include more street food types offer like many other universities. Pastries, wraps and boring sandwiches are too ubiquitous. We no longer have the fruit and veg stalls (healthy living?) but frequently have brownie and cake stalls

Better way of doing remote meetings

Prioritisation of tools to help professional services do their professional jobs. Recognition that we have experienced professionals in non-academic roles who should be supported to maintain professional roles and skills 100% use of energy-efficient lightbulbs, motion-triggered

Standardised IT account creation for new staff including all software needed for job

Procuring goods and services from near to Nottingham

More openness and transparency on plans
 Flexible hours, working from home An additional campus in Europe
 Improve the Staff/team relationship/ culture
 Perimeter car parking and more pedestrian areas
 All staff to have signature files for e-mail, identify their job title, and what bit of the University they work in
 Support in all areas should be given equally to all campuses. Priority is currently given and mostly support teams are based in the UK. It is harder for staff in branch campuses to access those available support
 Enhance and improve customer service excellence. Throughout the Universities student services, apply a standardised approach when serving students so that we maintain the excellence/quality throughout
 Vision based learning from Youtube or internet until practical based lab (within curriculum domain)
 A greater focus and emphasis on getting Campus Solutions running smoothly on all 3 campuses. At this moment, I do not believe there are enough resources in place to address the myriad of issues that are CS related. This is having a negative impact on staff and students particularly the operations team
 Make it easier for students to choose optional modules from other schools to broaden the skills sets the students can learn
 Get serious about attendance policy, rather than the current policy of threatening students to bar them from taking exams. It's not really enforced. Strategically identify some high schools in Malaysia to sponsor book prizes to top students to raise awareness of Nottingham Malaysia in those schools for recruitment purpose. It should be cheaper than education fairs
 More mobility options for students
 Better sharing of resources where by lecturers from 3 campuses get engagement with the students
 Easier and more straightforward feedback mechanism for students to raise complaints
 A shift towards environmental sustainability
 More cooperation and coordination with the three campuses. More events like tv campus
 Standardised faculties amongst campuses
 Knowledge and experience sharing at the three campuses
 Smoking - the University should really ban smoking as we call ourselves a smoke-free campus
 J Block - the University should come up with a flood mitigation plan or even a prevention plan to solve the flooding issue in J Block
 Standardising the teaching - The teaching style of a lecturer can really make a huge difference in terms of the quality of education. The university should at least standardise the teaching material for each module so that every student from all across the campus can learn the same thing effectively.
 Invest in lab to buy more equipment and organise event using that piece of equipment
 More teaching opportunities for international PGR students in Malaysia
 Pay attention to details, to avoid mistakes
 Teachers to be more engaged with students
 Using technology in class
 More funding for student facilities, do not always complain that there is not enough funding as it will not be a profitable chore
 More billboards about Nottingham University along motorway!!!
 Sponsor from notice boards to high schools with Nottingham University logo and name (on the plane)
 Youtube channel promoting Nottingham activities
 Expand and improve ICT facilities especially with new innovations, invest into mobile technology in all 3 campuses
 University should start to adopt cashless community. There's so many common solutions nowadays, cashless or virtual wallets should increase the experience for staff and students
 1 University, 3 campuses - intra-super internet partnership.
 Use 'gaming' to market/increase awareness
 Mission: Uni that care
 E-mail as main communication being marked with colour code/indexing formula using # [Redacted text]
 Voice (focus stays with strategic discussion) and involvements
 True meaningful value - do social work overseas, family (foster)/alumni
 V Reality (public talk). Games - promote uni brand
 For health: competent/knowledge worker collaborated on file and stats
 Staff retention (or in this case turnover) is not knowable when the life span of the staff is low (except for some academics when they enjoy seniority and eventually climbing the ladder). This situation is clearer in Professional Services. Perhaps, Professional Services should be given clear growth plan or even proper salary band for them to know what to be expected moving forward, and how they can contribute more to be able to access these resources

Professional Services should be given some sort of flexible working hours, especially more than half of this group is working mothers, which they can find it more provocative etc beyond office wall. Of course front-facing service meets some sort of mechanism to maintain face-to-face engagement VC surgery is a good idea, which can be expanded in three campuses. UNNC boss can also set a private e-mail account, just like VC did in 2017

Support to incubate small but innovative projects financially operationally Improve the recruitment quality in both professional services and academic staff. Current staff portfolio doesn't support any of the mission and potential. Less bureaucracy

Hope to get more globalisation of the campus to be engaged with teaching, learning, research and competition Shift in focus to intellectual leadership instead of profitability

In the School of English this faculty can have some teachers who come from United Kingdom Increase the mobility of the academic staff across the three campuses such as teaching a module in the other campuses Build a workgroup involving both faculties and professional services, to design and implement research support and evaluation actions For business students maybe they need high level of Mathematics class. I wonder the sense of administrative class. We don't study in administrative class and even are not familiar with the classmates It will be better to build an indoor swimming pool A true global university. When pushing forward some global policies, we see there are barriers at UNNC, even some departmental heads. Middle managers, they don't value global strategy. They don't advocate global strategy and policies. The global policies and strategies are not pushed down to lower levels. And a lot of University policies, the UNNC are not involved in the process. And UNNC is not informed after policies are made. And UNNC don't feel committed to the policy

Within the international campus' encourage a feeling of British education by encouraging a policy of all staff as teachers of literacy to students (English). Having teaching buildings as English only discussion areas for benefitting students' language development As a member of students association, I'd like to have some opportunities to share our experience of holding activities with the similar associations from other campus. In other words, I expect to have some channels to connect with other associations in UNUK and UNMC Staff mobility. Deliver similar modules in UK and Malaysia

Can we have Summer and Winter holiday for staff? Few students stay here during holiday especially Winter holiday. Depending on this, I suggest that maybe we could have longer holiday for administrators. You see, academics have Summer/Winter holiday, but not for admin. So can we improve this situation?

Teaching mobility

More platforms/online platforms for staff (both Chinese and foreign) and both admin and academic staff to communicate. None-official communication platforms of online discussion board/university magazine/ A chance for individuals to speak up

To set publication requirements for academic staff and PGR students in particular those who receive scholarships from the University A clear professional admin support structure can improve the work efficiency. Currently each faculty office or functional departments seems work more independently. How many WeChat accounts of UNNC?

A pension scheme for staff at UNNC

More links with the other 2 campuses

Communication and cooperation among students from different cultures. In UNNC there are some programmes covering academic study, employability and student activities but are not promoted/carried well. I think it will be beneficial to see more changes in promoting this international communication.

Make the Preliminary Year a full year i.e. 3 terms going into summer tuition to better prepare students for Qualifying Year Please pay attention to academic recruitment quality. That means, who you recruit and for what purpose. Recruiting people with degree in 'x' to teach 'y'. Relevant degree is very important in order to maintain quality of teaching

Cross-culture background

Expand the diversity in three campuses by establishing more programs with other international universities (from student representative)

Policy and guideline of streamlining tri-campus operational process. Identify those areas that need tri campus involvement and also give each campus flexibilities

The stability of the senior group is very important to have a consistent sound/voice for the future Re-centralisation - currently too much power is concentrated at the faculty level. I suggest strengthen the role of the departments/schools. Avoid manager who does not have serious experience outside UNNC. Can more and sustainable funding e.g. Lady Susan Fellowship be allocated to support admin staff to develop some projects that might not be necessarily directly related to their daily jobs but will definitely contribute to the University development in the long run? Can we have self-learning room or any public and quiet space for us to stay at residence building?

Transparency in PDRP; honesty in recruitment may be, weighting for benchmarks and use a mathematical model so that Teachers do not get discouraged.

360 review for academic managers.

More training and development opportunities for admin staff.

Interactive cover sheets for student submissions (a space for students to comment/ask question to Tutor about the work they have submitted). Part of cover sheet/submission document, so this is returned to student with Tutor/markers response. Personalises feedback, encourages dialogue?

Some Tutors are actually lacking qualifications to teach in UNNC and educate students. The assessment of staff is not transparent and clear enough to Students and the SET works only after one semester has almost ended. So it actually doesn't work when Students were unsatisfied with their Teacher. Therefore a more effective and accurate and transparent staff assessment is expected.

For business students, Bloomberg and other database are important for research activities. However, there's only one computer with database which is not available for UG students. It is really important to have Bloomberg which can help the students doing research. Teaching assessment rely on SET 100% should change, to give staff chance to do proper teaching and set-up proper assessing standard, rather than pleaseing students. Connected, broad network with other domestic Uni. such as Pudong, Beijing. This will give more intimacy to domestic students as well as more interesting ideas to international students. Access of grants/funds from organisations like UN to fund a teaching outreach/research/practical implementation of projects in developing Countries focussed on equality, diversity, inclusion and sustainable development. It increases University impact globally and aids contribution to the global change.

Have more cultural-exchange opportunities for Students.

For student organisations, we have offices and storages.

For students, the lack of self-study room is a problem."

"Academic: We would like to see University could provide more opportunity for Students transfer/study abroad.

To UoN position, the same marking standard (FOSE)."

UNUK, UNNC and UNM strengthen connection/risk here. Increase admin/professional staff mobility by having a global fund shared and joint learning agenda across campus to improve resource and knowledge exchange and share good practices and foster a joint vision of a global University through better understanding across all Campuses.

Increased equality and fairness of opportunities across the University in terms of career development, access to PhD students, support in application and a better balance of Teaching and administrative load - also recognition that some people have spent a lot of effort lifting the degree programme of the ground and are not recognised in promotion. Infrastructure - do regular energy audits, publish them, find inefficiencies and follow up on them.

"Promote immersive English environment in the Asian campuses.

Encourage a further level of freedom of information in international campuses such as financial statements.

Introduce two-year PGT programmes.

Helping international campuses/logistic (e.g. accommodation services to international level 5.

Integration of students in three campuses." "Health and safety issues:

There are quite a number of construction and renovation projects going on at UNNC during the past years. It is understandable that the harm may not be minimised to zero but the test results of the air

quality test arranged by the security and safety office deviates from the results of which the test was arranged by individual offices.

How can the University make sure it's staff are working in an eco-friendly/healthy environment? Are we using high quality/eco-friendly materials?"

Better use of technology for integration and learning spending 70million plus on project transform won't be felt on the students side or from their perspective, only from a staff admin side. Lets see this kind of expenditure and resource invested in developing learning and being a world-leading institution known for this. "Semester teaching visiting (Lecturers/Tutors are expected to teach in empty campus).

Well paid internal jobs for students both domestic and international."

Course structure: there should be assigned homework (essay etc) to guarantee that students have continuous and regular contribution to their studies instead of cramming study during exam weeks. Replace central short courses. With a fit for purpose system which allows students to find courses and accurately.

More support for our staff to develop relationships with other Uni's/Business.

More engagement/research with Nottinghamshire.

Work more with communities i.e. the region, not just the City.

Delete putting Students at the heart of everything we do as part of our mission statement. Because where we want to, we haven't been able to (post project transform). Students are always relevant. Change the emails so you can clearly identify staff and students Make all calendars "viewable" so people can meet more easily as "busy" doesn't help at all, would really enable much more open comms and connective working. Make the campus more inviting to the community. There are facilities i.e boating lake etc that are open to the public but not the feeling that the public can engage with the campus. UoN should be a key part of Nottingham's community, we can do more to invite member of the pulic onto campus e.g though events.

I would love to see the campus being used more, to be more inviting (get rid of barriers on entry) and to make better use of the gardens, greens, lakeside.

1) A day of celebrating who we are! We should have an annual day off regular work/classes for all staff and students to participate in a celebration of our university community while championing our research and other achievements. This would increase the sense of belonging, community, wellbeing, tradition and recognise all of the hard work everyone does to make this university what it is. This day could fall on the birthday of a UoN academic hero such as Peter Mansfield."

2) There should be a PG strategy/Charter to compliment and improve the Quality Manual for PG students; this should all be available on a PGR dashboard or a PG specific Campus Solutions page. A one-stop-shop for all things Postgraduate."

3) There should be clarity, consistency and fairness regarding flexible working across all staff at the University.

More self-catered halls

Speak more loudly and confidently about UoN's values proposition; it is different and special – use it to challenge and lead.

Fewer casualised contracts for PG's and APM staff.

More support for finding and setting up placements abroad – shorter term opportunities to study/work/volunteer abroad.

Free printing

Equality of teaching facilities across the University

Reduce meaningless data collection

Put some admin staff back in schools/divisions too many 'projects' have removed staff meaning academic staff are doing too much admin

Pre-ordering foord with price incentives. To reduce waste and increase certainty.

Marking the use of a select no. of buildings for use during the evening/weekends. Timers for all lights. Develop a culture of taking responsibility

Changing model for energy use

Design - problem with pests e.g. pigeons.

More marketing/advertising (TV campaign) The Uni to be willing to be International students guarantor on rented properties.

I'd like to see a better connection and link between students at home and international students as there seems to be a barrier between them. Involve more practical work for film and television and international media.

More diversity in modules across arts faculties.

More focus on hiring staff from diverse backgrounds.

Diversity within the school curriculum itself but also in general: staffing, opportunities etc. More conference calls, few face-to-face meetings. If we're going to have a brand new team who dogmatically enforce branding can they at least attend a student recruitment event to understand their audience and competition.

Career events about being LGBT in the workplace. The Uni of Birmingham had an event where LGBT people in business came to the Uni and met with LGBT students. But to make sure there are Lesbians, Gay men, bi men, bi women, tran men, tran women not just one identity.

Make management training mandatory for all Managers. All Managers to do the same promote equality.

Get rid of the Geese

More water fountains around campus

Flexible working for all staff and no excuses.

Make flexible working a right - justification only for why not rather than why you can.

Lecture recordings for all modules consistently.

Suggestions for a radical idea

A radical idea

Open 'Innovation' spaces for staff and students to invent, innovate and make: Inspire students / Efficient use of resource and people / New enterprises / New income (charge out for evenings and weekends).

For academics have 'unlimited paid holiday' and 'Google' et al. Trust staff and will balance WLD pushback. Loose job families.

"Choose one thing that will be truly a unique selling point such as truly digital-led teaching.

I don't think we know what we are famous for."

None

We need a radical approach to how we divide up and understand knowledge, both in research and education. We need to disrupt 19th and 20th century understanding and constraints and 'disciplines' to create a new way of approaching education which meets the demands of the 21st century.

None

Develop an approach to admin and teaching to enable world changing education everywhere.

Stop referring to non-academic colleagues as a 'Level 3' or a 'Level 4' etc. Instead create standardised and simplified job descriptions: better progression / Move known functions, depts / Less time spent deliberating levels on panels.

Increase overseas representation in growth markets qualified by; R& D spend; demographic dividend and track record.

Stop allowing so much local interpretation of policies and processes: some things are very different locally but lots of things aren't. HR, Finance, etc - regularise and enforce compliance.

None

"Get students to have work placements in functions to delivery projects.

