University Strategy Consultation

Comments received in the Green Paper
consultation online questionnaire – Part 1

Contents

Thinking about the future of the University, tell us about one small change you would like to see.

To respond the the climate emergency in as many ways as possible.

Senior managers/staff all around the University need to get down to front line and see what is happening

A more customer focused approach from Admissions. More business orientated.
A fit for purpose central space on University Park campus that is not allocated to the teaching timetable, and can be used to host conferences, graduation, open day keynotes, and isn't chargeable (i.e. isn't EMCC). Also, more hotel provision / bed spaces on our campuses to support these events.

Allow working from home one day a week for all levels
Allow faculties and schools to have more autonomy in decision making and allow them flexibility in process and budget to be able to innovate in teaching and research.
Streamlining management level and decision makes
Every initiative should be evaluated independently of the people driving it, and the cost and outcomes published withing the University so that failing initiatives are identified. Only solid evidence-based initiatives (of any kind) should be imposed on the staff and/or students (sorry, I have given two suggestions).
Stop using quantitative metrics to measure individual contributions to messy, nuanced, qualitatively complex systems and outcomes. (Aristotle: "We must not expect more precision than the subject-matter admits" - Nichomachean Ethics, chapter 3)
responsible use of metrics
Less bureaucracy
Quicker, more decisive decision making, with a clearer, unique strategy
carbon zero campus

More equal terms and conditions of employment across ALL staff groups - including pensions, working hours, the use of flexible working, sickness and general terms and conditions of employment etc etc.
Clearer use of language. In the past we have had a loyalty to opaque management-speak which has tended to obscure meaning and intention. The Strategy 2020 document is itself a good example of this - I don't recall reading about the implications of Project Transform in that document but instead it includes a lot of vapid language which is not informative. There have been promising signs on this in the last couple of years but there are still signs of it in the consultation document, notably the use of the term 'efficiency' in the section on finances. Is this actual efficiency of operating or is it code for cuts? It's a good example of the way in which the use of such language does little to engender trust and yet I get the sense that there is a desire to create a more trusting atmosphere. A move toward clearer language will allow that to happen
more visible interaction between the three International Campuses and more visible interaction with Nottingham the city
I.T. training, ongoing support, and even some teaching relief for Admissions Tutors
Incentives for staff that regularly meet targets.
Reduce the layers of management
All employees treated fairly and equally.

No staff member stays in the same job role for more than 3 years
Expand and solidify the EDI brief to include non-protected classes (e.g. parents). For example, Nottingham could be the first British University (I believe) to come out with equal maternity/paternity leave, we could enforce better treatment of parents in professional services (e.g. mandate

allowance of flexitime/work from home for non-"customer" focused roles). Too many professional services staff have inconsistent treatment of issues, dependent upon line manager. That's unfair, and demonstrates a lack of commitment from HR and the University to staff care.

Less politicisation and more flexibility within courses

Free lunch for staff members

More focus on the environment

Commitment to paying the Living Wage to anyone contracted to, hired by, or providing services to the University.

Nottingham University Ningbo MUST decide what is the minimum percentage of our academic/teaching staff that are foreign/international and what percentage is Chinese. There is a perception in recent years that a "tipping point" has been reached and the single biggest complaint in recent years from senior students is that UNNC has too many Chinese on it's staff.

Not particularly strategic but having more water fountains across the campuses and removing 'meal deals' where you have to buy a drink (in a single use plastic bottle - which we're trying to discourage)

Less single use plastic

When hiring gardeners, ensure that the people hired actually meet the supposed qualifications/experience criteria, instead of just taking the best of a poor batch of applicants - of course, this idea will only work if the terms & conditions for the role are attractive to the right calibre of person, which they are currently not (& they keep getting worse).

All staff respecting each other and valuing the role and contribution each person makes to the student experience

Better management

More interaction between senior management and staff/students affected by decisions made, such as building renovations.

Create the post of Disabled Staff Adviser and give it proper funding and support.

Less 'us and them' attitude between academics and admin

I would like to see the impact that ideas from the University management board assessed to see how it would impact the workload of the staff before they are implemented. since staff are already overloaded with teaching, research and administration, any new idea or strategy that increases the load should not be implemented until another activity is introduced that decreases the workload. In fact since we are already overloaded, initiatives should work to decrease trhe workload of staff for a while only until a reasonable balance is introduced. UMB can ask us to try to be the best in everything all they like. Unless we free up time, there is no scope for anyone to increase workload to meet meaningless targets such as "top 5 in research"

Improve our self-service systems: Agresso, campus solutions etc are all very user unfreindly and extremely wasteful of staff time.

More consistency in terms of the application of policies and procedures across the entire institution so it feels like one organisation instead of lots of different silos with their own culture and ways of doing things.

 a more realistic workload model that emphasises quality over maximising productivity

Fewer initiatives for change. The University over-generates these, because it helps individuals achieve career progression. Thought should be given to moderating the generation of initiatives, so that we can concentrate our efforts on a few, rather than being distracted by many. I think this may require change to promotion criteria.

I feel morally obliged to refer to parking, so parking spaces available after 9:30am (for people who attend meetings at other campuses, etc)

Improved car parking

Disinvestment from countries with poor human rights records

Investment in a University funded Erasmus+ studentship scheme to promote and enhance our connections with Europe. This could be called Florence after both a hugely significant renaissance capital (Firenze) and one of our founders. This network would help to strengthen our ties with existing and future EU alumni.

More coaching, feedback & communication styles training for managers new & existing. Better PDPR format e.g incentive & clear direction in line with University strategy to be able to achieve a

good rating. Cosistency for repeated process across different schools to avoid having to reinvent the wheel not only per school but per team when the single point of failure leaves.
More funding to support research teams to grow - such as University funded PhD studentships, and School support to bring post docs into permanent middle grade posts.

I think that statements and missives from the Executive and central services should have some kind of Plain English check before being sent out. How can anybody sign up to anything they don't understand - or that suggests the writer is obfuscating? For example, however trendy it is in management/WonkHE circles to talk about the DNA of an organisation (it's not even a good metaphor) or innovation ecosystems (OK, so the biological use of of ecosystem is itself jargon, but to build metaphorical jargon on top reduces not improves clarity), let alone balanced frameworks…
Staff EDI focus

A moratorium on benchmarking (or rather its risk-averse misuse in decision making), say for three years. Put a red card in all meeting rooms that can lofted if someone does this with the following written on it: "Dare to be distinctive-especially when it makes you nervous". At the moment I feel like the University's REAL mission statement is "Nottingham: Somewhere between Sheffield and Loughborough, certainly no worse than Birmingham on many metrics and we do some stuff like UCL". It does show as the Green Paper notes and it isn't merely a communications issue, it goes a bit deeper than that as a cultural issue.
With the current widespread changes in Student systems, funding, digital developments etc tehre needs to be a period of stabilisation so that we can consolidate all this and build a stable basis on which we can base future develelopments and expansion.
Consideration of the research implications of loading from the teaching side of things. There is only so much staff can give without compromising either sleep or family time, and if teaching insists on atomising the week then folks' research will either suffer or they will be making personal sacrifices in order to keep productive. A cost-benefit analysis of new loading could take explicit account of the opportunity cost via the management structure and/or PDPR, with the ability to raise scrutiny of inappropriate or disproportionate loading.
A university-wide change of catering suppliers so that we only use companies that supply locally produced produce (to reduce carbon footprint), only vegetarian and vegan food (to reduce carbon footprint), and provide this food in fully compostable packaging.
Look for internal experts to inform our decision making - we have expertise in most of the areas we could need!
Provising every member of staff with a meaniful induction so that they feel part of the University, not just the area they work. This needs to be much more comprehensive than the Welcome event - a complete review of University wide induction at University and local levels is needed. It keeps being talked about, but nothing seems to happen.
Infrastructure such as shops, restaurants, cafe, banks in one building on Jubilee campus
An end to a climate of fear being generated in multiple Schools through staff being threatened by redundancy.
Ensuring teaching quality is high across the board. Great researchers don't equal great teachers. We need to challenge poor teaching to give all students the experiences they deserve.
accountability
Facilitate academics doing their jobs and achieving their best in both research and teaching
Be more up front about what a wonderful place our UoN is for learning and research - pastoral, international and diverse
Increase admin support for academics: too much of what we do is administrative work that does not need academic training (example: filling in mark sheets manually) Let us do what we are trained to do - teaching and research - because that's what'll most benefit our students and produce world-class research and reputation.
I'd like to see all Committee reports consider their social, economic and environmental impact and include a section in the cover sheet that shows the positive and negative implications of the proposal.
Make the bus stop and pedestrian route into the campus safer.