Move to a PACE for new P2P system to drive VFM and compliance."

"Have an organisation that relies on systems rather than people or positions.

Can do mentality."

Addressing behaviour / non collegiate behaviour. Proper reward and recognition of good citizens.

Clarity over what academics are expected to do - currently too many contradictions - e.g. doing well in research can drive non-collegiate behaviour.

Change to how we reward - not only financial but a consideration of time, value and what the University wants to achieve. consideration of time and value of people.

We need a 'can-do' mentality. Too many things/changes simply get stifled - too many committees etc. -LMA training for all.

"Accept and embrace different options - allow schools to be different - 3yrs SH degree is not right for everyone but is treated as default. Everything else is 'awkward' should not be.

Make placement year and / or intercalated year (Computer Science) available to all students. No need to add new degree programme, just let each student opt for it."

"24/7 Delivery of programmes - (well not really 24/7) - use facilities and staff to deliver physically in evenings and weekends.

Flexible, modern, libraries are open 24hrs - this is how Students operate. "

Prioritise basic, blue skies research rather than a PR led research, which is prioritised and supported by the Government and it's agencies.

Take data seriously: data governance / data infrastructure / predictive analytics and support students attainment / More sophisticated timetabling etc.

Complete top to bottom organisational re-design in a cohesive and co-ordinated way to set us up for 21st century.

A period of conservative stability and consolidation of our areas of strength.

Merge with NTU

"Talent - Civil service approach to keeping professional services and people in Uni.

London presence and new range of exec MPA/MBA course offers, premium prices, leveraging global-across social sciences.

Creative procurement - partnerships, trains, planes and hotels.

Fire people who don't do any work."

None

All Students must have at least one international experience during their time here. This would require significant investment in the internationalisation at home agenda as well as the global engagement area, to develop short-term international experiences. I would love to see UoN as really global, including a real flexibility to make the most of staff expertise including secondments, project groups and all staff having the option to travel to UNM or UNNC. Making this kind of radical change however can not happen within our current structures - if the international agenda would be fully accepted/implemented it would affect all of our ways of working.

"Investment into SB campus to radically improve facilities to benefit staff, students and community: medical facility / Catering, conference facilities / Life long learning / community education events / regular progress. Improved public transport links i.e. have to come out here.

Improvement: Digital learning / virtual reality."

Less of a Big Brother approach. We're all grown-ups.

Position UoN as the Russell Group detination for WP students - with much more radical policy for offers to enable bright WP students to excel here.

"The QMC is full of great people and does marvellous things. However, the building is dire. A new medical school/hospital better designed and more flexible is needed. Perhaps with better parking and transport links, better space, better temperature control and air flow and better signage. Built with or around a transport hub and retail centre. As are major hospitals and medical schools overseas, would make it a better fit in the city - this civic link is essential. Other parts of the Campus are excellent e.g. Jubilee and University Park.

Consultation groups e.g. World Cafe format.

Include students with staff in consultation events.

Consult with some 'external' communities, not only academic but business, those living in student areas - i.e. the communities."

One week in every semester is a whole University programme for students - leadership, professionalism, citizenship activities regular skills and global citizenship as well as stuffing their heads with facts.

Every degree and every graduate and every staff member to develop specific skills around leadership. Tailored for staff levels and student learning types.

Look into cost of Sutton Bonnington campus having an anaerobic digester to generate it's own electricity. The farm can grow crops to feed this. Same crops as what we feed the cows (within reason) so no additional investment needed in farm machinery. You will find the income per HA will increase.

Unbundling of modules to facilitate a personalised experience - i.e. no limits to what subjects can be studied - a bit like a new liberal arts programme. Allows study across Faculties.

None

Appoint a Provost for the SB Campus - there are so many ways we see this campus being misunderstood and overlooked. I gather that senior management are now aware of this and that we may see some positive changes. I think that having a dedicated 'Head of the campus' to help oversee this would be a valuable move, especially given that we are about to face a lot of change with the further expansion of the Vet school.

Embed business and leadership skills in all university courses. As that is the way the world is going.

"More joint degree programmes with partners (old and new) around the world.

Redesign of how we teach short/fat."

Put all staff on teaching based short-term contracts onto permanent contracts.

"Decide that we cannot be comprehensive and focus on financial stability.

Recognise that one size does not fit all.

Stop the centralisation agenda - this does not work for schools."

Remove individual/school office allocations. Move to far wider hot desking/agile working. Convert the space saved as a result to teaching/pod meeting space.

Move to a position of teaching without walls to encourage/enable students everywhere to engage in our teaching and feel like they are on campus - remove the constraint of location on getting this Nottingham learning experience.

None

Don't just promote management from academic job family. More promotion of APM staff.

Invest in staff and students development, supporting staff career continuity, rather than invest in buildings etc.

"We need to think about more elearning material that will allow more flexibility for students (particularly those who may need to hold down part-time work and those with childcare responsibilities).

We need to think about face-to-face contact for information delivery, with opportunities for face-to-face tutorials to embed learning.

Staff need training on this and we need support with infrastructure and support staff."

Promotion for APM & T3 staff as opposed to recruiting. This should not be a radical change. If this is not possible then have a specific, enhanced scheme for rewarding these staff.

Real transparency as ever. Finding information is too hard finding how to find information is too hard. Our web resources are too shallow and too outdated. It is too hard even to find out who to ask where information is. It's radical as people have been asking for a decade or more.

None

"In terms of globalisation - scholarships.

Continued staff support - particularly in leadership.

Better integration of all Nottingham campuses."

"Integrated Hres/Bres for exceptional year 1 / year 2 BSc students may allow for the balancing of uncertain research vs student funding.

Here an exceptional yr1 student with an interest in research could take on a full 18mth and research project acting/preparing for a PhD.

May also create more vertical integration between BSc, MSc, PhD Students as they generally mix."

"Easier and increased ability for spin-outs.

Build swimming pool at SB (-Go on, it will make loads!)"

Give budgets back to divisions within schools.

Recognition of R&T staff who contribute massively to teaching success of the University but do not achieve the big research success. i.e. creating a big 'T' track within the R&T track.

"Become a more focussed university. We're very broad (i.e. courses with two students on them) but does this really add anything or is it a drain on resources?"

We could focus on the staff we're generally brilliant and world leading and differentiate ourselves from the rest of the pack."

"Creating more all-round graduates: Impementing specific projects into modules, such as non-credited UoN-course projects - this will bring together 3-4 students from different disclipines to work on a specific project.

The aim is to give our students more employable skills (to build up their CVs)."

"Bespoke courses - could be identified working with local, national, global companies. How many students follow disclipine of degree? Module = Life skills, management, leadership etc."

"Merge with Trent where it makes sense:

e.g. Conferencing/hotel/events/weddings.

Student accomodation

Relationships/cross-functional research and working with industry partners.

Not being too 'proud' to see where we could be a stronger brand together."

None

None

None

Merge with NTU - the offers are complementary and would enable economies of scale and stop the snobbery that exists currently. Each institution has strengths that the other can learn from.

Make it mandatory for all Managers to have completed formal leadership and management training and remove those who foster and preside over toxic working environments.

Merge professional services into 'mega departments' to maximise collaboration and create efficiencies.

None

"Teaching and Learning' - UoN is a place of teaching excellence, could this translate into the staff training more i.e. drawing on expertise within schools. (This could include feedback from Academics who have been on external leadership courses etc).

Finances - more service rendered work."

Dedicated and increased recruitment quotas for local populations.

Self-catered accomodation on campus.

Make Hall(s)on UP self-catered. Too many barriers to prospective students who want to live on campus and still have that independence.

A new campus in Brazil.

Does a hard copy prospectus offer a signifcant return in investment? In terms of digital futures, should we stop producing hardcopies? Also show our commitment to sustainability.

A better way of tracking our student journey. More streamlined comms will help increase conversion and will allow us to compete more effectively within the HE sector.

"Same pay - Fridays off.

Fridays ""work from home"" day.

Friday half days."

What would happen if we didn't produce a prospectus?

More ways to progress in departments.

Encourage older staff to have the MMR job.

Provide tea and coffee and biscuits at meetings.

Get rid of old buildings and rebuild. Fit for purpose buildings in place e.g Tower, Pope and Coates.

Tower especailly looks terrible form the road.

Enforce no working/no emails outsid eof core work hours.

Progression also promoted as well - it feels very hard to progress, instead it is more external hiring that takes places - also nuture staff with training to progress.

Deeply embed the University in the local community - we remain a little aloof. Be many things to many people - a place of lifelong learning, a place where research and impact come together.

Especially over health and wellbeing.

Use our Estate to form cottage gardens to feed staff and students and act as a bold statement about our sustainability.

Embedding sustainability and be eco-leaders - more use of Tech to facilitate tri-campus teaching.

Carbon off-setting of travel.

More sustainable energy generation and production on campus.
All planning/projects to meet clear sustainability goals - central to schemes, not an add on.
Physical presence in city centre. e.g. Student hub/enterprise and innovation centre/Library.
Consider restructuring the HR function as many other large Employers (NHS England for example) have done. Using centrally managed services has little impact on staff but could save money and free up physical space.
Reduce student numbers and focus on quality and personalised experience.
Alumni office/space in North America to serve our Alumni community there to the fullest and to facilitate the highest potential donations.
"Bring back a unique identity:
UoN Students are...
UoN is..."
Open an Alumni office in America to expand our presence overseas.
"There is an issue as to how quality and consistency of experience for students and Alumni can be assured across the 3 Campuses of the single University when 2 campuses are operated by joint ventures in which the University is a minority partner.
My radical idea is for professional services (and maybe academic schools) to be structured as global organisations with staff on 3 campuses rather than external relations and Alumni relations being controlled by local management alone."
More events with other teams in the University to learn what they do and improve communications.
More distance learning and MOOC options. Options for more DL Masters/MPhil courses.
Far better Alumni offering e.g. local/national discounts.
More joined-up thinking across the University with focus on common area of interest.
Offer apprenticeships - take advantage of this new scheme as it can be a new source of funding (government funded).
"Relating to Finance and infrastructure - perhaps the University could look to adopt more principles on 'integrated thinking'. This will help to better inform strategy, governance and resource allocation decisions which could reduce costs or increase efficiency as we will identify what activities within the University is actually value-added. Perhaps this could also help the University to report their non-financial information to Stakeholders as well if they so wish using reporting frameworks such as <IR> integrated reporting (university wide idea) but even CARO could benefit from adopting integrated thinking."
Use a different CMS user XP and improve our digital offering e.g. Alumni portal, where they have username and password. Where they can share images, organise reunions etc.
"More joined-up thinking, consultation with the people 'on the ground' as opposed to top-down decision making.
More access to courses for staff - degree level."
More access to courses for staff - degree level.
Close the China campus.
Go fully carbon-neutral/zero emissions before anyone else.
To develop joint courses with the other University in Nottingham.
A formal 'partnership' with NTU, where the courses and offers compliment each other rather than compete.
Focus on quality but not quantity. Reduce student numbers but improve student qualities.
I believe in some research, teaching and administrative areas, as well as governance we could work more closely with Nottingham Trent University.
Merger with hospitals and the University.
Refocus Nottingham potential bursaries to become competitive scholarships for high potential WP students (extra points score for applicants who attended outreach). This will create a more compelling case for philanthropic support from our Alumni/local community.
Whilst the University would like to maintain 3 campuses - 'satellite hubs' in areas of international interest would be hugely beneficial in terms of strengthening ties with Alumni, industry partners and research partners.
Merge fundraising for health and hospital fundraising to create a 'Nottingham Health Partnerships' aka Kings (i.e. Medical superpower!)

Merger with the hospitals for an over-arching 'Nottingham Health Partnership' like Kings. In an increasingly competitive environment we're stronger together.

Fair opportunities across all job families / levels (ie all to have 25 days AL or 30. No perks for 4,s and as it is night on impossible to progress beyond a 2/3 (APM)

A better application system for international students - more stable, easier to understand questions & a guide to help them complete the application

Better campus solutions.

Scrap campus! (we need a system that is able to deliver what we need) - try before you buy.

More placement degrees, the default option for Engineering courses

Provide a career progression pathway for APM/Technical staff

Reduce the wages of the top people and use that money for improvements across the University People, culture and organisation Have more cross-school/department events for networking/social activities. It would just be coffee meet-ups. This will help collegiality and enhance everyone's mental health.

Creating virtual platforms for open days and outreach so that people can experience the day without attending if unavailable

Bottom up financial planning suggestions in PS departments like IS with a focus on long term planning. Also no outsourcing.

Organising and delivering teaching in a challenge based approach analogous to the research seasons (and potentially related to these)

International collaboration with the US and associated industrial engagement for research innovation.

On site in the US as a located UoN that side of the pond.

More concentration to the faculties of Engineering and Science. The world is already saturated with people who hold arts degrees, so we need not that many anymore.

Integrate the Faculties within each campus for an inclusive approach

The provision of affordable student accomodation in the confines of student loan provision. I'm sure many talented individuals choose alternative routes owing to financial concerns and the feasibility of succeeding if a job will also be required in order to complete a degree. Lowest income backgrounds will be disproportionately lost due to these concerns. Can we re-purpose local disused buildings instead of building new?

To attract more international students onto our programme we should offer attractive (not costly) work placement programmes and opportunities. Currently we charge half international fee for a year in industry which is a very hard sell and it is off putting when salaries for the year start from £15,500. By reducing fees for this year the programme as a whole looks more attractive and could increase international numbers and income overall. Imperial charge 10% for year 2 industry £2850 Use the expertise of the research staff and students in looking at the University of Nottingham and in teaching key issues and questions for the future of the University. In many cases this could be advisory in nature - not necessarily as a decision-making factor of participant. This might sound trivial but such a move would require access to data about the University in key areas.

All UG students take common module in year one that blends arts and science, breaks students out of their School silo e.g. Being Human. Team teaching by multi-disciplinary academic would help academics to break out of their silos and allow timetabling to schedule.

Will fill in online.

Differentiated ways of achieving the same outcomes to meet the needs and demands of different groups of potential students e.g. integrated foundation courses delivered intensively as an integral part of an undergraduate degree allowing high potential students from challenging secondary schools and colleges the chance to achieve their degree in the same time but on a more intensive basis with more support to fill the gap in their knowledge and skills between them and their peers with higher tariff score - the content of a foundation degree delivered during the normal degree timeframe. Don't penalise these students with an extra year of their part-time, flexible courses using digital technologies where useful to create an offering that meets the needs of mature learners.

Become a true lean processed based institution empowering and skilling staff to make procedural and process changes in a continuing way - rather than more restructures that utilise extortionary waged consultants.

Do away with different job families. A member of staff is a member of staff. Why is the promotion process different for an academic then a technician? Or an administrator? If an academic is promoted on the merits of their achievements, why not any other member of staff? The re-grading process is not comparable.

Merge with Trent University

Online/Evening classes/lunchtime classes and adults (who are the parents of future students) e.g. Technology, Basic skills development, Maths, English - if we target our demographic. We may encourage more people to support their children from poorer families to enter Higher Education at UoN Partner and collaborate with large corporates rather than being a remote sector.

Utilise - Alex/Google home style learning based teaching.

Move to programme-level assessment across the whole University. Incorporate character strengths and virtues in how students (and staff) are assessed. Consider not only intellectual capacities but also virtues such as compassion, courage, humility, etc. Look for real world evidence of these.

Remove silos. Stop the dialogue of 'research', 'teaching' and 'impact' - can not these not be viewed together so that a collective response can be formulated. E.g. the beacons - great idea but why invest just in research, why not look at these priorities across all areas.

Refocus for a change in the way students in future will approach learning - fundamental changes are required.

Rationalise our subject areas (whether research or teaching) to focus on a smaller number of core subjects and become real global experts.

Building on our uniqueness i.e. 3 campuses - if this makes us really unique it should form an identifiable, articulated part of 'everything' we do. So students should be able to articulate how the element of our 3 campuses form part of their degree. This would be in mobility, x-campis teaching/projects, etc. Otherwise simply having the campuses doesn't make us as unique as we think

Home working/flexible working days for all levels of staff 2 and above

More remote learning options for students

Various hours of work where possible! Some people are more productive outside of standard 9-5 waking and teaching hours.

With the focus on research, we need to streamline how we report a REF. Currently reports are compiled from the equivalent of a 'finger tip search' and trawling through s/sheets and websites. We need to get better at this!!

Greater support for CELE students and staff which has massively increased over the past couple of years (number of students).

Recruit strategic business people who have never worked in a Univeristy onto the UEB to express views on the the real world thinking which could be improved in UoN as an institution.

Stop expanding the overall University - student numbers and estate - and improve and upgrade what we already have.

My opinion above could be seen as radical!

Acknowledge the importance and impact of good effective people management where there are managers who have become 'people managers' through seniority not their people skills, make a change

Set aside all the things we have to do REF, NEF, TEF etc as these are common to all HEIs and truly focus on the values, principles and attributes that make UoN unique. This includes our geographical, disciplinary and staff/student diversity.

I would create a project management office and change delivery function as distinct from current structures. From experience to date the University seems well placed to review funding requests and spend but much less in delivering benefit and the associated engagement and enablement this key in changing behaviour and culture.

Pioneer a new HE offering around lifelong learning and development that establishes a much longer term relationship between students and the University.

Offering a wider portfolio of postgrad distance learning opportunities

New faculty build for Medicine - Health Sciences

Restructure Faculties and Schools to create better symbiosis within the governance structure

Move student services back into schools/departments i.e. where the students actually are

Make connections at School/Department, Faculty and UEB level, between research/KE and teaching/ESE. All teaching strategy documents need to consider the impact on research and vice versa. Without this, staff feel continually demoralised by the competing demands and this impacts negatively on both staff mental health and staff performances.

A commitment to using the knowledge and expertise of UoN staff before contracting with external consultants

Alumni being able to walk into any campus in China, Malaysia, UK accessing the libraries, knowledge and resources freely

Pay for performance, rather than length of service by mains staff up a pay scale each year.

There must be clear messages about undergraduate s having a responsibility as well as rights.

They should not be coming to UoN to buy a degree. They need to earn it by studying.

If we are to genuinely capitalise on our tri-campus status and actually become 'the only truly global University' as we often proudly assert, I feel we must implement the following: 'EVERY STUDENT AT THE UNIVERSITY OF NOTTINGHAM (REGARDLESS OF CAMPUS) MUST SPEND TIME AT ONE OR BOTH OF THE OTHER CAMPUSES I.E. IT SHOULD BE A MANDATORY ELEMENT OF EVERY DEGREE PROGRAMME'

The UoN suffers from a lack of engaged sponsors when it comes to project/programme delivery.

This of course is because of a host of reasons - not least that you cannot expect all academics to have an interest in Project/Programme delivery or to understand their responsibilities as a sponsor or Senior Responsible Owner. Either train them or engage people at that level to take on the budget/responsibility for them. If you do not do that it is commercial suicide and the reason why historically projects scope/cost gets out of control!

Too many R & T staff are allowed to underperform persistently. We need to tighten up the performance of this job family and reinvest money saved by investing in quality R & T staff and also good APM/technical staff to support a help drive these teams/PIs that are good and bring in income, impact, quality in general.

We need to think about how to make our 'international' global university relevant and its local communities in Nottingham, Semeyeh and Ningbo: i) easier (subsidised?) travel between the 3 ii) greater exchange (academic and APM) between them iii) More opportunities for twining/job shadowing etc. in the wider communities.

Allow ways for staff members to 'manage upwards' and feedback on how senior teams perform - to enhance efficiency and get more work done. Assess and review the performance of many 'Directors' who appear to have a wide range of responsibilities and duties but in reality does very little with little aspiration.

Employ more academic staff if we want to recruit more students and do more research. Academics are way too overworked.

Set up an Africa Business Centre. Why isn't Asia Business Centre part of global engagement office? This is structurally wrong.

Scrap APM levels as a signifier of hierarchy - this is a huge obstacle to staff empowerment.

Absolutely there should be a way to segment levels of pay but this should not lead to the mentality of 'they are a level 1/2/3/4/5/6'! It is particularly restricting the university's scope for capitalisation of the talent of levels 1-3!

Create and implement a Postgraduate Research and Early career strategy and integrate these populations into Research and Teaching Sectors.

For greater long-term research developments support to generate stronger, larger bids

Mandatory project management training for PIs

Project Management

Creation of a bespoke course tailored to specifically for research - should allow greater value for PIs attending

Seriously investigate 4 day working week/field leading social inclusivity (e.g. 1 year full pay maternity/paternity leave a la Scandinavia).

HR needs a radical overhaul. I know more than 10 staff who feel entirely unsupported, having approached HR with issues around bullying and inappropriate behaviour and had little to no support. Subsequently they have given up with complaining but are far less productive or positive about their roles - and in cases have had significant mental health problems.

Kitchen available in every building and floor
 Improve the lift to make it safer and faster
 Please extend the terms
 School could organise more outside activities
 Invest in upgrading existing buildings and technology on campus rather than building new buildings
 The speed of the elevator should be improved
 More rooms for self-study before the final exams
 Make it less expensive to join sports societies
 Keep more animals in Jubilee Campus
 Add water filter in every building.
 Organise more activities (painting workshop, games, tutor sessions)
 Air conditioning in lectures and library
 Fix fire alarms in halls
 Lower international tuition fees
 We just have one final exam but no tests during the term. Hope that we could change the method.
 More bicycles can be used by students
 Abolish the role of union development officer
 More places in courses
 More practical experience to prepare
 Better SU
 Maybe fewer students would be better.
 Smaller class for each Major.
 To have a greater impact within schools and colleges to assist students with their future career choices
 The University needs to implement true diversity in all the campuses
 Make exams for the PhD students specific for each module for general topics.
 I hope the admin is more prepared for Exchange students.
 A CRM system across whole Uni and need time it - for all business facing and external activity
 Less lecture theatre lessons, more semester style.
 More job application skills taught.
 UK Lectures better than China campus - try to make them more similar
 More time to practice in lectures, good to focus on critical thinking
 Deal with wildfowl excrement regularly
 More labs during the semester, it can help student better understand concepts and practical application
 Less focus on profits! So smaller classes and less people from one country
 Change the food in the restaurants, they are not delicious. Could you please add more Chinese dishes?
 Reduce the amount of paper needed for lectures - not environmentally friendly

Improve equitability of sports trials
 Costa coffee instead of Starbucks and make Starbucks pay for it
 Enforce voting for SU elections
 Have more classes, we only have half of the year having classes
 Subsidised sanitary products/free sanitary products
 Improve the mental health services!! More funding, more counsellors, more regular appointments
 Improvement to the stability of the Wi-fi
 Get rid of Student Services - make it centralised again - more specific
 The university to provide funding for year abroads, to encourage MFC supported financially regardless of Brexit
 Improvements regarding mental health
 Improve the mental health help here. Needs to change!!!
 zero waste campus by 2025
 Maybe another study place offered to students
 Less paper waste and recycling more online content

Add a smart bar at Jubilee campus
 More varied and engaging societies
 Reduce printing and paper usage and switch primarily online info
 Buy all commercial areas in Portland and replace with student ran shops/cafes, etc. so money goes back to students and not giant corporations.
 Change to energy providers with renewable energy sources
 A club on campus
 Introduce a local farmers market where fresh produce could be sold - promoting sustainability and localism
 More conversations on mental health and funding towards support
 Cheaper sports membership or monthly payments
 Less expensive sports membership
 I hope student service can be more efficient.
 More support for students regarding mental health issues.
 More help with uni fees and accomodation fees
 Improve the NHS service and Cripps Health Centre to take more effective diagnosis not just advice
 Lower university fees
 Serious accomodation support for those not on campus (e.g. landlord checks)
 Decrease waste by mass recycling and incentives
 Equal pay for male and female lecturers
 Reduced tuition fees
 E-mail address for four groups
 More easily accesible private study zones
 Organising a welcome week for Erasmus students beofre the first week in the Spring semester and not in the first week. I missed my first lectures due to this.
 No more special things
 More bigger canteen
 More space to study
 Free access to the gym or reduced prices depending on income.
 More awareness and welfare support
 Offer postgraduates some small classes (I mean 30-40 people)
 welfare improvement
 The hopper bus can be more on time
 More speed Wifi
 More free hopper bus to the city centre
 An new canteen in Park Campus that provides various food.
 The membership expensese in gym is too high for exchange students who just stay for 5 months.
 Better lower the price for them.
 Add electrical plugs in LT1 and LT2 in the Exchange Building
 Can the University send each student a ipad for a gift?
 Make a bus that goes to town every 30 mins
 Better exam timetabling with consideration to module credits
 Could you offer more quantities of popular business books be lent for students?
 Make semesters shorter (8 weeks) and add one more semester (8x3=24 weeks). Exams only take place once a year. Cut off introduction week for each module (really time wasting)
 Charging sockets in LT1 and LT2.
 Jubilee Library interior design not very good - big open spaces would be better.
 Students can access the sports centre without membership by paying a small amount of money like per day/per week
 Make sure that the module convenor is present at lab sessions conducted by the PhD students.
 Research method modules should have more lab sessions
 I used to study at Yham University, Ningbo China for Bachelor Degree and we used to have so much sharing (like career sharing, industry leader talks and professors from other universities to talk about their research). But when I study my Master here I found little of this sharing. Perhaps it could be something to look at in the future.

Revamp geography
 Gym open 24/7
 Change Spar to Aldi/Lidl
 Employ more black teaching and research staff
 Better food
 Kitchenettes for catered halls
 Better catered food and more options for dinner
 Improve quality and improve facilities in catered halls
 Better catered food in halls
 A zero plastic institution - there is a shocking waste currently and the 'latte levy' is not good enough
 Remove all plastic usage in restaurants and cafes on campus
 Get rid of all plastic usages in restaurants and accomodation
 Reduce food prices on campus
 Cheaper sports membership
 Mirrors in student uni
 Get better mental health support
 Make it University policy to record lectures
 Wish they make it clearer about what each website is for in the first e-mail they send to new students
 Better food in halls
 Better focus on recycling initiatives, and becoming more environmentally sustainable. Prioritise!
 Less of a business, more of a University i.e. where ideas should be discussed, less safe-spaces maybe?)
 Encourage healthy work/life balances for both staff and students
 Use of neutral pronouns always to support LGBTQ+
 To have a wider selection of healthy food in campus open until late if possible
 I want the University to have more social areas on campus aside from Moomn etc as somewhere to go during the day
 Make hopper bus pass by Raleigh Park
 Mental health training for all staff silly!
 More SB campus to Nottingham
 A large investment into biodiversity efforts on campus
 A bit of time off post-exams (vet course)
 Better/more scheduled bus times e.g. more than two 901s an hour especially in the morning
 More interactive lectures e.g. quizzes
 Subtitles on all lectures (on echo recording)
 Clarify spelling, ability to listen to music
 No 9ams
 Improve staff happiness - stop them being so stressed, depressed and demoralised! Better progression and recognition
 Coursework deadline not being so close together so we have more time on each
 To integrate externally funded staff into permanent positions
 Record on work done and re-structure for reward/re-grading system for technical staff
 Be more precise on job description for technical staff - it is far too vague
 Better gym facilities at Sutton Bonington campus
 Buy Nottingham minibuses (massive cost to hire for societies)
 More activities on 8B that students will enjoy, can be lovely for us
 Buses directly into town from SB or a tram pass (free or reduced price) for SB students
 Easier access to town centre for SB students, either hopper bus stop in town or reduced from prices
 Buses directly into Nottingham or tram prices reduced for SB students/reduced price on buses to Loughborough/Sky Link)
 Reduced fees for the last term as we have no lectures on animal sciences only exams
 More lectures. Less than 3 days a week is not enough for £9,000 a year.
 More contact hours (bioscience, animal sci)
 More funding for SB guild

More funding for SB guild
 More buses on weekend
 More food variation
 Reduce food waste in catered halls
 Decrease tuition fees
 More parking on SB
 More cafes on SB
 Swimming pool on SB
 Improve student facilities on Sutton Bonnington e.g. better shops, cafes, parking
 Add more student parking spaces
 Have more bookable private rooms in the library
 Improve bus services around SB campus and Kegworth
 More SB, more student friendly fun - not just academic
 The university offers an opportunity for PhD students in terms of attending conference
 More parking and free
 Some free parking for visitors on campus e.g. Parents
 More car parking spaces should be provided (Sutton Bonnington campus)
 Manage student isolation at SB please - big problem and measures do not help at all
 Decrease tuition fees
 Welfare investment
 More car parking!! Annoying having to call up security to ask permission to park in a car park
 Bottom up management
 Think more outside the box
 Change to promotion criteria for teaching track - promote good teachers not just people who can write about it.
 Stop the centralisation agenda and focus on local service delivery from schools
 Sort parking
 Help staff feel supported when they have disputes with line managers and bullying from other staff.
 Perhaps assign independent officers from other departments to assist in disputes
 Better parking
 More meeting rooms
 Additional on site (SB) Support Services; HR, Welfare - split for staff/students
 More partner departments based at Sutton Bonnington - learning technologies/HR
 Larger teaching space and PC rooms on SB
 More investment into Sutton Bonnington campus - parking/lecture space/accommodation/computer facilities
 Introduce online only degrees
 Set up international House of UoC Berkeley
 PVC for SB
 N/A
 More larger lecture rooms and computer rooms at SB campus. More parking at SB campus.
 Portland coffee on SB
 More parking
 Better shop/café on SB campus
 Better coffee shop on Sutton Bonnington to do work in
 ALDI on SB campus
 Business teaching modules on every University course
 Formation of research institutes leaving school to teach
 Estates - abandon the 'coffee and chat' system of personal appraisal. It is so patronising.
 Properly working IT system. I had so many problems
 Increase buses throughout the day
 Pay the Guild
 Management of poor performing staff as per corporate/business - huge drain on resources
 The University offer a good discount for new students who live in non-European countries

Tuition fee is so high for non-UK/EU students. We have financial difficulty to pay it for PhD students, school should support educational activities like congress symposium as free (including registration, free flight and accomodation)

Tuition fees of international students are not affordable. Cafeteria in the SB campus is quite expensive nearly double of the similar shops for students. There should be a discount for students or new market is necessary for this area

Investment in campus parking at Sutton Bonnington especially with growing number of staff and students

Communication with other module convenor about exam dates so no overlap or exams close together.