To have more modern library - as the center of knowledge for everyone at the campus, the current building does not look appealing at all

More support for research in terms of internal funding opportunities (including PG scholarships), research facilities and workload acknowledgement.

Teach the students "life skills" as its great that they are intelligent but some are lacking common sense

Less workshops on how to improve our research, instead give us more funding opportunities e.g., research studentships, we have less external funding opportunities here compared to the UK

A retreat from what is a very hierarchal structure: lecturers are regularly patronised and there is a culture of compliance rather than genuine dialogue amongst professionals.

Recognition of difference - we are not all brilliant at research, teaching and management, but we should be very good at one or two of these - another term for diversity

an actual vision for the Malaysia campus

Stronger focus on fundamental Science

A more reflective SET, or at least an SET developed in close consultation with educationists or academics who are doing actual research in education.

More support for research: money for books (personal book allowance) not just travel and conferences etc,

Bringing back the Inter Campus Mobility Fund at University Level. Putting down to teh level of Faculties has meant that it isn't available to many colleauges e.g. in the Arts.

Organisational simplification and rationalisation (still too much fragmentation)

A greater sense of the work the University is involved with in the community through its work, rather than it being perceived as an academic bubble.

the university should be less reliant on or at least more careful when relying on statistics to make decisions and take other aspects into consideration

Less reliance on IT systems and more human interaction

More ways for students to communicate with the staff-not just when there is a big change happening. Let us give feedback, an anonymous suggestions box-especially around things like dual intake would work well.

More showers to encourage sustainable transport

improve the web site search engine. Currently it is cumbersome and results in a good deal of wasted time. Other institutions have better search engines for their sites!

Senior staff listening to and valuing the views and - more importantly - expertise of junior members of staff.

make University sports facilities free to use for its staff - this will be a real (not words) sign that the Uni cares about its staff

Eye catching and bigger signs outside each department proudly displaying 'School of XXXXX'. At present, we have names of buildings but not of departments.

When implementing new IT actually listed to the people who understand what is needed, rather than being driven by consultants or being "captured" by the people developing the IT system

Change the University of Nottingham sign on top of the tower - it is too small and looks run down. Either make it bigger or take down.

Clearer and better governance of our processes

Greater understanding and ownership of the idea that we are one university - that we belong to one another - to get rid of the 'them and us' narratives that tend to proliferate when colleagues don't understand where initiative are coming from.

Introduce more visual communication of ideas, processes and plans.

Reduction in size and complexity. Quality before quantity

Better email communication from the centre to schools. Simple stuff like: 1) Who has this email been sent to (saves me from trying to work this out as a head of school); 2) What is the purpose of the email; 3) What action is required; 4) Avoiding recipients having to wade through a long email trail to get to what the email is about. Also, please give realistic deadlines for responses. In a large School it can sometimes take several weeks to put together a response to some queries.

Empowering culture

A new Medical School (state of the art)

parking issues being sorted out

More understanding of the impact of short-term contracts on research staff - better support for getting out of the cycle

Let go of the "ideal" of the Homo Universalis and allow academics to specialise in research, teaching or administration, whether for a few years or long term. To facilitate switching and/or to prepare for major research, administrative or teaching projects, instate a university wide sabbatical policy.

Provide gender neutral toilets across all campuses as well as squat toilets.

Why not create an additional evening teaching slot for optional modules? We could make better use of rooms; staff would need to volunteer for this, but might be rewarded, e.g. by then being allowed to keep one day per week free of ug teaching.

hope to see campus get more international merge and engagement

Improve tri-campus administrative/professional staff mobility to learn good practice, foster collaboration and utilise resource and knowledge exchange, as well as enhancing the one global university mindset.

Improved staff working environment

Subsidise residential accommodation to Students that are financially restricted.

For lecturers to begin talking about the structure of exams at the start of the second semester instead of a week before the exam. Also for module information for be more specific and be available before choosing modules (instead of just titles)

stop food outlets like george green from unwrapping paninis in secret so we can't see that they all come individually wrapped in single use plastic

Increase student involvement in research

Reduce paper waste. Make all lectures available online and stop printing handouts

Increase extroversion, speak out success stories from researchers, alumni etc to increase its scoring and position in University rankings and excellence awards

The University should change its practice of chasing students to attend three mandatory personal tutor meetings per year. My colleagues' and my experiences are that very few students attend personal tutor meetings, despite significant amounts of chasing on our parts. Rather than doubling down on our efforts, investing even more time and energy in trying to persuade students to attend these meetings, we should consider the likelihood that many students don't want or need these meetings. So they do not attend. The staff time and energy spent trying to persuade students to attend these meetings could be better spent doing the things the University actually hired us to do: namely, research and teaching. If students need advice from their personal tutors, we're here for them. But trying to cajole students to attend personal tutorials for which many of them see no use just wastes our staff time and energy, and it (understandably) annoys students.

Focus on excellence in Science and Engineering

Better admin resources to support academic staff and leave them free to deliver research and teaching as front line staff. Academics spend too much of their time doing admin jobs, often badly and always at great expense as they are paid for a different level of work.

Bigger business library which is working 24 hours a day

A small change? Why a SMALL change? A very odd question! Is this not trivial?

Ceasing to cavort with oppressive regimes.

Jump up the National university rankings, sharp decline in past 10-15 years.

Promoting diversity through hiring qualify international and national professionals from different ethnic backgrounds. A fair hiring systems that allows everybody to have the same chance to get a job, there is a lot of academic in-breeding in some schools. If you truly want to be an open and international university those two things must go together.

I would like the University to take action to provide safe spaces (including student accommodation and teaching areas) for students and staff. Also, for research and infrastructure decisions to take into account accurate evidence for biological effects of radiofrequency-emitting wireless technologies. If the University is to tackle mental health and wellbeing issues and truly work towards sustainable technologies in the future, we have to deal with the overwhelming evidence of harm from radiofrequency signals (https://www.emfscientist.org/). Students could be educated in how they can keep themselves safer when using wireless technologies and all accommodation could have Wi-Fi turned off and wired internet connections installed. Students at least need to ave a choice of a non-wireless environment. The advice from PHE was based on a scientifically-inaccurate report (https://cdn.website-editor.net/2479f24c54de4c7598d60987e3d81157/files/uploaded/reveh-2016-0060.pdf). Being honest about the scientific research (https://cdn.website-editor.net/2479f24c54de4c7598d60987e3d81157/files/uploaded/Early_Years_Inquiry_EY10062.pdf) and taking action to keep students and staff safe, will set the University up to be in a very strong position well into the future. Students are looking at what the suicide rates or other indicators of wellbeing are when applying to Universities. By taking action to provide safe environments, you will gain a reputation for leading the way, based on good scientific evidence, to a sustainable and healthy future. Further information can be found at https://www.wirelessriskassessment.org/. Innovation and excellence in research are important, but this should not blindly ignore strong evidence for harmful biological effects if it is to be sustainable. Healthy students and staff, with uncompromised cognitive skills, are needed to produce the highest standards of achievement in the future.

More dedicated teaching space to relieve the pressure on the timetable
A genuine outlook of equality, one not so heavily focused on female empowerment and advantage.
More support and equality for underrepresented staff to progress

keep sport at the forefront of what we do
Re think cross university student offerings – eg critical thinking first year courses optional modules, Nottingham advantage award, study aboard   entrepreneurship employability – map in curricular.
Also if I am allowed two we need to radically improve international recruitment it remains haphazard could do it in a more focused way and rely less on agents or work closer with them
More technology integrated into teaching, learning and student engagement. Be bold and innovative in this area.

Go beyond the centralized/ metropolitan model of management, but train managers, teachers, researchers in branch campuses according to Nottingham values & expectations. Provide resources for the purpose (not all need to be economic, training can be provide online)
Better use of electronic communications to minimise the need for travel to meetings - encouraging all staff at all levels to use Skype and teleconferencing facilities rather than spending endless time and thousands of pounds on business class travel around the world for meetings
More initiatives to support sport, health and wellbeing across staff and student populations as well as continuing to invest and make strides in our work around sustainability to protect and conserve the environment.
Further investment in world class sporting facilities and services
more meaningful investment into student welfare and future
Technical staff appreciated and recognised more as I often feel lowly being "just" a technician - hopefully the Technician's Commitment will help towards this
More eco friendly and better student support for mental health
To be more integrated
[text redacted]

more flexibility and innovation in student development processes
Recognition of sport as a key vehicle for profile and recruitment, personal development, health and wellbeing and social integration.