Make sure all Head of School permanent therefore have ownership and longterm plannig

Training for uni staff on how to help students with mental health.

More labs for research

Improvement to hall foods

Spar open longer hours

More Spar-like shops

More support for people feeling lonely; mixer events, group meets, etc.

Pinballs sold in Spar (and toxic waste, they have it in Jubilee)

More help for students with mental health problems so you do not have to wait so long to see someone

Keep the green spaces on campus - the lake looks awful and bare now

To have performances and lectures during freshers week for the clubs and societies in the UoNSU

More BAME support

More places to choose from in Portland Food Court

More water fountains outside one buildings to fill reusable bottles

SU more involved in organsing documents and not events

Assessments before holiday?

More improvements regarding mental health as it is a hige problem

Even more societies!

Keep the green spaces in the campus

Speak up and address 'Rape culture' in Nottingham

Make all lectures recorded

Change a little bit accomodation environment

Upgrade Beeston halls

On campus self catered

More job apps

Better balance between coursework and exams in the History Department

Improvement to food hall

More investments into arts based activities - theatre in particular needs to be promoted and expanded

Use as little plastic as possible

Cut back on animal testing

Mnetal health awareness programmes

Save more energy

Use more renewable/biodegradable products

Have food served until late during exam season

More scholarship opportunities for international students Masters and PhD (fully funded)

Hold lectures aimed to inspire and motivate people to study more and push themselves towards success

Big switch to full renewable energy sources

Move towards zero waste/sustainable future

Restructuring of some of the modules and programmes in general

Add swimming pool at Jubilee campus

Better food in catered halls

Promote more Summer opportunities

Healthier food in catered halls
A bigger/greater involvement of practical modules on IMC course
More support for groups wanting to become societies. Change the society process.
Better food in the halls
Record all lectures
Better food in halls
Better food on campus and in halls
I feel sports can be slightly elitist here and I believe no achievements in sport. I'd like this to be accommodated more
Partnership between the different schools to encourage cross-research and to foster innovation and entrepreneurship
Food at uni halls (urgent!!)
Better health centre
Healthier food (please!!!)
Free education
Completely transparent use of our money
More seating areas and bins around the Campus including places at catered walls and large grass areas
Better shops on campus e.g. Sainsbury's, post office
Run the organisation like a business (which has started) individuals become accountable, poor performance is managed. Resources are efficiently balanced and there is clear visibility on activities. Costs, risks and performance.
Engaging the local community: open up courses, lectures and materials to the general public, make everything openly available (online and office) to everyone. Restrict degrees, exams, etc. to enrolled students but otherwise allow everyone to learn and take part in University education
For UoN to lead the way in excellence in the delivery of welfare support for students
Diversifying the Curriculum so that it must be inclusive of BME perspectives as well as perspectives of other oppressed/marginalised communities
Unbundled assessment and design-led curriculum allowing us to offer courses that one needed when they are needed and short as well as long
Ditch the workload plan! It has become divisive and not used to micro-manage individuals. If you care for your staff, they will care for the students and the organisation.
Ensure that 'business as usual' is still supported whilst new projects are being implemented
Consider the mental wellbeing of staff
Increase the number of teaching weeks in a standard academic year
"People are living longer" we hear this all the time. Can the University take advantage of more mature students studying? Degrees/qualifications for those in retirement with associated fees
It would be a great legacy to work with other Nottingham organisations/council/NTU to attract funding that benefits Nottingham schools, minority communities or architecture heritage. The distinctive point then becomes about general contribution to the local society.
Run the University as a cooperative. Make senior management accountable to staff.
Prioritise staff over students. Businesses which have prioritised staff over customers have seen great results.
For schools operating at overseas campuses, ensure keystone modules are jointly taught and delivered as we don't capitalise on opportunities this can bring.
One change we need: award degrees using GPA instead of outdated degree classifications which the rest of the world finds arcane
New if not radical: - more opportunity for feedback, as strategy is starting to be delivered, what's working/what's not working? Also capturing unintended consequences whether positive or negative
Move from just offering 'traditional' courses look towards offering courses in design, fashion, media, etc. The world is changing and we need to move with this.
More teaching any staff to support research active staff - staff cannot deliver research projects without the time to do so.
A city centre presence to bring us closer to the local community and showcase our achievements/offer expertise to the city

Revision of grievance and disciplinary procedures and role of HR.

We are being 'metric'd' to death; SET, SEM, PDRP, NSS, REF, TEF, VEF what's next? The overall outcome with increasing levels of scorings not positive for staff.

There has to be some support for staff - perhaps free mental health counselling support.

If what makes us distinctive is that we are 'one university, three geographical locations' then we need to make radical changes to how this is experienced by our students. I would say that for UK students, this is not what they see as distinctive about UoN nor does it impact their education or experience here. If this is what makes us distinctive then it should be reflected in our curriculum in the integration of UK and international students on campus.

Shift a focus on process management and further focus upon people management. Too often we lose sight of the hard work that our staff here provide, alongside their loyalty, in preference for the magpie effect of something shiny and new. Invest in the staff that we have because they want to be. Centralise or outsource HR services. They could be provided from anywhere and whilst they are a cost to the University, they do not generate income or improve the student experience. Staff would not notice a difference as they engage with HR remotely already.

To retain and further expertise at all levels and all job families. Casualisation and outsourcing reduces on strength in terms of expertise and makes us less responsible to change and less resilience.

Technology to help people work remotely so more central functions can work from home to release space

More training to our own staff free as part of our offerings as HR Benefit

Having a leadership team that get together to discuss specific KPI, targets, strategy

Let the University return to the way it was when applicants would be meeting the staff/admin that they will encounter during their year at the University. When they feel that staff are their 'friends' (so to speak) this facilitates better conversion. It is now fractured, as is the student journey with regards to student services.

Remove job families differences. We talk about inclusion and equality yet of the most basic policy, we set apart staff into different groups. Doing this would constantly remove barriers to different people wanting to progress and deliver for the University.

Business opportunity - income from use of University Estates for film/TV purposes

Follow the Money' - partner with the workplace, manufacturers, design and build, global partners - 'what do they need to excel'?

Where is the next big leap for technology - be ready to act/get involved/support using our talents we have at UoN. Build networks/partnerships. What are the trends? What do the students know? How do we communicate our skills to the workplace? How do we measure our success?

Bulldoze L4 and re-build a fit for purpose multi-disciplinary building. Create a beautiful garden with a lake in L3/L4 car park and remove the concrete. Build a multi-storey carpark next to the tram bridge so we can all park more easily.

Senior University leaders much more visible - faculty PVS actually come round regularly and talk with staff, not just faculty forums.

Have a University operational all year round - different services open constantly all year round with balanced periods of study for each programme/course. Break out of traditional terms and create a more fluid environment which can then be more accessible to student and staff needs.

Real impactful (academic and non-academic) research

Award real research leaders Take quality students. More from quantity focus to quality focus

Career progress for productive colleagues (academic and support staff)

Improve communication between the University, Faculty and the School

Better recruitment and selection policies

Create a happier place to work

Increase student engagement

Consider collegiality seriously

Allow UNNC and UNM to be much more autonomous. I don't think UNNC and UNM's relationship with UoN is seen to be any different with that of other Universities and their branch campuses by others elsewhere. When I talk with others at universities they always think their branch campus are similar in structure to ours. I think we should allow the campuses to be autonomous but to guarantee

2+2 students to come here as a cost/reward for keeping the University of Nottingham brand. We need to engage much more with other strong, international universities - we are missing out by always sorting out problems at UNNC or UNM

It shouldn't be a radical change but it might be: Embed much more strongly in decision-making across (all levels and branches of the) University that: ACADEMIC STAFF TIME IS A SCARCE AND VALUABLE RESOURCE. Keep it for academic (teaching, research broadly construed) uses - uses where academic skills are needed. (This may involve resourcing support better and providing non-academic support for students with non-academic staff) but it has to be clear that the purpose is to relieve academic staff of these tasks not to impose more on them. Academic staff with more time for academic activities will lead to better and more innovative research and teaching; more income generation and better ideas about improving efficiencies.

Scientific literacy for all our students Our graduates should be scientifically literate including arts, humanity and social science students. We should offer courses on science and mathematics, with credits given for them.

Get rid of KM campus

Using data more effectively integrating this into the way people work

Lose KMC! Re-locate Professional Services. Use KMC for something else e.g. park and ride (reduce parking on campus) More flexible working practices. Technology, tools and culture to enable all parts of civic life to blend work/life balance. Better communications, better remote working practices, better building and working spaces but most importantly develop a culture to allow people to do their jobs in the best way - e.g. core hours, agreed meeting times

Creation of renewable energy on campus. Sources (e.g. solar panels)

Build student village to increase provision and ease pressure on the local area

Knock down tower and replace with showcase Professional Services admin building (purpose built)

- prioritise survey to understand real needs of each service's needs and priorities

Abolish level 1 and 2 pay scales and make level 3 our min scale Teaching strategy

All lectures available at start of term (Netflix model) Final years head first years (Canadian model)

All prior work open for viewing

Improving the ranking of University of Nottingham in different ranking tables. Multiple benefits can be derived from this Better understanding of changing student expectations For the UNM to target students across the ASEAN region rather than just mainly Malaysia

Increase distance learning post-graduate programs as a source of income which we can market these online through social media, internet, engaging in new type of media

Budget decentralisation at international campuses to give more autonomy for schools to decide how to spend the resources.

Please consider investing into better technological infrastructure. For instance the lecture capture technology is very far behind compared to other institutions. A reason we can't upgrade is funding.

However if measures are taken to do this more students will be impressed with University Malaysia campus should be more active to promote the University on radio or tv as Malaysia campus is a private university, it should act more active on promoting and marketing

More decision making power to the SA

Besides student mobility, what about having the opportunity for staff on job exchange programme (short term) among 3 campuses

More advertisement of university in social media, etc.

Please try nasi lemak!

Put up ads in the cinemas in Malaysia

AI inspired marketing, induction and engagement

Implement unlimited quota for students going for mobility

The reason why Monash and Sunway are so famous is because they advertise too heavily. There has to be a balance between advertising and the performance generated from a university. If the university is still not ready to be at an international level, then there is no need for advertising as it would like like students could not benefit much from the university. Hence, from my opinion, I suggest the university increase in performance and fame in SEA will come naturally The university as a whole should increase our presence to the eyes of the world, especially Malaysia

and China campus. If this job is pursued to the individual camps, it may defeat the idea of one university. Malaysia campus is struggling in getting sufficient students to cover the operational cost
Safety - I am a bit concerned regarding the safety in the University. My thoughts raised from a few issues including lighting, fire alarm, door malfunction, etc. My suggestion is to take regular maintenance and checking
Integrated teaching between tri-campus - improving and giving a standard teaching between tri-campus, this can be achieved by giving the chance for module convener to cooperate with the module convener in different campuses to bring forward standardised teaching.

We need to be different - one stop for services, remove necessary policies to allow staff to be more flexible and fast in decision making, staff need to engage and also commit/willing to embrace changes.

Combine more degree to have more double degrees for the students

Enhancing the relationship with the U21 exchange universities - engineering department have problems of converting/transferring credits if they were to exchange to the U21 universities. Can University of Nottingham discuss with U21 Universities to recognise and ease the credit transferring process?

Allocate more fund in branding and marketing to enhance the University's reputation and existence. The reason why Suway and Monash are so well known is because they offer lots of scholarships for high school and college students which make the freshly graduated high school students more aware of their existence. Other than that I seldom see Nottingham's anywhere but I can see Sunway's logo everywhere. It's time to allocate more fund in advertising and scholarship.

The University has been focusing much on the marketing technique, especially the impact of the recent rebranding strategy, etc. However one major problem with the management is that they have neglected the current students who are the most powerful marketing 'tool' for the university. Most of the students here at the UNM are not even happy with how the management is allocating the resources, e.g. in graduation ceremony, open day, etc. and not much has been spent on urgent or important facilities for the students, e.g. laboratories, accommodation crisis management (as recent funding)

It seems to the students as if they are even struggling to provide for the basic necessities and fulfill the students' basic expectations. How can we move forward and improve if these basic things are not even improved?

As PHEI has become very competitive, there are students who have access to resources but lack in academic/not interested in getting full academic cert. We want you to consider taking in audit students and offer them certificate of completion or cert of attendance that not bearing any academic title. This can be done also to working adults who wishes to update their knowledge. This can be done for both UG and/or PG.

Radically, these groups have full access to current/available services in Nottingham and in return Nottingham will enjoy economy of scale and better bottom line [Redacted text]

All of this talk is nice, but useless until we remove the corruption in UNNC. It is wide and far reaching

More blended teaching and learning to enable three campus sharing the same good lecture.

Seminar can be delivered locally. This will enable three campus sharing the same good lecture.

Seminar can be delivered locally. This will enable the real same quality teaching standards and global teaching

Improve the benefit/motivation for research staff to encourage, get more projects/platform/programme

Unabashed focus on the arts - particularly at UNNC. Reduce bean-counting (workload, KPIs, etc) and start to trust academics as professionals again

To launch a fund-raising drive internationally

Establish a top discipline in China version

More centralised managed or localised management. But not in the middle.

The need to increase the awareness the idea that the three campuses are equal partners rather than just UK-centric

How about moving the whole campus to Hongzhou? Hongzhou is bigger and better than Ningbo and have a really great future. If we could develop our University there, we'll have a bigger campus and better reputation

Find a new unique and core standpoint of this university. Somrthing like positioning of this University

To have more flexible scheme for mobility via global programmes. Work rotation, for example knowledge exchange can be somewhere we can have a look and start with Tri-campus management with individual feature of each campus. At least let staff from any campus feel they are belonging to UoN.

As has been suggested - more mobility across campuses for students but also staff. Staff SD for CELE (who don't operate as a united department) could involve cross-campus travel/projects

Research should be complimentary among different campuses!

Engage the local industry and talent to produce a stunning, iconic air purification tower in the middle of campus. Better air means healthier people, retaining staff with faculties, cleaner air around campus and local community for more sports, more events and renw again UNNC

contribution to Ningbo

Third-space 2+1+1 program might work Resources to support tri-campus mobility. Students and stalls open for all interested students especially Business/FOSE students has very limited places in UNUK for exchange

We need a long-term consistent plan/strategy!!

Curntly University is doing well in supporting students with low performances. However one of the duties of the University is the promotion of excellence. There are continuous complaints from well-performing students that they do not get the same level of education as top Chinese university students. This can be fixed by extra curricular activites.

To allow admin staff to pursue higher degree at UNNC free. For example: to allow them to take one or more moudle every semester/year they think might be useful for their personal development this way in 3 or 5 years they could gradually but extensively improve their capability in one area.

"Concern about student quality and teaching quality.

If we're aiming at being an international and British University, then a more hollistic evaluation towards students might be applied.

We're selling ourselves by saying same teaching quality as UKetc. The reality is that many Students are disappointed about their Academics when they go into year 2 about teaching staff leaving."

Alot of focus has been on preparing Researchers for Teaching but very little is done on preparing Teachers for Research. This in my view is a key area to focus on if we want to sustain students interests or else they will get more and more attracted towards online degree courses. This could also be one of the reason for our University lagging behind other Russell group Universities.

"Re-evaluate SETS in general - more meaningful evaluation.

Systems for making change - unchanged status quo.

Inertia.

Agile and learning transformation.

Identify inertia.

Technology - transform? Missed no learning."

"e-learning, online courses, App.

UNNC is lagging behind in e-education area.

It is important to catch-up, making it as an extenstion of on-campus education which can be benefiting our students, externally influence is society and serving as a platform for commercial courses."

Restorative practices integrated across University for and between students and tutors and staff. As a way of resolving disputes/grievances/differences in a way that respects all involved and wider community not punitive, not rule based 'harm' focussed, includes methods to 'make people whole' rather than punishments www.restorativejustice.org semi-structured - widely used in justice system and schools.

There is not a clear disclosure of schools funds. As stakeholder of thie University, staff and students even have no right and access to get this informaton, where's the money going. There should be a disclosure process for all the stakeholders of the University. By Lectures, email or any other way.

So the stakeholders can be engaged in the development process of this University. Course structure in Business school should be restructured. Current structure, though has been restricted

already, is still not comprehensive enough, especially the quantitative modules. Though the module may be determined by UoN. However, for UNNC students, the teaching quality is not reliable for some module and the feedback modern (SEM, EMF) are not quite powerful and Professors only focus on the quantity of how many papers they submit and publish, not the quality of teaching.

To get on research, need more support on grant application and closing period.

Align more curriculum and research towards sustainable development goals.

Resource exchange with other campus/other schools in general (personal, knowledge etc.)

Rebalance the recruitment staff and students research and 'prioritisation' across the three faculties at UNNC so that we become a comprehensive University rather than a narrowly-conceived vocational/technical training college. "Reform the international recruitment and partnership team by having all teams to provide/recruit for all 3 Campuses with regional reach. To foster collaboration, utilise resource sharing and take advantage of geographical research.

For instance UK team covering Europe and America for all 3 campuses.

China team covers Asia Pacific for all 3 campuses.

Malaysia team covers Middle East/South Asia/Africa for all 3 campuses.

This also helps capturing all Students and feeding them onto campuses appropriate to their academic achievements/University campus priorities."

This is a radical idea - operate across three Campus and think about mobility.

"Teaching & Learning:

Enable personalised learning.

Integrate data aggregation and analytics

Train people to be able to respond to data

Change the T&L philosophy from group/cohort based to individual/small group focus.

Have systems that follow students throughout their UoN life - more than what is offered by campus solutions."

Improve the level of academic for international campuses to the same level as UK campuses.

"More career progression and personal and professional development opportunities for administrative staff.

Certain function units have a larger number of staff and more staff at the managerial positions, not necessarily more helpful. Career progression in certain function units is relatively easier than others. Maybe there's something the University can do to ensure that each function unit has a desirable number of staff that are performing efficiently to their roles. Also we need to encourage/enforce collaborations between different units and minimise/diminish the culture of 'I don't know this'/this is not our responsibility.

Aim to become that University - the one that undertakes extensive research in helping to solve some of the world's major issues and crisis i.e. climate change, top soil erosion, curing cancer, food shortage, pollution etc. All Universities are known for research but to make us become the one that's held in extremely high esteem and recognised the world over for life-changing research. Aim this high, attract the world's best, make this our primary focus. "Opening campus in Africa.

Increase contact hours of class groups of students."

Some students in this University would prefer or change their mind of applying postgraduate abroad. Therefore, as students live, study. Mind-developing in UNNC this open platform, we should be able to have more than two choices. Applying abroad or work, that is. If there is connection with domestic Universities, it would provide more choices for further study. Also for students to have more career plans for future times. Having education both abroad and domestically may be preferred by some students.

"All Managers should be trained to manage individuals irrespective of the individuals role - and be able to manage appropriately. Employees/Students to feel able to whistleblow without repercussion. Bad Managers should be re-trained and continued poor performance - penalised.

i.e. compulsory training for all."

Disinvest from undemocratic and ethnically compromised countries and corporations - stand out as a University which strives to be a real beacon of human rights. Be a 'secular' University - cut all support to religious activity on campus and explicitly market ourselves as a secular space. At

at least one module in each degree/post-grad to be interdisciplinary :- in terms of content and teaching.

Open a University in Russia.

Main radical idea is that UoN really becomes Britain's global university, embedding international experiences and cross-cultural learning for staff and students, setting us apart from our competitors. School-based Director of Internationalisation (or alternative title) in every School who is an APM member of staff. Trained and supported by the central International Recruitment Team and Office of Global Engagement, but managed by the School/Faculty. Responsible for international student recruitment, development and management of partnerships, international mobility and internationalisation at home activities. Advises and supports academic staff by acting as a point of liaison and providing international expertise. Building working relationships with international partners. Faculty-wide network of people in these roles, sharing best practice e.g. that gained from external conferences. Following a model used in the US and also at some UK universities e.g. Westminster. This kind of investment can reap real rewards – the role uses institutional and international expertise to make a local impact, building relationships with academic staff within the School, with a knowledge of the degree programmes and internal structures.

Every UG degree must have at least one opportunity for an international experience built into the programme and publicised – summer/Easter; semester; year. This could be based in the UK. Set up a structure to develop international faculty-led field trips following the US model for all courses. Academic member of staff takes group of students on field trip, built into course, credit bearing. Financial support for lower household incomes. Can be based in the UK if international in nature.

The international student support team in the previous International Office provided a range of support services to international students and their families, including immigration. Now that this is part of the SSC this expertise in international student support has been lost, as the focus is uniquely on immigration support. Recreate an international student support team who can run events across all campuses, working together with welfare and chaplains to provide bespoke support for international students and their families. Include a mentoring programme whereby international students are matched with home students.

A budget given to each School to for internationalisation – currently Schools are carrying out international recruitment and partnership activities from within School-based limited budgets. All student facing staff required to undertake cross-cultural training – not just listening to a presentation but actively participating in challenging activities that teach empathy with being in a new culture and in a different language. Practical exercises so that staff can better understand how international students feel when studying in a different country, with a different culture and language.

All UG students registered for the NAA with an opt-out option rather than opt-in. Extend it to make it more global – languages, cross-cultural communication, project working across the three campuses, problem solving exercises linked to employers.

Language cafes to run each week during term time on each campus for staff and students – a table for each language, people bring their own lunch, an opportunity for engagement and learning in an informal setting.

More short-term secondments for all job families to the other international campuses, encouraging sharing of knowledge. Develop a MOOC for staff about Chinese culture, UK culture and Malaysian culture, written and taught by UoN staff. Including basic language, religion, food, customs, culturally appropriate behaviour etc. UoN staff strongly encouraged/required to complete. Students going to study at another campus also required to complete.

Tuition fee discounts/waivers for staff to undertake additional qualifications at UoN. Offer the option for staff to "sit in" on big lectures to learn about an area of interest.

Create more short-term working groups based around expertise to discuss and agree a way forward on specific issues.

Change / review term dates, module marks release and graduation timings.

The 3 international campus' don't have a cohesive interconnected feel. There is scope to massively improve this and real connections to be forged so that we can truly be seen as an international institute. More opportunities to visit campus', more intercampus projects etc.

Communication / connectivity / transparency all seem to be a problem that are flagged regularly. Scrap all the variations of university systems and one consistent electronic system across all

departments / campus' (including international). We would then be able to collectively know where to find things, who to contact, what's going on and it would be easier to assist other teams with tasks as the system would be familiar.

Operate as a single organisation not many smaller units (e.g. how can 1 organisations have so many different ways of recording annual leave?).

1) We are good at most things, so let us lead the way in offering the BEST QUALITY OF LIFE for students and Staff. We should aim to promote studying at, and working for the University of Nottingham as the place where you can have the BEST QUALITY OF LIFE!

This would encompass investing, improving and promoting our beautiful campus, Wellbeing (preventative and support services creating resilient staff and students), healthy and active living, sustainable transport, affordable housing, arts, culture and science on campus, work life balance (real evaluation of workload models for all staff). We could be the best at this and this would make people want to come and stay here.

2) There should be a full service graduate school/college that acts as a PGR and Early Career Researcher service hub.

This would provide one centralised location for research development training, socialising, knowledge transfer, wellbeing and alumni events, registration and funding queries and general administration related to PGRs and ECRs. From a user perspective, this would contribute to a sense of identity, belonging, consistency and being valued and in turn, improve our alumni relations and the community it creates would be a huge draw to both home and international students considering studying in a new city.

3) The Graduate School should be a Beacon of Excellence in its own right."

Peer to peer teaching standardised across all courses

A commitment to a holistic curriculum which prioritises 'human' traits such as leadership, empathy, ethical decision making and personal responsibility on an equal measure to specific degree content, enabling UoN to form the leaders of the future.

Sharing responsibility and accountability for delivery of purpose/values across all functions – access & inclusion, mental wellbeing – it is the responsibility of all, break normal silos.

Openness to different forms of study and degree organisation, e.g. breaks, different degree lengths, distance learning.

Prioritise courses we can offer true distinctive excellence in – cut those we do not do well.

Work with not compete with Nottingham Trent University.

"Radical change – larger distance/online learning facility

Much less central control, more autonomy to schools

Fewer but stronger research areas Consolidate - Lose our buildings that aren't fit for purpose - increase density of footprint. Do the basics really well.

More distance learning/flexible - We're under utilising our estate - very little happening on campus after 6pm - links to distance learning to China/Malaysia from UK.

Maximise foundation year opportunities across wider faculties - learn from Faculty of Engineering. Utilise our Estate better.

Get the food offer right - become renowned for having great food and drink, choice, quality, health.

Across our campus. Extend the opening hours so that social space. Consider subsidising food.

Strategy for catering needed - streetfood, hall food court, etc. Demolish our worst halls of residence and create new residence accommodation create a hotel like model.

Need a person to lead SB campus (Provost).

Training centre for Estates -creating demand for Student jobs in Estates.

Academy for all staff at UoN for development.

Strategic approach to accommodation?

Free education

Free fruit in libraries

Autumn term exams before Xmas.

Scholarship for BAME/LGBTQ+/Working class etc. people to provide opportunities to access the curriculum.

"Stop surveying students retrospectively. Find out about their expectations and ambitions before they arrive and then give them a personalised experience tailored to their expectations.

Everything is blue! Stop with the blue!"

In the age of #metoo and greater mental health awareness, it should be compulsory for Lecturers in English to give content warnings about sensitive material. ALOT of tesxts have extreme violence against women but in the age of #metoo lectures don't seem to be aware of issues that could arise.

Of course, censoring these issues isn't a solution, nor is providing a warning dfor slurs against homosexuals or POCs, murder, seem obvious warnings and maybe there shoudl be a short, set list of what topics should be pre-warned.Radical change to senior management culture: UEB members regularly come out to the provinces to listen, not share their vision. Benefits for the organisation; better-informed management decisions. Benefits for the peasants; a feeling of involvement and relative empowerment, better mental health.

Put existing staff first before advertising new posts on the open market. promote progression!

Get rid of the Geese

Ban plastics/plastic waste or have a plastic bottle tax.

More decisive decision making. Look at different ways of working.

Get rid of campus solutions! Not fit for purpose.

More money on counselling services.

The purpose of the University of Nottingham

To discover and transmit knowledge

We are for global good. Teaching and learning, research, enrichment, job ready, life-ready, life changing

Enlighten people's life and enable people to live a meaningful life

To be first class with excllent teaching and learning research. Top University in world

Too many (sometimes conflicting purposes)

In my opinion, the purpose of the University of Nottingham is to educate students who come various countries and make them successful

Develop education and cultivate talents. UNNC is an attempt

Develop the students' abilites and strengthen the international integration. Apart from this, I thikn that the reputation is alos important for us, and maybe we should pull the ranking hard.

The University should align to UN sustainable development goals i.e. Equality, Education, Reduce child mortality (health/pharmacy/bioscience), Environmental Sustainability (Engineering), Energy (Engineering/Science), Industry, Climate Action

Train modern and international talent

Produce students with global vision Global excellence

A big community, a resource provider in terms of talents and cutting edge findings

A community to cultivate students with international talents and to contribute to the world with high quality research

To provide access to quality teaching with international opportunities for students and staff

Contribute to society and global economy

The purpose of the University of Nottingham is to promote a international education involving world-wide resources and engaging different cultures

To best prepare and support students for their roles and challenges they seelct in the future

Educate with global vision

To support every Student and staff to achieve their potential.

Purpose of being a University first; knowledge, skills and purpose of being UoN; international/mixed prospects.

Global growth and skill development of students.

Cultivating human potential.

"A city built on wisdom.

Top 50th University in China It's current primary purpose seems to be to enhance the employability of it's graduates but I would like to see something much broader than this vocational training purpose.

Supporting students to achieve their goals in life.

Provide excellent teaching and training to students so that they are prepared to work in/contribute to the real world; conduct/accelerate research that transforms peoples lives and upgrades the industry; become/retain as a fair and diverse place to work. Global engagement, learning and impact that's sustainable and world leading. Until now we seem not to have a core value teaching and research. What about focussing on socail justice and elaborate on that?

Life-long positive impact for students. Being/becoming a Research led University which can compete with Imperial, UCL, Manchester,Edinburgh and Bristol.

To advance knowledge.

To create knowledge and equip students to be independant and critical knowledge workers and a focus on quality not quantity and changing the world.

"Knowledge creator.

Develop knowledge workers."

"Expanding

Creation

Knowledge

Developing"

To inspire change, knowledge and innovation through our Teaching and Research to students staff and local, national and international communities.

To advance and share knowledge to improve society

Students to be at the heart of what we do

Teaching excellence

Research linked to industry and maintain our strong reputation with industry

Our purpose needs to be reflected in everything we do, from top to bottom. And be used to make decisions.