Stop heating the buildings so hot in winter (Trent and Clive Granger especially)

Video film room

Encourage more remote working and smarter working 'work is something you do, not somewhere you go' and save costs by reducing the number of buildings

Bins on campus specifically for food waste (composting)

impressive site

Many more programmes with built in student mobility. Making it opt-out rather than opt-in

Sort out the website. There are areas where links are so broken and while the beacons are portrayed well, a lot of other pockets of research focus are not well represented / represented at all - we have been asking for some web pages to be developed for 2 years now. These are important when submitting bids for funding for reviewers etc. to see that we have the critical mass and facilities to carry out the research we are proposing.

Better mentoring of SU Officers - this has reduced over the last 4 years, disappointing to see, but staff I believe are not as motivated and this is reflected in the poor voter turn out this year and last.

More sporting success by 'local' students of the said university / campus. A lot of success comes from international students

Access to food during the weekend, perhaps? Especially in Jubilee Campus.

Staff use recent photos on their Outlook profile to make it easier to recognise colleagues when we meet them in person.

I'd like to see us make better use of the expertise and feedback of alumni to enhance teaching and learning- sharing their skills and knowledge with our students, providing feedback on the student experience with the benefit of work experience and enabling us to do robust longitudinal research on teaching interventions

Staff being paid a full, decent wage.

Less litter

Lockers in the portland building, trees planted back around the lake to restore wildlife and view, more done to reduce plastic waste and carbon footprint

I would like all managers to be formally required to undertake management training, including regular update of skills. Too few staff who have the job title of 'manager' actually do any management.

Better treatment of O and F staff, which would ultimately produce a.more positive experience for students

Staff Moral

Stop cutting down the trees at the uk campus. Plant more!

The shop at Sutton Bonington to oped at 7.30 am instead of 8. A lot of staff start their day early and it would be handy to have it open that little bit earlier.

Listen to the Unions

Adequate staffing in Student Service Centres/teams

improve administration of the medical course thereby improving student satisfaction

More joined up working across a range of departments.

A complete change in attitude from the law teaching staff

Better and cheaper food offer

Don't tell us to save the environment and make us pay more for paper cups and then print lots of posters and leaflets telling us to be environmental and then go an cut down lots of trees and designate habitat. Don't be so hypocritical

Irradicate the ridiculous gender pay gap.

Yayasan UNM, which should leverage on tax-exempt status, and be a meaningful platform of advancement

A more inclusive approach to students and staff, whatever their background.

Student questionnaires [individual feedback] regarding each module undertaken and the course as a whole, up to and including postgraduate taught and research courses.

More formals

The campus is not easy to traverse if you are dependent on using crutches - the hills make it very difficult. So do the wheelchair-friendly bumps on sidewalks and the ridge-ed pavement outside the library. Related to this, I would like to see more lighting along walkways from the library to the tram stop.

Cheaper and better food at the Medical School. For example boots with meal deals

Graffiti eradicated from Hallward desks

More money spent on libraries and facilities

Less waste

901 bus more frequent

Less paper use, especially note print outs for courses and around election time

Ease of transition into mental health services on university campus - counselling services are over prescribed so it would be great to see this minimised.

Build student care into core processes, don't add it on as a box tick at the end.

Stop large 20 credit full year modules and split them into 2 more manageable 10 credit modules

Resist government-imposed marketisation

A change back to the old way of booking rooms

studentships for best students

Flexible working for staff wellbeing

The issue of graduate student training and supervision. Especially the mental health issues that comes with it

More investment in support with mental health/more accessible Staff Counselling Service

More environmentally conscious

Actually value staff, and then allow them to be accountable

Investment in the community of Nottingham

Especially for UNNC: I hope there will be more professor from UK or other western countries. Chinese students and their parents choose UNNC because it is a university of western education style.

Reduction of governance structure and levels of hoops to jump through

better communication between staff, and between students and staff so that deadlines are equally spread out through the year. Maybe consider only offering larger 20 credit modules to allow for mapping of deadlines across fewer options.

Involving non-managerial staff in the decisions that will primarily impact them (as opposed to having APM6+ making decisions that will only impact their subordinates), and demanding accountability when decisions are made that will negatively impact a large number of staff

Improved communication

More resources to support students in their journey; not just academic but in terms of support available from professional services to ensure they have a positive experience.

Automatic internal promotion for current staff

Take on board staff feedback regarding major changes i.e. like when Project Transform was implemented.

More sense of kinship, common aims

Treating staff better

University processes to be made simpler (or at least some process to be simpler)

a dissolving of the current pay structure which is unfair to loyal employees

More diversity in work, rather than expecting everyone to be the best at everything. We aren't.

Equal holidays for everyone

Stop over recruiting to my course as a quick fix to the Schools finances

Better support for departments in cases of maternity leave and sick leave of staff

I would like to see a focus on staff and investment in ensuring continuity across all faculties and departments with regards to how staff are treated, managed and the process to recruit new staff - particularly more innovative ways that the university brands itself to potential employees
Become less hierarchical. Treat all members of staff as equals, across all job families.
I would like to see better communication & understanding of student services. Have 1 central inbox with expert 'operators' to re-direct queries to the correct teams. At the moment there are literally dozens of email addresses for ss.
Supporting staff to do higher qualifications. A lot of the jobs for the University require further qualifications (MA/PhD), however the support offered to staff does not include part funding for this type of qualification. I would like to see either support for this, or a change in attitude that a PhD/MA is better for APM roles in the higher grades. It gives off the impression that the University does not want to keep valued staff members who have short term contacts with the University.
I would like the University to work on it's sustainability and eco-responsibility as a large company.
More autonomy to schools to develop their own brand
easier more efficient processes
Valuing technical staff for both their practical and intellectual contribution

Investment in laboratory facilities & equipment
To care more about Staff and their well being
The return of the foundation year to the university from a for-profit private company.
Students from School of Health Sciences having more chance to integrate with student life. This must be a problem though, because of being on placements.
Increased maintenance budget for Estates Maintenance Services
Placing research and teaching back to the centre of our activities and ambitions, rather than income generation, marketing and business-like management practices.
Moving the student services structure into combing/merging delivery and development to a Faculty led structure, like other areas of the university, ie admissions, external relations etc.
Ethical procurement - e.g. use a carbon neutral energy supplier like Good Energy and a reduction in air travel. Check suppliers and their supply chains do not include exploitation.
Timetabling that is fit for purpose.
I would like to see the University working with business partners to develop and deliver education together rather than citing we are a Russell Group university unable to accredit others work. We have lost and continue to lose so many opportunities to educate and empower people by taking this stance. Being a Russel group university does not hold the same esteem that it used to and business, research and partnership opportunities are being lost to other non-Russel group universities as a result
A career path for APM/Professional services staff equivalent to that available to acadeimc staff

Wider consultation with staff who actually do the work
Focus on research, international collaborations & remaining competitive on an international level
More emphasis on working together, removal of barriers between staffing groups.

Academics are the cornerstone of university, particularly in terms of both teaching and research. When opinions and seniority of academics can be easily denied, the university's foundation collapses. Thus, my suggestion of a small change is to establish professor committees in department, faculty and university to participate in management of university business at the respective levels.
Stop the Beacons - they are destructive to the university, more staff input into performance of PVCs desperately needed
[text redacted]
Better software for all admin: purchasing, student records, expenses etc
No class system
Return to school ug offices to put academics back in close touch with students they teach.
An online booking form to book first time appointments with the counselling service
Excellent teaching facilities

A compulsory skills programme (Like UST in HK, NUS in SG). All students complete a series of skills courses (certified) such as Excel, project management, presentations etc.