"An example given of a successful mission was from Unilever a few years ago –

DOUBLE THE SIZE OF THE BUSINESS, WHILST REDUCING OUR ENVIRONMENTAL FOOTPRINT AND INCREASING OUR POSITIVE SOCIAL IMPACT

https://www.unilever.nl/Images/uslp-2012-progress-update-3-nl_tcm1351-454943_nl.pdf

Everyone understood the business was to grow but this had to be done sustainably. It was something everyone could get behind as it was simple.

The University of Nottingham enriches society through world-class research, innovation, teaching and learning, impact and knowledge transfer.

-being fairly good at most things"

To help each member to make their best contribution and journey to become the best version of themselves.

To provide world class lifelong learning and research opportunities.

Giving the brightest minds the opportunity to shape the world.

Challenge and inspire to create a better world.

Russell Group – research intensive with high quality teaching and learning

To transform lives through education and research, and have a positive impact on communities and populations

Rural and city Online and traditional learning

Lots of students as a percentage of the local population.

To provide and promote excellent forward thinking citizens of the world.

To educate, aspire and create opportunities for learning and development.

Any other ideas (growth)

Wider support for part time study for local community/staff

More flexible learning, allowing the learner to dip in and out of education, reflecting life challenges e.g. finances

Growth in all areas is dependent on maintaining current quality and standards.

No more growth in buildings - lose some buildings.

Hubs for things - foodcourt, libraries.
Refine and consolidate
Growth in quality not size!
School of Dentistry
Identify what is profitable/impactful, build on this and stop doing other stuff.
One year at either China or Malaysia.
Support for staff adult learning degrees

Any other ideas (growth)

"Leverage the three campuses.
Digital campus.
Agility teaching students and staff how to adapt.
Educating students for the future world of work."
"We need more micro-credentials so that we can grow life-long learning.
Grow online.
Once a Nottingham student always a Nottingham student."
"Diversification of income streams.
Increase diversity of student population.
Grow within our capacity.
No more growth but change, make-up of students to become more diverse."
"Not physical growth.
Agile and flexible disciplines and degrees - inline with changing lifelong learning.
Grow internationally and don't compromise on quality (online).
Growth in China and Asia ok if look at online/flexible learning.
Metaskills embedded."
Build on the links we have with Industry and reward Academics who bring in research grants/develop.
An additional international campus - Brazil, India etc.
"BME Gap
WP Students
Diversity of population
Student-led teaching decisions cultures"
Improve accommodation on all campuses. Improve night life on campus.
Stabilise what we have first and then try to grow- enhance teaching and facilities we already have.
More diversity in home students (backgrounds).
South America/India Campus.
Keep calm and carry on. We're doing well.
Diversity
Most understanding of the questions.
WP and EDI diversification.
Making more use of technology to enhance the student experience CPD - life long learning professional development. Growth of apprenticeships
Do we want to be just a 'good' university or a pioneering good university to shape the future like what we do 20 years ago with the two Asian campuses
There is great opportunity to bring together campuses through arts programmes
In China, I think we shouldn't add the number of Chinese students. Too many Chinese students only make UNNC become a society that is similar with Chinese Universities. However UNNC should have an international environment
Maybe we can give more opportunities for example the exchange and Summer programmes for students
What about the medical discipline, even a hospital at UNNC

Appealing to generation Z requires having goals and values they can subscribe to. Marketing research and learning to these will capture their hearts more. Mix of international students and open accessibility to learning will encourage exchange and growth of knowledge More practical courses for business students. Such as python and other practical skills in the University

More facilities in China, better facilities management offices and classrooms in TB/PB-SPM needs to be requested

Increase efforts to really push English across UNNC for all years. Lead full support to omve away from paper learning across all unis

Needs from core groups to risk opportunity

In DB we combine excellent furniture and IT with lowest quality white boards. Academic personnel should be strongly involved in campus planning

Open a campus in fast developing Country like India which has great potential to generate money for UoN.

Give more authority to organisations so that they can make their own activity at campus, it will be more helpful that Uni promote itself.

"African Country (one more campus or exchange program increase diversity and access to populations in Africa who require access to better education.

More scholarship opportunities for international students.

Post graduate PhDs should have better opportunities to practice teaching skills appropriate training.

Align curriculum in all campuses to aid semester exchange."

Enhance the communications between the international students and chinese students in the same campus.

We need to improve our interpretation of what it means to be 'international'. In UNNC we seem to have a contradiction between advertsing ourself as a British university and claiming we are 'international'. Having campuses in three countries and a number of 'international' students do not make us 'international'.

"Reinstate program to allow staff to take post-grad study and only pay 10% of the fee if places are available.

A win-win situation. Students have better experience because of staff/non-locals in classes. Better qualified staff. Fees."

Improve the internet/wifi issue - might seem minor but it is a major factor in the quality of staff and students lives. Also consider the damage and stagnation that is frequently being done by having typical heirarchical chinese management styles. it isn't conducive to staff growth and innovation.

Join programmes with other Universities in other Asian Countries.

"Aligned and similar level of tutors.

More courses in Nigbo campus."

Reducing the level of mindless bureaucracy.

"Creating new knowledge

Critical thinkers

Quality not quantity.

Growth - challenge

Leadership"

Need to grow in certain areas i.e. need more diverse students and staff.

Primary school on campus.

"Mature students/CPD

Virtual campus

Support for local students from lower socio-economic background.

Feeder schools/colleges."

Greater number of Partnerships with Business and other Uni's.

It was felt that more important than growth was trying to connect all the examples in the table.

Without this it was felt that growth would not be successful.

Within currently levels there is room for more under-represented groups, more international students.

Before any growth, we need to make sure we have the facilities and staff to cope.

There was a thought that we should focus resources on where the money can be generated, and increased teaching and learning roles (not including research).
There needs to be better links to research and teaching so the teaching helps the research.
We would like to see more bursaries and scholarships for local students to attend and engage with UoN

Could you give one example of something about the University of Nottingham you want to make sure we retain in the years to come?

Help graduates achieve full potential, or realising what potential they have. Curiosity, etc. Learning how to be. Family/community - for life.

The campuses

"Comprehensive offer.

Global funding.

Sense of colligality and ability and desire to collaborate.

Interdisciplinarity.

Develop, expand and share knowledge and skills to improve peoples quality of life (sustainability, health, environment is implicit here).""Broad academic disclipine base (helpful if expand globally).

Spirit of the campus."

"Green elements of campus (Fields/trees)

International Campuses must stay." Heritage

"Students.

Green spaces."

Green campus

Greenery

Uni Parks history and beauty must be retained.

Natural beauty of the campus.

The Nottingham bubble - it's special! (Campus)

The quality of the University Park campus - green space

Our reputation

Green stuff International approach - we are more international than just a camps

Get more financial support from government or industry or donation to support campus developments in teaching and research

The idea of educational quality is vital, but needs more careful consideration of metrics

Summer school

Its reliability and trustworthy reputation

Superior source of students

Multi culture. Multi students. Open mind

International foot print

Bring a good platform (providing opportunities) for students, staff and the outside world

More diversity of our staff

The strong link between Teaching-Learning-Research-Innovation-Entrepreneurship

Innovation and community spirit

Green campus

Infrastructure and facilities for students and staff.

The collegiate potential/not a standardised institution.

Attractive campuses (not been to Malaysia so not sure about that one).

"Highlight and introduce the one University campus vision across student mobility by having options allowing students to do exchange/study abroad/summer school - as part of curriculum, compulsory.

At all campuses as a way to promote Nottingham as a University to develop citizens with the global

view and experiences across western and muslim culture, unique to other competitors in the UK, China and the world and improve mobility rankin performance.
Curriculum reform, outward mobility and financial arrangement across campuses is essential in the years to come."

Position in the world ranking.

Tri-campus engagement i.e. the sports games, virtual technology, events, etc.

The more evident focus on students overall wellbeig (mental and physical) continue in that please.

Seminars and personal tutor meetings.

Our ability to do world-leading curiosity -driven innovative research in well-foudned laboratories.

Campus experience - physical and virtual.

Distinctive and meaningful focus on Student leadership.

Global prescence.

International perspective

Our reputation and status as a world class university with exceptional standing and status.

We want to remain a comprehensive university with a wide breadth of subject coverage

Our Iconic buildings, and grounds, our logo

The Students' Union – Empowering, Collaborative and Inclusive

The warm welcoming environment, particularly for overseas students and the University's commitment to stand firm and challenge government policies promoting division and intolerance.

Retain or, more likely, regain reputation as the leading university in Nottingham.

Do not rest on laurels: strive to innovate.

International reputation and global outreach

That students value the support offered to them by their tutors – and that face to face support is available

Flexibility

History - physical assets - heritage

The attractive park on campus

Emphasis on inclusivity and diversity.

Which of these words best indicate values and behaviours we should aspire to as a university community? Pick up to 10 of the ones below: (just copy and paste!), or add your own.

Ambitious; Bold; ..."

Collaborative, Constructive, Integrity

Ambitious, caring, collaborative, honest, inclusive, innovative, quality, sustainable, transparent, trust

Ambitious, bold, challenging, diverse, fair, quality, sustainable, transformative, trust, 'life-changing'

"Integrity, Scholarly, Tolerant, Transparent.

Most of these words are banal."

Challenging, Collaborative, Courageous, Diverse, Empowering, Inclusive, Inventive, Respect, Sustainable and Trust.

Caring, Collaborative, Entrepreneurial, Integrity, Pioneering, Supportive, Sustainable.

Challenging, Creative, Curious, Diverse, Inspiring, inventive, Pioneering, Reflection, Scholarly, Transformative.

Caring, Collaborative, Diverse, Fair, Freedom, Inclusive, Integrity, Scholarly, Trust.

Collaborative, Diverse, Empowering, Integrity, Scholarly, Transformative, Trust, Participative, Democratic. Caring, Collaborative, Diverse, Empowering, Inclusive, Inspiring, Partnership, Supportive, Sustainable, Tolerant.

Challenging, Diverse, Empowering, Excellence, Inclusive, Quality, Scholarly, Tolerant, Transformative.

Challenging, Empowering, Excellence, Innovative, Integrity, Pioneering, Supportive, Transformative.
Bold, Empowering, Entrepreneurial, Excellence, Freedom, Honest, Inspiring, Pioneering, Value.
Ambitious; Bold; ..." "Ambitious
Co-creation
Collaborative
Diverse
Excellence
Inclusive
Innovative
Quality
Sustainable
Trust"
Collaborative
Excellence
Fair
Inclusive
Innovative
Pioneering
Transparent
Ambitious
Caring
Challenging
Collaborative
Diverse
Empowering
Excellence
Fair
Inspiring
Integrity
Nurturing
Pioneering
Quality
Respect
Supportive
Sustainable
Transparent
Transformative
Trust
Caring
Collaborative
Connected
Empowering
Excellence
Fair
Honest
Inclusive
Inspiring
Nurturing"
Partnership
Respect
Tolerant
Trust
Value"

If you answered yes, do you have any ideas on how we should achieve this?

Internships (including with international campuses), local internships and apprenticeships, participation in local recruitment drives/events - if already in place, publicise!!

Anonymisation of applications for jobs - reduce unconscious bias Open up campus to enable recruitment. Culture - black staff, black students and grades - difference between white staff/students, close culture gap

Excellence in teaching and research should be our priorities.

We should be diverse and vibrant and equitable but we should recruit for quality above all else.

Get the staff you need to meet, come give values, core aims, objectives and standards.

Having a greater sense of Careers at UoN in the City/County – ensuring the employment offer particularly for non-academic staff is fair and practicable for local residents.

Work with city based community groups over the long term to identify talent, open up opportunities and build trust, be proactive.

Enable workforce to be more inclusive by focussing on widening participation, consider where and how you recruit.

It is understood that the composition of the University's staff population is very different from that of our student population and from that of the local community in relation to characteristics including gender, ethnicity and disability.

Yes ideally we can aim for our staff group to reflect the composition of the student body and/or local community – however, employees should be appointed on their suitability to perform in the advertised role rather than employed based on their personal characteristics.

It's important to recruit the best staff, but also to reflect the diversity found in the disciplines we have within our organisation. There should be greater flexibility in recruiting academic staff, particularly on a teaching pathway to develop/provide opportunities for folk who may not consider an academic career, or wish to retain a career in their own discipline. Opportunities such as secondments, joint appointments between university and industry, shadowing, casual lecturing opportunities. Currently many of these are too bogged down in process to make them straightforward or attractive.

Additional point- unrelated to the specific question- address the gender pay gap more proactively.

Improve efforts to ensure EDI principles.

Scholarships for under represented groups.

Greater support for those from marginalised groups - availability of bursaries.

Anything else? (facilities)

Please ask the Students these questions.

"Pastoral care/services (improved).

Subsidised food offer (value and health)."

Personal Support

Transport connections from Campuses. Community projects/engagement.

Build accomodation in Clifton for SB.

Lecture – capture is a big issue and it's really inconsistent. There is an EDI element to this as some people can't make lectures so they should be accessible to all.

Mental Health services also need to be a priority. We must make sure these resources are available.

There needs to be greater emphasis on personalisation of study to help UoN remain competitive.

"The meeting strongly recommends that Counselling Services and mental health provision should be the highest priority. The current provision is woefully inadequate in comparison with our competitors. More candidates than ever before are arriving with significant needs already identified. We also note the decline in academic support services (e.g. support for writing assignments). It is noteworthy that Estates could not supply Timetabling with a list of accessible rooms when requested. This seems essential to cope with last-minute changes of module choice, for students with special needs, or with timetabling changes when the faculty member has mobility issues. There should be more co-ordination between Admissions, Timetabling and Estates in identifying educational needs.

A wellbeing centre for students

Desk space for PGR's

Stop making PGRs a second thought. Incorporate PGRs into all decisions.

Support services, including those provided by the Students' Union, which put all of our students in the best position to learn and develop are a high priority.

SU as a key stakeholder.

Improved cohesion and parity across campuses.

Social learning spaces.

SU as a key stakeholder.

Improved cohesion and parity across campuses.

The student experience would be significantly improved with better teaching facilities to support our blended learning curriculum. We regularly facilitate sessions in rooms that are not fit for purpose in encouraging appropriate learning strategies. This is verbalised by the students themselves and not just based upon staff assumptions or experiences.

Students would feel more included if we had our own dedicated facility and a common area with easy access to staff members. There is inequity across the University as many Divisions do have this.

Feedback from Students from ESE Board

IT resources, systems functioning, specifically timetabling.

Academic support for students with dyslexia and other disabilities – the support given at school and the support given at universities varies and we need to bridge that gap.

The process that disabled students are put through in order to alert the university to potential needs is frankly degrading and traumatic. Having to go through several ""gatekeepers"" to get the support desperately needs to be streamlined. It is unfair that students have to keep re-giving the same information over and over again just to have none of the occupational health recommendations put in place anyway.

SB doesn't have enough of the facilities.

Evidence based decisions needed - do we know what facilities are used, liked, needed?

Are facilities promoted? Owned?

Interactive maps of facilities.

Thinking about the University in 10 years' time, describe one change which would enhance the support and facilities available to University of Nottingham students.