Equality accross job family
University is a non profit organisation but it is run as a business and this leads to forgetting the people who are working and studying here. Just developing strategies, setting up committees, claiming equality and diversity, claiming to be environmentally friendly is written on paper but not really implemented and followed up. Al these ideas seemed to be created by outsiders for the outside world and not for the employees and students.
A realistic reward for hard work and effort, regular appraisals, no PDPR and salary incentives

More focus on campus security and health & safety - especially for buildings
Get rid of car parks. Add a mini campus tram for staff and students/ encourage bikes to be used.
Comprehensive study skill support for all students and robust admission criteria less dependent on paying ability
More microwaves/ kettles/ toasters around campus.
help make professional services more collaborative, open and approachable, less siloed, suspicious in outlook and attitude, with a less smug and deminging to one another.
Food recycling collection bins in all kitchens, including staff only areas
More provisions for mental health services, more members of staff mental health trained, more welfare facilities, making it easier for those with mental health provisions to complete their degree.
Pump priming of brand new research initiatives (possibly small sale) outside of RPAs and Beacons that may compete to seed new growth.
More openness to change and adoption of new ways of working and teaching using developing technology

Better admin support
The improvement and advancement in research portfolios is paramount but this could be greatly enhanced by applying our research to the clinical environment and patient benefit. This does not happen enough.
The University open it's facilities to more local communities in the city and county of Nottinghamshire
More business /factory visits during undergraduate and postgraduate studies
new management
Increased use of solar powered lighting across campuses - not least because in the winter months accessibility is significantly affected by poor lighting
Better parking facilities
Stronger links to Nottingham itself - be that using local suppliers, taking more local students, local charity work, working with local industry, being a University of Nottingham for the people of Nottingham as well as the world.
100% Disability friendly facilities (residential & lecture buildings, road signage, labs, offices etc) & 100 % electric cars / solar powered.
Internal communication
Everybody coming together once a year for an informal meeting. ie. Academics; Admin; Hospitality; Porters; IT; Librarians and so on. Just to check in and discuss how the year has gone for everybody.
Better collaboration within the staff population. Working as a data analyst, there are many small teams of data analysts dotted around the institution with limited links. If we want to provide holistic and consistent analysis then we should consider how to bring staff together. The procurement process is setup in a way that makes it difficult to buy anything cheaply, for instance train tickets.
More flexible working so I can work from home or other parts of the University. This would let me be more available to work, rather than only being considered 'at work' when sat at a desk. My work isn't really like that.

More investment in facilities and equipment to help the catering department become more productive and give a better experience to our guests. The catering department has been under funded for years and it shows .

.... "if you look, the content of so-called modern education - very much orientated about material value. Not talking about inner value. So now, today, the best educated people, emotionally - lot of problem!" said the Dali Lama in a BBC interview. So the small change is to provide some emotional education modules to help our graduates now and in the future.

I would like to see consequences for non-compliance.

Ranking, Ranking, Ranking. Plese boost the ranking (i.e. QS,THE) like what NUS and NTU has been doing; Focus on Law, Pharm and Economics for which Nott is well-known in Asia; Enhance repuration among UK employers

Improve the academic promotion process recognising what the institution needs rather than the archaic and outdated views of scholarship

Investment and commitment to APM/ central service posts as opposed to more senior management posts

More departmental power (and less school/faculty oversight)

install solar panels in buildings

Realign Teacher and Student Expectations

 I would like the University to employ enough academic staff to teach and research - academic colleagues are so overworked as reflected on their workload percentage. University to support staff better by recognising individuals' work, its not always the Directors or Senior Management Team's work but all credits go to them and support staff growth via secondment and other progression opportunities.

Improved sustainability and accessibility.

Dialogue session with university staff members

I want us to return to actually 'putting the students at the heart of everything we do'. This philosophy has been lost in practice over the past three or so years and I think that students themselves feel this - as is evident from survey results and feedback. We are first and foremost an institution for education, but this no longer seems to be the priority, instead the focus is on behaving like a business and creating efficiencies - regardless of the cost, which most significantly appears to have been our reputation and student satisfaction. The loss of this ethos means that we have lost some of the passion and vibrancy we used to have.

An IS leadership which adopts the principles learnt in the Phoenix Project

MORE COHESIVE WORKING TOGETHER AS AN INSTITUTION - CROSS DEPARTMENT

All staff to be on KPI related performance bonus

Offer bench fees in support of externally funded overseas PhD students.

Lets further develop links with employers which enable student placements as part of studies.

More administrative support for Schools

UoN to adopt an approach that all UoN catering is vegetarian

More efficient offering of PhD places to strong UoN undergraduates

Real student-centred pedagogy. Student-first and research-first environment instead of funding-first strategy while running a non-profit organization

Improved parking

Increased transparency around teaching contracts

Prioritisation of internal development over external recruitment; a holistic approach to People bringing development, reward and engagement.

Agile working - good for wellbeing, the environment, and cost savings

Abolition of tuition fees.

Introduce packaging free shopping on campus

whatever happened to scholarship and to curiosity driven research? Bring it back

a better focus on people and making this place a better place to work

More geared to curiosity-driven/blue skies research.
Healthy food on the campus. More sustainable practices.

More rigorous performance analysis
Increased student welfare support, especially for postgraduate students who are often asked to work long hours and subjected to bullying at work.
No outsourcing!

Increased cross campus collaboration
Cheaper shops around campus. I'm not paying 20 pound for a chicken sandwich.
improve research atomsphere

Diversify module options.
More water fountains
less disposable plastic in campus shops and restaurants
Less ambitious larger building project and more focus and support for frontline operations. Budgets are being squeezed in this area and this is the area the students have most contact with. They express their frustrations with the service and availability of items.
 modernise the University
I am from the School of Chemistry, my only problem is that the exam to coursework %, is very low. I would like more coursework than exams. I mean maybe 20% coursework and 80% for exams. It is a problem for people who stress under exams to do 100% exam based modules. Because they just test memory skills and not how good you apply knowledge. They can be hard questions or tricky ones or with short deadlines to make sure no one is cheating, they can include different questions for different students as well.
More progressive testing within modules, either graded or ungraded
Transparency within the university, regarding finances, how the SU is run and clear marking criteria for coursework and lab reports
Improve monitoring, evaluation and dealing with under-performance and unscrupulous behaviour among staff
Make central services more accountable
less politics and more values
Less grey building exteriors. Cheaper food outlets.
We need more time to think...and if teaching is at the centre of what we do, we should properly reward teaching, and focus on the research stars
More parking spots
care more about the student's benefits, espacially in terms of facilities
academic and professional services staff exchange
Global recognition with higher ranking
Investment in research in Malaysia Campus - that will encourage researchers to stay.
decrrase the tuition fee, increase number of bus schedule to tbs on weekend, improve and find the solution regarding the flood happened in J blocks
More international students
More foundation courses
More internal communication. Less siloed working and more working together towards a common goal.
More subsidiarity

Improvement of UNM Autonomy, having the UK System for Administration rather than local and constructing additional facilities in UNM.
Less disparity between lower level staff pay increases and management pay increases
Pay rise and 30 annual leave for APM Level 3 staff
In some instances, the desire to make an appointment in a particular area either overrides the appointment of the most able candidate or a bad decision is made for fear of losing the position altogether.

Better career progression oportunities and support for early career researchers

Emphasise the importance of respectful working relationships between academic and support staff, as administrative staff are not always treated with respect.

Equality for all, not just the chosen few and recognition for skills not just line management responsibilties

More rigid rules being applied and stuck to.

The ability to buy extra annual leave.

Return of administrative support staff to a more local level, where they can develop a real understanding of their rôle and of the needs of academic staff and students.

value apm colleagues not just consultants and or academics

Addressing the crisis in science, which currently renders almost all of our research unreproducible

More efficient process and delegation of administration

More academically accountable management

Consolidation rather than expansion

To decrease the amount of plastic we use

More opportunity for lower levels (1-3) to engage cross campus

I would like to see a true commitment to customer service at every level ('customers = anyone who is using the service of a UoN department)

Raise the profile of the University within local secondary schools and Sixth Form colleges, both in Nottingham City and Nottinghamshire County

A permanent presence in Nottingham City Centre for students, staff and the public

better use of technology in teaching, research and general administrative processes, (Video conferencing facilities, lecture capture, e-learning) that are easy to use, to stop the constant stream of staff and students travelling from one site to another

a performance review procedure that attempts to understand (extenuating) circumstances for staff in the way that we do for students.

Less bureaucracy: more time for research and teaching proper, rather than filling out paperwork about research and teaching.

more respect and investment in people who are already working here. I feel like a disposable.

The valuing of the staff (academics and admin staff alike), our expertise and how hard we all work down here at the chalk face.

Proper staff resource

Improve informal, horizontal networks among staff, between departments, to create opportunities to share ideas for improving teaching and research.

Proper investment in the tools required to do professional jobs at a level equivalent to the private sector. We should be able to harvest and develop expertise in our staff to ensure we continue to recruit the best people for the job and offering substandard working tools does not ensure this.

A stronger link between operational teaching and based at QMC and "across the bridge." The Peer Observation College has worked really well for me to create ties with colleagues based on University Park.

Policies leading to real change. That is, there are many policies relating to ways of working that are in place but in practice many members of management staff do not adhere to these.

Adopt an approach where we hire more slowly and thoughtfully but more fire quickly when people don't perform.

Equal treatment for salaries and policies across all job families

More public transport between campuses

Give APM staff a career path, consider them a part of the University and help & support the fixed term people into permanent jobs.may be a bit different from what there are working currently. But don't be too much bureaucratic with fixed term people. Also offer them some career path across campuses like from UK to Malaysia and likewise.

refocus on the Students

more resources and budget for student support, including Counselling Service, Accessibility Team, Disability Support, Welfare team, etc.

Reorganise the academic year to give students more time to work on assessment tasks, and staff more time to mark their work.

More international transfer opportunities

I would love to see students be able to keep their .nottingham.ac.uk accounts, so that they can retain that identity as a University of Nottingham student.

Replant the trees that were cut down where the bats roosted but no longer can.

Opportunities to get to know people from other parts of the University for both social and interdisciplinary research fostering reasons.

Students are better integrated into the community of Nottingham

To change to more of continous assessment instead of having 70%+ exams especially for year long modules

A boost in morale

Improve our local presence through CSR and/or research activities with the local communities.

Better wellbeing for staff to decrease stress and burnout

Training on managing change for all staff, before major changes to roles are made/implemented

Option to buy extra/additional annual leave

Greater accessibility to social spaces for students, where they are not reliant upon having to purchase food or drink. could sections of the bigger cafes be enabled for people to bring their own?

Signage colours to be the same as our branding, why are building signs green and everything else blue!

Base decisions on logic and benefit rather than the whims of individuals

An annual day for all staff and students to participate in a celebration of our research and achievements. This would increase the sense of belonging, community, wellbeing, create tradition and recognise all of the hard work everyone does to make this university what it is.

A greater focus on staff health and well-being, particularly mental health. There are often posters around campus aimed at students, but none aimed at getting staff to speak up about how they may be feeling. Tied in with this would be greater flexibility in terms of the chance to work from home - it is too easy for Line Managers to stand in the way of something like this, even though many jobs could easiliy include some levels of home-working.

Improve morale by starting to put staff first. Look at some of the successful businesses out there that put staff first and develop a model like that. As a University we are our people and our buildings. Our people are our most important resource and should be treated as such.

Flexible working times

Change the outlook of those resistant to change. Too many people try to resist change, and create obstacles to work.

Promotion scheme for APM staff in line with R&T.

More equality: Staff across the job families and levels to have the same amount of holidays. At the moment TS level 1-3 have 25 days, TS level 4 and above have 30 days.

a better structure for career progression

value your technicians. Pay them properly and stop promoting unqualified relations of STM's. Like the saying goes its who you know not what. Shame really.

encourage technical staff to put their technical skills and experience on a searchable data base so that other researchers can see who to ask for technical help outside of their own dept. or school. Also it would be possibel to see who has or is working in a similar area to yourself

More collaboration between Schools and Divisions - we all work for the same University!

To move from hierarchical top-down management structure to one where all staff are more engaged and empowered. A simple way of doing this: stop referring to people by their job level. Having coming from another HEI, this habit of talking about APM4s etc perpetuates an unhealthy culture of hierarchy which does not support an engaged workforce.

Greater respect from senior leadership towards other staff.

A change to the salary structure of technical staff so that true worth can be rewarded, rather than the rigid measure of skills that currently operates. (In other words:- treat technicians like other staff!)

I think double increments for staff should be retained as part of the new PDPR programme

Improve the lack of cohesion in university management and reduce the overlapping functions across campuses

A mechanism should be put in place to ensure our students stay curious, critical and creative.
to be more international
better admissions standards
knowledge exchange related policies and procedures
more qualified international students joining UNNC
A stable management group for a long term is essential for the development of the university.
To improve the system of MyNottingham, to make it more user friendly
Pensions for UNNC staff
This is not small but better communication between administration and academic staff
Flatter management structure - reduce number of middle managers

A raising of entry standards at UNNC - IELTS 5.5 minimum
Reward people for cycling to work.
Preliminary Year to be split into 3 terms which will include summer teaching to help students prepare better for Qualifying Year.

Content tutors within CELE should be allowed normal academic promotion and should be encouraged to engage in content research activities for research informed teaching.
less corruption

possibility of expanding to new uni courses

flexible working for Technical staff
A reduction in parking charges
efficiency and effectiveness are the key

I would like to see the Declaration of Research Assessment (DORA) signed at UNNC.
Becoming more green
more training programmes for admin staff
Join the future planning up a bit more. Loads of money gets wasted on changes, that then get changed again very quickly. I realise this might not always be possible, but if decisions could be looked at by all the relevant people first time it might help.
Upgrade of facilities to the older buildings
More creative and varied marketing
More in-depth collaboration with cutting-edge industry worldwide
Better understanding/communication/insight into life on each campus so that we feel more interconnected.
I would like to see an increase in the number of technicians, proportionally with the increase in student numbers
to be able to replace a staff member before they leave so they can be trained up rather than waiting till they've gone to start looking.
Reduce the micro-management by addressing the cause of it.
Recognition and rewards for technical staff. When at top of the scale there is no incentive to take on extra duties as your effectively stuck there.
pay technicians a decent wage.
At university level, proper managment team; the right person for the right job
To have a department support/lead Campus Solution system
For staff on the same grade but different job families to be considered equal; treated equally in terms of flexible hours, work from home etc. and for APM staff to be better valued and acknowledged by the University Management

accommodation payments in line with student finance (e.g. payment dates and 3 equal installments) for all students, not just as an exception

for staff - more staff space

I would like to see the management of the University divert some of the attention they pour into strategic level envisioning work like this, into engaging with the realities of everyday work for staff in the university, which is constantly undermined by poorly designed and poorly implemented bureaucracy. These systems have been imposed by management but seemingly not monitored by them, and it seems their many inefficient, contradictory and morale sapping effects are missed. I cannot invest in your rhetoric of 'world-leading' when I can't carry out basic tasks without having to fill out half a dozen forms.

Equality and fairness between Levels 1-3 and 4+ - regardless of job family, there is a divide, both culturally (for example hierarchical status and flexibility in working practices) and contractually (annual leave entitlement, ie 25 days v's 30 days).

Instead of all this strategy stuff can you start to focus on getting things to work!

A reward structure that fosters team working

I understand our university is transforming to research, but I still high quality teaching and learning can be guaranteed

improve the feasibility of Teaching and Learning system, e.g. My Nottingham, to make it more user-friendly

expand international campus

More integration of Chinese culture

focus on well-being of employees (i.e. health benefits, wages, education and training support)

I would like to see the dean of our faculty removed from office for incompetence and lying.

A obvious progression route for technicians at lower levels to work themselves up into more managerial positions. Perhaps a training scheme for technical managers. Also to bring in more apprentice technicians.

Research oriented to narrow the knowledge gap

A vastly improved front-end view for students accessing their timetable. I once was embarrassed in a week 1 session by a student who stated "I've seen a neighbouring University's timetable system and it is far superior to this … and we're supposed to be a Russell Group University!"

Payment services are slow and cummbersome and suppliers often get very cross due to lack of payments. They then cancel accounts creating lots of work for staff to either sooth them or find an alternative. The suppliers chosen by procurement are often noticeably more expensive than the original suppliers. There often seems to be no reason for this or any accountability.

Better communication

Standard term dates for teaching regardless of the date of Easter - this will save hours of time in planning and enable us to standardise delivery of courses and associated activities each year.

supporting managers to take a flexible approach to allow team members to participate in wellbeing, engagement and development activities

Becoming a more accessible organisation, in all sense of the word: physically, but also more transparent in what and how we do things, being more approachable to local communities, and the wider public, regardless of them having gone to university or not.

a consistent colour for the university. Some signage is blue and some green , gives a disjointed appearance to the university

Better grading and reward system for APM staff

Enabling flexibility - in all things (working patterns, appointments, to pursuing new business opportunities/courses) without delays

A clear and well publicised policy to support post doctoral research staff with family planning.

Stop spinning stories to your staff. Fro example we know that Project Transform was mismanaged, stop trying to sell it as a success to staff we know the truth and such disingenuity ruins staff engagement and means the message is ignored at best.