"Reverse centralisation of student services - back to school!

Merge with Trent to form one Nottingham University."

Pastoral care/service improvement (prioritise student welfare).

"Live chat/instant messaging to student services.

Permanent Halls of residence."

Access to Health and wellbeing support.

Anything that will help student feel more safe, included and welcome.

Something like the Monash Genie app

More academic staff.
 Fewer administrators.
 Smaller and simpler management structure.
 Autonomy for schools that are highly successful."
 Less bombardment of students with information overload. Better use of apps and a better comms plan.
 The value of lectures should be reviewed as to what is most effective way to learn and understand the best practice out there.
 Properly staffed Counselling Services.
 Wellbeing Centre for all.
 Scholarships and bursaries for students to support the most capable students regardless of their where they have come from.
 Re-personalising student services support available to students, by moving away from centralised Student Services to co-ordinated and targeted School-based support.
 A shared commitment to excellent student experience across faculties and functions, and accountability to delivering standards.
 Rebuild of a faculty building for Medicine & Health Sciences
 Feedback from Students from ESE Board
 Fully functioning digital infrastructure.
 One integrated system or a small group of integrated, university-supported systems that are easy to use and improve the student experience.
 Interactive clinical skills suite.
 Alignment of standards of teaching and learning facilities between the QMC and University Park, as the teaching spaces and social spaces are insufficient and unwelcoming. Mature students and students living out have an added disadvantage by not being able to access facilities.
 Mature students need to be aware of opportunities to get involved in university life.
 Multipurpose teaching spaces are needed.
 Theory lectures could be delivered via an online platform such as blackboard. A lot of other universities already use such technology which would relieve parking issues and makes attendance easier for those who are traveling and also provide the option of recording lectures to listen back to. Northampton have a new campus that doesn't have any allocated space for each school, and each space is using a digital learning standpoint. All is flipped learning and workshops and seminar sessions in timetabled slots. We need to think radically and explore the pedagogy underpinning such developments.
 More focus on widening participation agenda - making our university accessible to our local community and getting more students from Nottingham/East Midlands to attend our university.
 University moving away from average tariff (keeping high achiever tariff).
 More links between local community and university as our students and staff live in local community. University has a civic responsibility committee looking at these issues
 Note – professional courses should be noted in definition of student life.
 Secure cycle storage in the the middle of Lenton.
 Work in conjunction with Landlords on Student experience of campus.
 Welfare support (quantity and continuity) counselling, Tutors, Halls management 24 go to person.
 Emphasis on safety for female students in particular.

What one change would you suggest to make the most of our three country geography in the UK, China and Malaysia?

Be more one! Movement/sharing - global outlook for everyone. Physical and or virtual. Degrees that are offered in all three campuses should be standardised so a student could do 1st year in UK, 2nd in Malaysia and 3rd in China. For example.

Change re. financial model. That may imply changing which Countries we work with.
 Cross curriculum between the campuses. Learn about China/Malaysia more in curriculum.
 "More collaborative opportunities for APM staff.
 More secondment opportunities (APM job swap."
 More opportunities for staff and students to go to other Campuses.
 More tri-campus degree programmes.
 More opportunities for staff to go overseas - staff exchanges?
 More split/shared courses - e.g. one year at each campus. More staff mobility between campuses.
 More travel between campuses for staff who may not have an international focus. Give staff at all levels and students on all courses the opportunity to work/study at one of the other campuses - whether for a term/6mths/1yr etc. Better tech to support cross-campus working i.e. Skype that works! More secondments across campus. More collaboration - share resources and make sure all campuses have the same opportunities.
 Use Skype over plane fares for staff going to other campuses for one or two meetings, unless there is a very good business case for going in person (which shouldn't include directly or indirectly facilitating a career move off the back of experience of working in another country). Student movement should be prioritised over staff, as it could be genuinely helpful for them to experience study/life/work in another country.
 The focus should be on the UK.
 China and Malaysia do not share our values."
 • Degrees across all three campuses: UG one year in each location; PGT split between two campuses; Joint PhDs across all three sites. For example Food Production Management includes food science and business: one semester doing Food Science at SB in the UK, and then one semester doing Business in Malaysia or China. Use flying faculty to deliver specific programmes, or live stream lectures from one campus to another. (All of these ideas require much improved support in terms of timetabling and technology.) Create an International Science degree whereby students start with a broad range and then specialise, including all three campuses, specialising at the one that works best for their interest. "
 • Each UK School to have a permanent and formal presence in China and Malaysia in order to facilitate applying for research funding and develop teaching. More flexibility is required in order to be able to apply for research funding particularly in China, which requires an applicant in-country. "
 • Every 5 years permanent staff can apply for match funding to visit one or both of the other campuses. For Course Directors whose course is taught on one of the other campuses, this should be a requirement, and funded by the University (would have an immediate effect on outgoing student mobility). "
 • Centralised international student recruitment for all three campuses? Discussion around difference in fees and current competition between campuses in the same markets. "
 • Joint appointments for fellowships including time at the other campuses. Creation of international fellowship schemes including guaranteed time at all three campuses e.g. Anne McLaren international fellowship. "
 It must be more connected. Cultural training for all staff would help us make more connection confidently.
 "Empower them
 "There was a discussion about how EDI issues will be an issue and that this is the Elephant in the room that no one is talking about.
 Increased staff knowledge of all three campuses
 More opportunities to study, more flexible placements.
 More opportunities to study, more flexible placements.
 Provide PG provision across non-UK campuses, supported with distance learning, if the demand was there.
 Fully investigate the opportunities for all disciplines offered in Nottingham to be available in the international campuses. There is a sense of not-knowing what we don't know
 Tri-Country conferencing.
 To ensure international students feel valued.

Other (tri campus)

"Please ask the Students and the Acaemics, we feel we can not answer for them.

Identify more barriers and help all Students access those opportunities."

Summer/holiday cultural exchanges - where students can travel during school holidays stay on campus/with a local family and get a taste for classes abroad and local culture/business/work opportunities.

More international study abroad scholarships.

Individual academics see an opportunity but don't know whom to contact to make it happen. A lack of visibility of support for academics to develop international partnerships and a general lack of understanding of what these are and what is required to establish them.

Research is increasingly translational, tackling genuine problems in context – our international partnerships should reflect this.

- Excellent initiatives such as the tri-campus games don't receive much publicity either internally or externally. Many committee members haven't heard of them, none have attended. Improved marketing and communication around this event suggested.

- The comment about stronger connections between the Students' Unions is an interesting one as at Sutton Bonington there is the Guild which is very different to the Students' Union and appears to be quite independent from it, and working in a very different way, so perhaps this is something that could also be discussed along with thinking about Students' Unions at all three campuses.

- In Biosciences many of our degrees offer the option to spend a semester or a year at UNM and we would be very keen to see guaranteed mobility built into degrees. This is an example of when internal producedre has prevented us from doing this in the past, as we have a large number of degrees in the School already and creating a new "international" version with a year/semester abroad hasn't been allowed for this reason. We would be keen to explore this. "

We are also keen to develop international degrees designed to study in more than one country; our BSc International Agriculture and BSc International Environmental Science will include one semester at UNM plus one semester at an Erasmus or international partner during year 2 from 2020. More tri-campus volunteering would be welcome, particularly if it involved students from all three campuses actually volunteering together.

There was a view that we need to strengthen Nottingham's brand across the 3 campus' which feels weak internationally. There was a feeling in the room that 3 campus' internationally is no longer a USP as most of the larger unis have some international presence. It feels like we're just be a bit technical about our USP.

We need to find ways for job families to connect across the campus' – know if we have any counter parts in UNNC / UNMC and interact with them and understand ways we can legally work with them (hence need for cultural training).

Make use of exchange research/experience to lead UK policy and practice

There needs to be funding committed to support both student and staff exchange/international learning opportunities. Many cannot afford it themselves

In what ways should the University make a civic contribution? (choose as many as you wish)

Knowledge Exchange with Local Partners
Support for local & medium sized business
Cultural & Arts Activity

Healthcare & life sciences
Support to local schools & col"
Knowledge exchange with local partners
Cultural and arts activity
Support to local schools and colleges to raise aspiration and attainment
Promoting volunteering opportunities for students and staff
Making our facilities available to local groups eg sports clubs"
All excluding Working with local partners to develop the local economy overall
All
All excluding KE and working with local partners.
Cultural and arts and promoting volunteering.

Other Ideas (civic)

Better promotion for work experience Yr 10 & 11.
Maximise links with Alumni to help achieve our Civic aims.
Develop a programme of volunteering and opportunity to support deprived sectors of the local community (e.g. homeless, unemployed). "Students are priority."
Consider the impact on the students and Financial - don't dilute student experience."
Making facilities available to local groups - shouldn't detract from Student availability as they pay to come here.
Rent use of machines e.g. in Physics buildings."
Build better reputation for civic contribution.
Working with NTU to offer broad spread of Civic activities (not competing with same offerings).
Could maybe also implement abroad e.g. China/Malaysia as part of our global strategy.
"Working to develop initiatives that promote sustainability across the city."
More projects like First Aid Responders and Vets in the community."
Promote the campuses are open!
More activity in the city - roadshows etc.
Buying from other suppliers - factory ethics into Procurement. Employee benefits and local businesses.
We need to consider that "Local communities" are not all the same.
We need a more segmented approach to interact and engage with these communities in different ways.
We should be funding local scholarships for local outstanding students and refugees
We should offer more evening classes that are open to the public and that are easy to join/participate in.
Collaborate with Nottingham Trent University to showcase Nottingham as a city of learning
Have stronger links with Secondary schools providing careers talk. As school governor for my daughter's school I have been approached to deliver a session on my career. This is a great way of inspiring future professionals and advertising the University.
Buy local policy
Employment and recruitment open days (Staff)
More Farmers market/pop-ups on campus -e.g. street food/coffee.
University presence in other parts of the city
Community projects - working with local charities/schools volunteering as part of development e.g. clean-up litter campaigns.
There is a cost to providing access to facilities.

Should we do more to open up our campuses and facilities to local communities? Yes or No

Yes

Yes

"Yes But think carefully about which facilities to promote."

Yes

Yes

No (as other ideas).

Depends on what? Again shouldn't impact student life/experience.

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

Yes

What specific activity would you suggest? (opening up campus)

Would need to be done in a thought-through and meaningful way and done in a way that is not detrimental to Students. Don't just 'open up' there needs to be an offering that has a purpose. "Firstly making the public aware of the campuses and facilities already open to local communities. Working in partnership with Council and charities, Sports clubs and Schools, to make the spaces available and facilities."

Promote locally the openness of our campuses to the public, who are often unaware of them.

Open up to elderly population - do more for older generation/make more inclusive.

Before deciding on activity it is important to thoroughly consult the population as to interest/need/barriers for participation.

"Evening classes.

Fundraising events aimed at local community."

"More variety of spaces for hire.

Better promotion of spaces for hire - evening/weekends and holidays."

"Public lectures/demonstrations.

Better promotion of current activities."

What can we do to tackle social deprivation with a turnover of 600m? Food banks, youth clubs, summer schools, which include free meal for children.

Parkrun

At the weekend - more buildings open, possibly information boards.

Prioritise local students, open up to encourage representation from all groups

Communication of what we currently do, i.e. outreach - encourage University staff to support civic agenda/responsibility Consolidating our efforts Use sports facilities in off-peak to give back to local children Central coordinated civic approach Publicise that cafes etc. are open to all local community and extend opening hours at weekends for residents

But local people enjoy and should be welcome at our concerts, exhibitions and public lectures.

Open campus to a regular Saturday parkrun <https://www.parkrun.org.uk/> (all local ones are over-subscribed). Be a great way to get people onto campus and volunteer opps for students / staff to collaborate. This would help make UoN a public asset and there will be parking available on sat am! Change the public bus routes (eg 36) to go through campus not around it. Barriers on campus make it feel unwelcoming – security huts make it look like we don't want people on campus. Can we have more welcoming signage on campus?

Can we promote our heritage more – Jesse Boots etc.

We should promote more the value we add to the city and regionally. We should work more closely with NTU and Derby Uni's and with local industry. We need better cases studies of how we do work with local communities. The NTU strategy is a great example of how we can tell stories more effectively. We need to invite people and families to campus through events, especially during the summer holidays. Are there ways we could generate income through doing this?

- 1) Create and advertise visible volunteering opportunities that are open to all staff and students to get involved in outreach programmes and events.
- 2) Workloads should allow for and encourage volunteering during work time.
- 3) Make our public lectures bigger and improve marketing (target new audiences and share our expertise on things that matter to people who live in Nottingham and Beeston)
- 4) Let local people join our choirs, clubs
- 5) Let local schools and groups use more of our facilities for events. Bring them onto campus with their parents.

Spaces available to local community groups to use/hire e.g. rehearsal rooms

WP summer schools – increase the amount, promote wider.

Collaborate with National Citizen Service, explore how UoN can contribute to the scheme adding greater value than current hosting allows.

Offer more apprenticeships

Closer working and representation with the Voluntary and Community Sector in the area to identify more mutually beneficial opportunities that exist beyond current relationships. NTU appear much more visible in this field.

- Reduce the costs of e.g. conference facilities- it is not appropriate that we have to go off site to be competitive
- Offer meeting rooms at community-based pricing with appropriate support/ welcome"

We think the fact that Campuses are open to the public is not well understood.

Taster days

Sports membership to local 6th forms.

Any other ideas (teaching)

HDAs that disrupt and help change our traditional programmes (Trojan horse approach).

Making sure courses provide skills for current markets and needs.

Develop materials and resources for students that embrace digital technologies. Look after Post Grads

Ensure that Arts, Humanities and Social studies students have the opportunity to be/become scientifically and mathematically literate.

There needs to be more flexibility in teaching and be more dynamic in the way we teach. We need to be flexible such as apprenticeships and be "less Russell Group" in our approach.

There needs to be consistency in PhDs involved in teaching. Do students need to be present on campus for their learning? Employers should be involved to help apply the learning – having industry reps come into modules to talk about their real world experience etc.

"The main collective response that emerged in our meeting was to the choice posed on p. 7 of the consultation document: "maintaining a comprehensive discipline mix or adjusting the subjects we teach and the research we pursue to follow the changing preferences of students...".

As an interdisciplinary and multidisciplinary Department, ACS supports maintaining a broad disciplinary mix at Nottingham.

NSS open comments tell us that our students most value the diversity of module choice available, especially in final year.

The Dept is also collaborating with the new Liberal Arts programme, which has proved highly successful in its inaugural year.

Wrap around teaching/training- more 'human' traits training e.g. leadership/empathy/ethical decision making

We are leading the way with innovative teaching methods and curriculum design, we simply need the infrastructure to support the innovation as previously suggested in terms of teaching accommodation. The new T&L building is great, but I am yet to have any sessions timetabled there.

Feedback from Students from ESE Board

Digital infrastructure investment – teaching technology.