Looking after staff well-being as well as students

The wording of content on necessary official emails to students re: EC's and changes to student status.
Preferential admission for children of employees' families, a swimming pool, a kindergarten
reduce the admin burden of academic staff

easy access to staff mobility between tri-campus
Get the basics right.
Facilitate campus mobility
Better research facilities are available in FoSE
Solar panels and other green energy generation

More food outlets on University Park to accommodate for increasing number of students
Transparency and accountability
The university should have a more clear idea about our mission such that our university can excel among so many sino-foreign universities in China. After we find our mission, don't keep changing the mission frequently. We need to bear the mission in mind all the time.
Better acceptance for mental health issues for staff and students
Have school meetings (whole school - not selective) I have absolutely no idea whats going on in my department.
provide stronger support for research
Ensure that each team within the university has a clear set of responsibilities lisiting what that team does and doesn't cover. Move away from outsourcing, and towards internal teams of specialists, which could cover internal needs and generate money for the university by taking some external jobs when they have capacity
efficient use of available resources
Technician recognition

More focus on modernisation of front-end areas (Labs, equipment, etc.)
a progression plan in place for career technicians, in line with what is seen in other job families.
make the University a no smoking campus
Better working between Professional Services and Academic staff - less "them and us"
More focus on the career development of APM members of staff

Non-student roles (temporary and permanent) being recruited by a function that doesn't sit in a student-facing department, as this takes time away from focusing on student friendly opportunities
I notice that alumni aren't mentioned anywhere in the strategy. I'd suggest that the strategy should formally recognise the potential of 280,000 former students in 195 countries to contribute their expertise, advocacy and resources to the future success of the University. Perhaps they could be recognised alongside staff and students in the People, Culture and Organisation section. Frequently we run staff and student consultations and then try to add alumni consultation as an after thought - the alumni community can add huge insight on anything from EDI, to T&L to business engagement-all from a global perspective

Higher/Senior Management
Cheaper healthy food in the staff canteens
More resource and budget put into mental health services for staff and students, and to promoting those services
More flexible working in terms of location.
A move from emotive to fact based decision making.
More flexibility for staff - working hours/home-working/secondment opportunities
Further training available for staff
Why don't you enact policies suggested by Unison/Unite/UCU?

A bigger paperless approach

Greater diversity in senior and middle management in External Relations (especially when this department is growing to be so large, and that it needs to reach out to increasingly diverse and global audiences).

Less work related stress for all staff and stress to be a major consideration when proposing any changes.

Better operational managers/ Line Management. People taking responsibility for creating AND DELIVERING the ideas that come up, rather than just generating concepts and running.

More hands on opportunities to support staff progression. (Eg shadowing, in-team secondments, etc)

To protect our trees which are an important part of the University's environment. They perform a variety of functions in the urban landscape, providing visual amenity, biodiversity, historical heritage and sustainability. They also benefit the local economy, tourism and leisure. They generally improve our lives and provide extensive benefits to the global environment.

Support to help managers inspire and motivate their teams - both support/training for existing managers and confidence to recruit the best people to managerial roles.

A cultural shift in the balance of heirachy - empowering non-academic staff

I would like for all managers (in particular those that are not performing) to attend the LMA Aspiring Leaders Programme, or an equivalent. Too many are allowed to continue under-performing, and will not voluntarily attend workshops.

Much more cycleing provision, encouragement to walk and cycle. UoN incentives to cycle such as flexible working, extra holiday and vouchers for cycling.

Enable more space and more personal place in the office. My personal space for research in the office is too small and very noisy.

Significantly more permanent contracts and less fixed term contracts for all job roles.

Great clarity over role profiles, and a review how the role profile requirements are being met included in the ADC process

Free to use bean to cup coffee machines in staff rooms (common in other universities I've worked at).

Better incetives to stop driving onto campus

Allow PhD students to retain a fund to support their research from the fees that they pay, which are currently shared between the university and the Faculty. Something like £1000 per annum would support consumables and conference attendance and the students would see that they get something beyond a PC and supervision for their money.

Thius change is to do with fairness in employment practice but would also save unnecessary costs: Cease the current practice of making fixed term employees go through a selection process again when the same job as the one they are currently doing becomes available as an extended / permanent post. Recognise that if they are already doing the role satisfactorily, this is the best evidence that they meet the criteria. Only consider selection processes if more than one existing FT employee meets the criteria for the permanent role and expresses an interest.

More quality of life improvements for staff

Better career progression structure for APM staff to keep them emotionally invested and valued.

better diversity in engineering family technical staff

choose one or two areas where we decide not to be excellent.

An improvement in the on-line application process for PhD entry

Improve communication from senior management.

Being able to Progress within my job under the Student Services umbrella

More defined common objectives across schools and faculties

Increased academic consideration of technical input/support

Student social space in QMC

recognition of the value of experience of anything other than research in the pay structure and hierarchy

value technicians and stop making more management layers

remove Starbucks from campus
The Engineering Faculty should be run by Engineers not Academics

Less money wasted on projects that never see the light of day. And less of a them and us attitude-we are one university but schools and departments tend to be out for themselves- needs a team ethos.
More funding for the new academic staff to support their research. More opportunities for studentships.
Less administration and less administrators. We now have teams of administrators and many of these now manage the administration process. It remains the academic staff how do a significant amount of the administration.

Set higher entry standards
Provide enviroment and more support to carry out high-impact research
Transparency across areas

More support admin support for staff
Less Paper coursework requirements
More use of greener enegies
fewer APM managers involved with 'strategy' and more administrators that do grass roots work to support research and teaching

Improved infrastructure to support researchers - e.g. APM support and intranet resources very poor
very cheap accommodation for our widening participation students
Genuine concern for academic staff and encouragement rather than constant drive to meet "targets"
From an employee point of view I would like to see the re-introduction of flexitime
Even more emphasis on staff training and development
Abandonment of the highly inaccurate work load planning as a means to assess performance.

Improved job/role level progression for APM staff within Schools
Better support for our human capital
break up SOLS
A cleaner, clearer web presence, with departments given more control over their website structure.
To become more sustainable
Lunchtime fitness classes for staff
greater focus on staff wellbeing
Less focus on "brand"
Less waste and improved redistribution of resources between groups/departments/faculties
an attitude of "how can I help"
More centralisation of common processes

A change towards people feeling like 'shareholders/partners' and being treated as such - rather than employees
get rid of Campus Slutions

Stop piling ever more work and pressure on the staff; all those "just 5 mins" have accumulated to dangerous levels for staff well being
Greater recognition of the value of PG teaching
empowered staff
Longer term financial planning and commitment so departments can forward plan beyond 1 academic year.

Place more emphasis and trust on academic leadership. Academics are being crushed by APT and WLP. If we recruit the correct academics, then they should be empowered to get on with delivering world changing research and education.

Greater equality the ability to park at work without it being a major stress just because I have taken my son to school

greater investment in research, supporting blue-skies and high-risk high-gain interdisciplinary research

Greater empowerment of academics in University decisions

Opening up opportunities for UK children to attend university, not just widening participation. We should be working with primary schools and secondary schools to get the children of our future to get the very best education, particularly from UoN. Whilst international students are important, I fear that if all universities go for money from international students we will leave ourselves with an uneducated population leading to professional skills gaps. I would like to see UoN firmly embed apprenticeships, and work with government on policy to much broaden apprenticeship opportunities.

Joined up thought between Professional Services Functions e.g. Finance, Procurement and RIS could work more closely to achieve institutional Funding / Savings

Permanent employment contracts for all job families to retain talent and increase impact; only use fixed term contracts in exceptional circumstances

Fairer/ more generous pay for staff who maintain the infrastructure of the University (principally in the Estates dept, not the digital side of infrastructure, although if we are going more digital you should provide training and access to email for ALL staff including cleaners and gardeners etc)

Parking provision for those who travel a long distance from home to work, particularly on the Sutton Bonington Campus. For some it is just not practical to travel via public transport or cycle.

be more student facing

make it easier to run online examinations away from campus - widens opportunities for equality of distance courses to those run on site

transparent performance management by motivated and capable staff

Easier payment processes

Flexible working

Introduce more 'people-people' onto MB.

Creation of a modern, integrated Professional Services Hub on either UP or Jubilee Campus in place of KMC.

Staff flexibility in working environment

More visibility and opportunities for staff to understand and participate in the Civic work undertaken by the University. Providing greater visibility of the benefits our institution brings to the City and the Region around Nottingham.

Key fob access to offices and labs rather than individual key code systems

Bring UG teaching of medical students back under control of University rather than delegate to NHS

More office space for APM staff

Enhance department policy

less hierarchy

Industries and community linked university

Bubble tea stall

Staff welfare in the context of WLP calculation

Earlier stores

To inculcate a deeper sense of inter-connectivity between all three campuses worldwide, not only in sports but also in other aspects.

More fresh fruit option on campus.

Improvement of the management system and more competent lecturers.

It would be great if there are no stray dogs around the campus area

More complete sports facilities and more sports events to include more people in playing sports.

The campus needs to be revamped to be able to match competitors.

A rational security team

A better and more competent management team that makes the best decisions for their students
Self-sustaining energy sources like solar panels ,water wheels or wind turbines
Less insects and pests
More research funds allocated for research and publications without major constraints. Also allocate fees from the exchange students to respective schools so that it can be used for research and publication.
Improve the facilities on campus

More involvement and engagement at the grassroots before major decisions are made and executed
employ more professional staff to take care of the campus!
Stop wasting money on changing from UNMC to UNM
less bureaucracy, more transparent, based on merits and performance.
right person for the right management job
Better Lecturers.
Green Nottingham and facilities upgrade

More parking spaces
Improvements in management and administration
Modern, updated facilities (Gym/sports complex could do with a fresh look)
Efficiency in crisis situations, fast control over situations such as flooding.

Better gym equipment, more parking, better classroom
Library and clinic opened 24/7 in the Malaysian Campus and visa payment be accepted throughout so that unresponsive ATMs don't disrupt the day.
Improve the facilities provided (e.g sports complex) as well as maintaining it and reload printing credits every academic year

Better funding opportunities for research students. That means the world to us, especially when external help is required from international conferences, workshops. But to my understanding, faculty funding is very restrictive and evasive in nature.
Be clear about what education is to all who partake in it
a good system to assist us with our daily work.
taught module is available to former student
Faster response and action towards complaints of the students. More access to shuttle busses from UNM to Kajang routeS
More support for the staff to balance research and teaching, especially in UNM.
Arts and Social, Science and Engineering - to be a very centralized organization
Internal support on PGR students and seed fund for early-career researcher.
Better provisions for pedestrians
More interconnection between departments

Less admin and paper work
Better administration processes and more positive attitudes of staff esp. service providers
Selecting/appointing the right person for any top management position
Bigger and more organised research management
More eco friendly and better & faster student services
collaboration between department
we are different and we can be better
Being more open to all ideas that bring about change in the University

management efficiency
Better teaching quality and facilities
Better lecturers
Lecturers taking feedbacks about them MORE SERIOUSLY

Create a lost and found department
Taking in student feedback and show results instead of verbally saying it.
an improved, joined up CRM for applicants and students (not just focusing on improving the marketing side which is in progress currently)
Engagement and Transparency
Closer working relationships between job families
More parking
better management on sports complex,   more buses to TBS
spend the money well and take the welfare of the staffs seriously
central service departments having less veto over School decisions
[text redacted]
Every employee should know the mission (short and simple) and how their role supports it
The standard of the university accepting students who are not intellectual enough to be a ug student
more scholarships for PhD students
Latest laboratory equipment should be around in the campus. More paid graduate assistantship opportunity as side income.
Greater recognition of the overseas Campus at UNUK
Relocate the campus to centre of city instead of outskirt.
assessment other than purely exam
Some best research paper award to incentivise good research.
Lesser year long modules for engineering degree. Invest in building more classroom instead of road bump and plants.
Environmental sustainability
Working more closely with the community around us
A synchronised and functional data management system
more united?
Improve facilities especially library and sports courts
A minimum yearly travel allowance for lecturers
To put in effort to spell every bodies name (if English or non-English) correctly and respond to name changes. I have dealt with distressed students who have changed gender and their email is continuously still in their old name which is a reminder of distressing times
Opening hours of on campus clinic
Less paper work (streamline the admin process and reduce unnecessary hierarchy) but more real work (research and teaching) that really deliver the results.
abolish single use plastic on campus
Enhanced translational research engagement
Recognise that what is special and distinctive about the University is its collections and use these to market the university to students, staff and the wider community so that the collections become ambassadors for the university.

Increased efficiency in administrative affairs
to create an organogram to encourage team work and cross-team engagement

Abolish all 'performance reviewed' scholarships' for students like the Dean's scholarship in Malaysia (25% off the fee for the top 8% of the students in their school and year). Reason: they are contrary to being good citizen to contribute and help others. they make students over-competitive and poison the atmosphere with selfishness, where good students conspire to keep other students down rather than help us pull them up. as scholarships they are failures as they often go to those who cam easily afford the full fee and extra. put the money into the hardship fund, or towards genuine scholarships lasting the full degree duration for those who cannot afford tertiary education without them
The University pays more attention to the research, teaching and contributions of Faculty of Humanities and Social Sciences. More transparent and fairer decision making process.
better access to resarch resources
Divestment from fossil fuels!

Give staff more opportunities to see the world.
As an APM staff member I have no interaction with students and their experience of university (I also have very limited interaction with or exploure to academics and their research). I'd be interested in some kind of voluntary buddying / mentoring scheme that partners staff and students (perhaps along thematic lines) to share each others experiences, offer different perspective etc. It's very easy to overlook the student element of what we do when we are so far removed from it in terms of day to day responsibilities, so something voluntary like this could be valuable for staff and students. I'd also be interested in going along to a series of lunchtime briefing sessions on academic research projects, or the beacons for eg? Both of these things would make me feel more anchored into a university, as opposed to A N Other random office job.
I would like to see a co-working environment where staff share one office with their HoD.

Better channels of communication.

more transparancy
Better availability of medium-sized meeting rooms - the limited availability of suitable spaces can be a real problem
More parity in esteem across academic and professional services roles
More parallel programming, particularly so that the notability of the UK campus is not brought into question for students at other campuses.
investment in student and staff alike
create more parking spaces at UNM
create more parking spaces at UNM

An LGBT Society
More books in the library, and more copies of the same book. There are not enough resources for people who are in cultural studies.
Female staff well-being
The need of a better cooperation between academic and administrative staff.
New programs
Better Communication
more transparency in decision making processes
More emphasis on doing meaningful work, rather than for the points
Administration and managerial levels be more sensitive to staff/faculty and have long term vision instead of short term goals that target the bottom line instead of maintaining quality and preserving the reputation of the university.
Improve our HR system and Finance System to make them more user friendly

Different bins for different types of rubbish

Better management
Evidence-based initatives in teaching
[text redacted]
More international students
For Master degree in China, use brackets after existing Master programme is a very risky strategy, please do follow the Chinese MOE requiremnt. Please do consult member of Master programme teaching staff before making decision.
A bigger hall than the great hall will be very useful for events.
I would like to see more stationary shops in the campus so that students can choose the stationary they are used to or a even a better quality ones.
More flexible working options - working from home, etc.
Dormitory floors to look more homey
more effective support for students and staff who are struggling
Better and upgraded facilities (gym, classrooms etc) and more support to students

I would hope that the open parking beside sport complex (Malaysia campus) can have a better road condition especially on the steep road please. The road condition over there is getting worse due to the uneven road condition and alot of little stones get built up.

Financial affortable university, every individual has the right to access to higher education

More Accommodation for returning students because the new system is [text redacted] and the accommodation office staff is incompetent [text redacted]

More recognition and higher pay for lecturers, in line with the UK/China campuses.

More parking spaces

More structure and organization in program and feedback and value to students

Increasing understanding of University finances throughout the organisation, linked to how individual staff members can make a difference.

The chance of being invited to other events BUCS awards etc... I enjoy the chance of getting involved in other events around the University and being able to watch varsity and other similar events

More emphasis on music

Retention of trees and green space on campus

Better career development/salary scale for admin staff.

Reduce the "computer says no" mentality and support innovation within the current setup.

Good customer service support

give research active professors more freedom to travel

Be more connective among three Nottingham Campuses

Facilities upgrade

A welcoming university towards visitors.

politics

equality

Consistency across campus in all aspects

Teaching and research truly given equal billing (although this is really an enormous cultural change...)

Having hopper buses running well throughout the year and not stop just before exams, The 4 weeks before being called study period and not holiday they are not they are a study period.

More efficient procedure, e.g. submission of CoS and/or annual review need not be done in submitting hard copies

More foreign students

I hope the campus can have a session that can let the foundation student know each other well

Focus on long term ambitions - finance and strategy seems to be planned around short term measures and PVC terms of office

More environmentally friendly campus

The one small change that I would like to see for the University future is the ability to use rankings, and business needs (in this context the market needs) as a tool to maintain good governance and high university education standards to be a world class university.

Trust and fairness

highlight on museum study with interdisciplinary collaboration

Transparency

Better collaboration between the three campuses and the sister schools across the three campuses

Please repair the University facilities/furniture; more study spaces made available 24/7

Fair

rank ahead of other universities and be well-known

spend less money on hospitality, spend more on academic research and teaching.

improve assistant level staff wages properly

More efficient working system

I hope campus solution can be improved or replaced so that it doess what we expect: less manual work for staff.

higher salary and more support for staff

As administrative staff in Normal University have almost two-month summer holiday in China, hope UNNC also have the similar holiday.

more teaching oriented

It's better to have an open, transparent, equal working environemnt for staff to work here, everyone shall respect each other, especially for team leaders/HoD to employees.

Mechanisms for minimising admin load on R&T staff

a little more famous in the world

Have a coffee shop/cafe on campus that serves real coffee, not the dispenser kind! It would be a good place for students to study.