For the Faculty of Medicine and Health Sciences, an innovation in curriculum design would be to develop effective online delivery of the theoretical components of the curricula to manage an increase in student numbers with minimal lectures or requirements for lecture theatres. The future is a Faculty based around a large clinical skills facility. Clinical skills teaching might be resource intensive and expensive with equipment and facilities managers required to run them however, they are essential to provide an excellent student experience and to prepare safe professional practitioners. Costs can be mitigated against online delivery of theoretical components enabling students to experience a more individualised approach to higher education as able to engage with online material in a way that supports their learning.

How should we create stronger connections between the University's research and teaching. NOTE, this question also appears in the research and knowledge exchange section. If you are responding to ...

All large research projects/programmes should be tailored to develop new programmes, modules. UG involvement in research. Research has to inform the teaching. Researchers have to be interested in teaching.

Leave it to the academics.

We need more opportunities to input into the KE strategy.

There needs to be more support for KE so it isn't the "add on" after the research.

For our unit, it is a case of preserving rather than strengthening the connection between research and teaching, as faculty regularly offer research-led options.

Research led teaching management to provide students with the ability to engage about the world and to have 'staircased' curricula that teaches them how to have research mindset.

Encourage Researchers to work with businesses/organisations to demonstrate 'real world' impact of research. This can (a) give credibility to the research (b) show students the opportunities that research may present.

UG

students involvement.

Leave it to the schools and academics therein not administrators and management.

Effective networking skills training & opportunities

Co creation with students – to create a diverse curriculum

Face to face, should be member led and value added rather than knowledge exchange.
Acknowledge that academics are the first line of defence re identifying and overcoming barriers to success, don't depend on support systems as a first priority.

Much of this is attitudinal

Research should inform our teaching, but we think we need experts in both

Feedback from Students from ESE Board

Clinical research has a link for our school and programmes. Embedding within teaching. Linking with employers and industry would make a stronger connection.

Linking the research outcomes in real clinical practice.

Bridging the divide between teaching and research staff and getting these people to share roles.

Creating a balance between teaching and research for staff and development of groups that can support research.

Can researchers influence the content that is taught? This needs to be explored.

Playing to everyone's strengths is ideal (researchers doing research and teachers teaching) but sharing information continues being an issue, can this be shared digitally?

Dementia module has links with UoN research – showcasing research

Showcasing research and using it to inform curriculum

Research mapped to courses- opportunities identified

Identify and highlight the links – how/where has Nottingham research influenced the UG curriculum

Better support and contracts for PG students delivering teaching

More researchers actually doing some tutoring

There does appear to be two different cultures – one focused on individual and career the other on students and their development. Some further work around career paths and workloads to allow better recognition We are leading the way with innovative teaching methods and curriculum design, we simply need the infrastructure to support the innovation as previously suggested in terms of teaching accommodation. The new T&L building is great, but I am yet to have any sessions timetabled there.

Feedback from Students from ESE Board

Digital infrastructure investment – teaching technology.

For the Faculty of Medicine and Health Sciences, an innovation in curriculum design would be to develop effective online delivery of the theoretical components of the curricula to manage an increase in student numbers with minimal lectures or requirements for lecture theatres. The future is a Faculty based around a large clinical skills facility. Clinical skills teaching might be resource intensive and expensive with equipment and facilities managers required to run them however, they are essential to provide an excellent student experience and to prepare safe professional practitioners. Costs can be mitigated against online delivery of theoretical components enabling students to experience a more individualised approach to higher education as able to engage with online material in a way that supports their learning.

Much of this is attitudinal

Research should inform our teaching, but we think we need experts in both

Feedback from Students from ESE Board

Clinical research has a link for our school and programmes. Embedding within teaching. Linking with employers and industry would make a stronger connection.

Linking the research outcomes in real clinical practice.

Bridging the divide between teaching and research staff and getting these people to share roles.

Creating a balance between teaching and research for staff and development of groups that can support research.

Can researchers influence the content that is taught? This needs to be explored.

Playing to everyone's strengths is ideal (researchers doing research and teachers teaching) but sharing information continues being an issue, can this be shared digitally?

Dementia module has links with UoN research – showcasing research

In a sentence, please suggest one change which you think would have the most impact on the teaching and learning experience of University of Nottingham students.

Ensure that all programmes embed critical thinking and digitally engaged. Equipping students with the skills, imagination etc. to succeed in a rapidly changing world.

More use of digital tools by Academics to be up-to-date with how Students learn.

Insist on typed notes from ALL lecturers (some only have slides)

The provision of 'good' answers from previous year students would help me understand how to do better than the examination and learn more effectively as peer-learning will be more clear to me for learning.

More comprehensive and easier point of contact within the different schools for student enquiries (better signposting of where to go for which issues)

Kitchen at catered halls (with oven and hob)

Less expensive laundry

Bring Bernie back!!

Less expensive accommodation

Create more cohesion between students taking courses so that people feel part of a community on their course. This could be achieved through development of traditional lectures (or some of them) to be more interactive and discussion-based. Especially on large courses, students often feel disconnected. This can have an impact on mental health and inclusion.

Avoid one size fits all; learn from our mistakes e.g. project transform, give more autonomy to successful schools.

Greater resource put into the digital teaching opportunities – experts to work with/support academics

Offer online courses at a competitive rate (not tied to standard UG rate)

Feedback from Students from ESE Board

Digital infrastructure to enable flexible ways of interacting with the University by increasing online provision to support a more individualised learning experience.

Research & Knowledge Exchange

How should we create stronger connections between the University's research and teaching?

More researchers actually doing some tutoring

There does appear to be two different cultures – one focused on individual and career the other on students and their development. Some further work around career paths and workloads to allow better recognition

As a teacher on a teaching only contract, I am always looking for ways of how I can generate research activity as part of my teaching role, for instance seeking the experiences of students relating to certain innovative teaching activities (Mock NMC hearing). This is a relatively cost effective way of combining teaching and research.

Showcase research more - expect researchers to indicate how their work has impacted upon learning

If you could make one practical change which would increase our income or reduce our costs, what would it be?

Allow local advertising on Campus - with our new funky bus shelters.

Review procurement process - contracts are restrictive e.g. minimum numbers for order.

Reward departments for not over-spending on budgets. Penalise those who don't manage budgets well.

Outsource HR functions to a central management facility.

Scholarships

PhDs

Reconfigure university scholarships so that they appeal more to donors and therefore generate more income.

University of Nottingham catering - the cost passed on to university departments looking to buy from delivered catering is insane. Wine costs restaurant prices. The service isn't competitive.

Departments should be allowed to source external suppliers who are cheaper and better.

The situation is very anti-competitive.

Staff plane fares and expenses on non-UK campus trips should be reduced.

Marketing costs and adherence to UoN branding at all times, even with CURRENT students is extremely expensive and all looks the same so that no one actually looks at it

Reduce costs by reducing non-academic staff numbers. We could use the money saved by better supporting research and hiring more outstanding young research academics.

We should be generating our own energy and sell access back to the grid.

We need to address the costs of internal catering. They have the monopoly and it's expensive and sometime low quality (especially the coffee!). People can go cheaper externally but can't.

We could more effectively sell space at UoN for events, conferences etc especially during the summer (outside and inside).

There should be a bigger environmental audit of UoN. In the meeting room we had today the heaters were pumping out heat while the windows were open. Where are the signs to turn off the lights, are we using efficient lighting etc. Feels like there is a lot of money to save. Can we go paperless? Suggestion that there should be environmental KPIs in the final strategy.

Regular budget reviews (with guidelines) to make savings/efficiencies, set principals for future spending to reduce inefficiencies in existing budgets.

Strategic financial decisions – not x% across the board reductions

Tighter control on discretionary spending, better purchasing and review of delivery to ensure value for money and efficiency. Ensure this is undertaken openly and transparently and that student experience is the primary consideration.

Review the utility of King's Meadow Campus

Review the payment to external examiners

People at the top to take a wage freeze to show serious about university cuts

Invest in digital learning to ensure more of our teaching & learning can be available to a wider audience/at distance

Review and revise our External Examiners fees as some are higher than other HEIs

Raise PGT fees more across the board

Have a pay freeze and/or a promotions freeze

Probationary period for all staff at all levels.

Better performance management of L7 staff."

More cross-cultural events to invite the local communities.

What barriers do you perceive which prevent us from doing more to generate income to invest in our core purpose?

People not following the rules - exploiting expenses of system.

Public' perception of how University's fund their core purpose perception we are well-funded.

Brexit?

Lack of visibility

Senior management does not have the links and contacts with the Research councils and government that Oxbridge, Edinburgh and Manchester enjoy. We don't have the 'clout' anymore. We need more visibility on the financial health of the organisation so that each staff member can take responsibility. Margaret Monkton has done some excellent presentations – can these be more frequent? Can be filmed etc?

People need to understand how to use their budgets to the max effect and not overspend.

We need to be better able to cost our budgets.

Diversifying income streams – does the University have the skills to look beyond existing income streams.

Increasing demand from students that investments are ethical

HE Funding review – Change of PM/Government

Diverse and factional staff base – little common purpose as perspective and individual agendas are evident.

Efficiency is not the main concern, perception that the University has a bottomless pit of money and that every worthy idea will be funded.

Enable academic staff to focus on academic activity rather than administrative tasks.

Ensure different 'functions' speak to each other.

Ensure infrastructure systems work optimally

Physical resources – staff, time, space

Too much bureaucracy

The University is far too risk adverse.

Unconscious bias.

We currently recoup just over 70p from external sources for every £1 we spend on research. What should we do to increase that proportion?

Look at industry research and other institutions - who has best practice.

More 'lobbying' not sure where?!

Spend less - ROI = better!

Petition for change in how research income is applied for and allocated. Greater opportunity for early career researchers to develop, with support from Seniors but recognition to develop own reputation. Lobby funders to give greater opportunity for funding to early career researchers.

Streamline the way research is done.

Free up sometime for our best researches! They will then be able to do better research, write-up better research papers and plan and prepare more and better research grant proposals.

Get a tighter control on spending

More collaboration with other universities/businesses

Better infrastructure for research

Some research is done without any external funding – culture change

Make research more cost effective. Research money is often squandered on travel and equipment with limited output.

Other ideas (infrastructure)

"Blend of spaces.

Open plan working space - needs to be designed properly and does not work for academics.

Stop building new buildings and make the ones we have work.

Space - we need to understand who uses space and how? If we understand space much better, we can assign it more efficiently. We also need to make sure the spaces are properly equipped and up and running and fit for purpose."

New Medical School Building (State of the art).

Not individual offices but spaces to work in private when needed.

"Meeting spaces.

A mix so all ways of working are covered.

More lunch/playful/social spaces for staff."

"Digital bus shelter advertising.

More intelligent marketing and digital campus development."

More opportunity for flexible working - staff. Staff need comfortable working environment; better lighting, air con, ask staff about office environment individually.

"Spaces/place designed for productivity.

Photographic studio.

"Quiet working areas/spaces for staff.

Adequate air conditioning/ventilation/heating."

Must have adequate meeting spaces though

NB - Prioritisation exercise above different depending where you are

Correct digital tools in place to allow staff to work efficiently

Reduction of paper-based processes (e.g. attendance monitoring)

Teaching and monitoring of room use - but unintrusive

Use data to aid Estates decisions

Greater use of lecture capture - disruptive learning

Again the message was we need to better join up what we have got. The opening of the new T&L building should have been a great opportunity but training was a last minute thought when people didn't know how to work the tech in the space.

APM Staff need access to flexible working spaces where they can spread out/work on larger projects that require a bit more space occasionally or have impromptu meetings.

Estate development needs to tie in with course requirements and challenge schools/faculties on how they deliver course content. This will inform development strategy if nothing changes then there will always be demand for space.

Development of multi-use/flexible teaching space

More state of the art clinical skills space and simulations suites

Upgrading of current spaces to meet a minimum specification equivalent with the new teaching spaces

Don't forget accommodation, this is a learning space for many students

Standardise specifications for lights, toilets etc. to save money inc satisfaction by fixing quickly.

Whole life costing approach to design and build through procurement.

Balance between pioneering new technologies and having tried and tested solutions that are safe and secure.

We need to invest in technology that measures utilisation of spaces (rooms, lecture theatres).

Office spaces need to be flexible - where there is the right spaces to work quietly as well.

Thinking about the University in 10 years' time, what change in our infrastructure (physical or digital) would you want to see from the present day to inspire and engage students and staff?

Virtual reality (Anatomy and Medicine) research in surgical training.

"Ensure infrastructure is suitable to meet the Universities strategic aspirations.

Ensure the support is available to raise awareness and help staff and students to make the most of whats' available."

A single, well designed "source of truth" on records and learning, delivered via personalised, individual applications keeping up with the digital trends and expectations. Digital transformation/engagement first.

"Mono rail round UP and Jubilee.

Leave students alone - they do not react well to 'aspirational' marketing - make it practical, result, case study." "Magnetic monorail/liquid nitrogen.

Go-karts for around campus.

Free bike hire for staff.

More joined-up meeting technology." CRM that actually works - be able to follow user journey. Be able to access everything on the go, more use of technology in the physical space.

"DAM system.

Skills based teams."

"More flexible spaces.

Capital project funds into adequate maintenance of existing building."

"Improved digi infra; connected web to student records.

Better offices."

A seamless timetabling and student records system

Infrastructure to support people. Make decisions based on what supports morale and productivity as part of business case

Better transport hub (e.g. provision of bus shelters, waiting facilities)

Renewable energy sources in place on campus

Help us do world class curiosity drawn research. Focus on the UK campus.

A general feeling that office 365 isn't being fully used across UoN with some resistance still to it.

Some sympathy as training hasn't always been effective but some people are digging their heels in.

So in 10 years there should be much better use of it.

Much frustration over systems not talking to each other particularly in HR, where there is still too much reliance on manual processes (PDPR etc). Would be great if these were properly joined up

"Exceptional transportation between Jubilee and main campus. A monorail/tram

"A stronger identity with our buildings- Name the buildings with local/academic hero's to increase sense of belonging/identity.

"State of the art computing

Innovative and ground breaking content delivery – less reliance on physical attendance, resources available remotely and in line with student demand.

Campus solutions working to its full potential – working across university areas effectively. Digital access seamless from arrival to graduation. More interactive experience and support for students.

Online content to compliment face to face delivery, enabling face to face to become more interactive and engaging.

Students have more ownership of spaces, reflecting then in social, learning and teaching spaces.

Provision of some digital device (tablet) to all students to support their learning and a greater investment in the digital learning

We need more technologists to support teaching, even when space has technology we often don't have the skills to utilise it to full capacity or in innovative ways.

Better social learning space for students (informal space)

Modern laboratories - centrally managed and bookable.

A professional services - co-located hub on UP

Modern lab equipment/teaching spaces

Cutting-edge zero emissions buildings/climate adaption. Railway station at Jubilee campus

Electric buses around Campus

P.V. array at E.V. charge points

UoN Dairy