More mobility opportunities amongst the three campuses, especially for the professional services staff

tri campus communication

improve the teaching quality, rather than spend most resource on research. I recruitment students for university, so many current students complain many current teacher can not speak proper English. many teachers speak worse English than students. it is very hard for me to do the promotion sometimes by convincing potential students that our teaching quality is good.

don't like the 20 credit system. Students won't study until the end of academic year. Also the content of each module cannot be reflect on transcripts which will disadvantage our students in PG program application process.

I would like to see that more consultations with staff could be taken place before finalizing a big change/decisions/future plans.

improve the Campus Solutions system to be a user friendly system

A stable management team, from the unviersity level to faculty level.

UNNC leave policy has specified that "For Chinese staff, maternity leave will not be granted if they breach Chinese Family Planning regulations and in that case leave should be taken as sick leave. " This rule is not so match with the national family planning regulations as China is releasing more spaces for child birth. And the Chinese law " Special provisions on Labor protection for female workers" says that the Chinese female workers who has given new child birth should be granted maternity leave. Take a step back, the government will give corresponding punishment if Chinese people breach Chinese Family Planning regulations. It would be a more disastrous situation if these female staff could not have a full recovery time and normal financial support. When it comes to reproductive rights, a harsh reality is that China lags far behind from many other countries in the world. UNNC is devoting to build an advanced society with equality, diversity and inclusion, all female staff at UNNC enjoy an equitable right of maternity leave would be a strong evidence to reshape her people, culture and organization. No such a limit on Chinese staff would benefit a merely small group of them. It would be a merit to show respect to such a small group.

Improvement in the facilities

increase of communication and cooperation between departments, share of resources and knowledge.

Promoting a more diversity and inclusive culture in University

newer facilities and more humanized faciliteis for staff. for example, standable tables to allow staff working from standing. better salary scheme for local staff,

Collaboration betweenon colleagues and departments

All individual Office's latest policies available on a centralised platform for staff's access (instead of searching within each Office's pages).

i would like to see a more transparent and clear decision making process

strategic view of overseas engagement.
could we make our campus a little bigger?

Flexible working arrangements
Better intranet
I'd like to be able to buy additional days annual leave
A less restrictive IT in terms of external VPNs would be helpful. It is quite cumbersome everytime we host guests, show them our beautiful campus, the nice buildings, the great research which is done here, the great variety of ethnicity and country of origin in staff as well as students ... and then they can't connect to their home Uni with standard VPN settings and have to ask for exceptions and it is a back and forth. It is surely no major point and I do understand that IT security is a difficult and important problem. But that is one small thing which would ease my daily life as a researcher and make a better impression to visitors.
Do real research and give students a proper education.
Introduce more vocational/professional learning Staff development opportunities Attendance monitoring/Welfare - ensure engagement Professional services staff working environment needs investment
Better car parking at David Ross Sports Village. For such a huge sports centre, the parking is inadequate.
Give some career path to APM staff as academicians. If someone joined at Level-II he will be in the same even for 30-35 years no promotions no track. If that person apply for level-III then the slection committee usually says that he does not have level3 exp. But if Uni. is not proving the promotion and don't giving him the opportunity to get the next level job then how would he/she can secure the career. That's why many intellectuals have left the University and some try to use indirect ways or follow certain leaders to get the favor which is not a rational approach.
More cross-departmental/school/faculty communication
More interactions with the local community, particularly in events that pull people onto University Park
More budget for staff training and development to ensure we're always the best experts and leaders.
Better HR introduction to the University for new staff. Having worked in other Higher Education institutions the process of starting at Nottingham is much less structured. As a new starter it seems there is a lack of necessary information about important aspects of working at the University of Nottingham. I would suggest each member of new staff be inducted on a compulsory welcome talk which involves information about pensions, benefit schemes, unions and staff support.
equal holidays for all staff members
More Comunication between the academic staff and the technicians. Sounds easy in pratice....
More value in staff including sustained internal funding of posts.
Better building cleaning
One small thing would be a single intranet\comms channel to drive University communication
Better and stable wifi connection
More investment into professional services so the systems can effectively support our employees and the future direction of the University
Party political/EU Referendum impartiality from the university leadership
Be more green and transparent
More value put on the work of academics who do not bring in grant money
greater local autonomy in decision making
Improve the range of food avaiable to me on campus
Improved access to Staff and Student wellbeing initiatives
For line managers to be required to undertake and 'pass' specific modules on absence management, diversity management, performance management within first week of becoming a line manager.
better alumni engagement and more emphasis on current students as future contributing alumni...
Trust and fairness
Menopause policy

An improved working culture (a happier and more motivated workforce)
no comment
less bureaucracy, more room for changes at the school level
To have a greater impact on business/industries
cheaper food on campus
More decision making at the School level
More use of sport supporting Mental Health. this is going to very important moving forward
not putting unisex toilets in place (would feel uncomfortable going to the toilet next to a male colleague or student)
stop trying to grow student numbers - work within your means
Flexible Working
More 'staff friendly' hopper bus times
Better training opportunities for staff
Collaborative working between professional departments
The invisible stratification between staff groups to be extinguished. I have a distinction at Masters Degree level and still get treated like a second class citizen by most academics.
sustainability - more people working from home to reduce carbon footprint and space restraints
Recruit more teaching focused staff.
Better well being support for staff and students, which includes a well being policy for staff which is cascaded equally down all of the levels
More industry focused

Development of courses sponsored by industrial incorporating industrial experience as part of the teaching like an apprenticeship but for graduate level teaching
More counselling support for staff and students.
We offer de-stress workshops to students during exam times, should we look to do the same for staff - not just at exam times, but perhaps throughout the year.
Greater emphasis on knowledge exchange as a route to impact
I think the small change that would be great to see is achieving clarity of focus on doing a smaller number of things (in terms of change management) but doing them really well. Identifying the priorities each year (and unless something significant changes) committing to delivering those changes before the next wave of ideas come in. This would significantly increase the opportunity to engage with staff with clarity about key topics and to focus resources on getting those things right, enabling staff voice, engagement and ownership in shaping change.
More flexible working - flexi-time for admin staff
For everyone to truly work towards the same goal - for example 'always striving for new knowledge' At times, it feels as though we are battling ourselves, instead of working together
Clear priorities
All staff members given the respect they deserve for the job they do. Often staff groups can be looked down upon by other groups (them/us culture)
More celebration of student success and consideration of the incredible work, positive changes and culture students provide to all peers/University.
More celebration of student success and consideration of the incredible work, positive changes and culture students provide to all peers/University.

A new HR/Finance system and better IT/Digital solutions across the board
staff progression opportunities within R&I
More random acts of kindness or tokens of appreciation
Enthusiastic embracing of change and new ways of working
Greater collaboration
Much clearer (and more selective) communication from central University administration to staff.
Insistence that all staff enter their phone numbers and mobiles (if uni supplied) into the system. A lot of staff don't do this and expect you to rely on e mail.

promoting excellence instead of only experience

I would reduce in number and scope the measuring and monitoring of staff performance, be it through SETs, SEMs or PDRP etc.

more equality between chinese staff and international staff(include pay check, vacation and insurance)
mid-sem break
Lessen the difficulty of things related to IT for new students.
Improving our university ranking slowly
I hope a married Chinese staff in UNNC also can claim their home visit ticket annually like those unmarried Chinese staff do. Currently a married Chinese staff can only claim it every 4 years.
The campus solution system could be further improved to be more helpful.
More English used and more international students.
More efficient working by all staff calendars being shared/ viewable across all campuses
More interdisciplinarity in our course portfolio
Imrpove the quality of our data to an appropriate level that we can make decisions
.
Implement the PDRP properly to support staff development rather than a once-per-year box-ticking exercise.
Staff to be responsible
Better respect for APM3 staff, removing the barrier from level 3 -4 which is insurmountable without leaving UoN first
More consistency and better documentation of processes - to help with handover to new staff
More emphasis placed on equality and diversity at a Divisional level (there are a lot of high level initiatives on this but these do not trickle down to how some staff treat others in terms of day to day activities)
Provide up to date equipment.
Refer to administrative support services as professional services to promote a culture of treating them as such.

better facilities for students on Jubilee campus e.g. more food, drink and study space options

make roles and responsibilities clearer/only one or two big boses in each area
more executive management contact with staff (face to face)

Intelligent
Devolve more administrative functions to individual schools
Longer term contracts for project management staff.
Flexible working (times/locations)
n/a
I would like to see some guidelines around when we can ethically justify air travel for a conference/collaboration. I am in a position where travelling to an international conference would be beneficial for my career, and I have not travelled internationally for my work for several years, but I feel bound by environmental considerations to avoid as much air travel as possible. I would like to feel like there is a process available for assessing whether travel is justifiable and that the University accounts for this within their carbon budget and overall aims to decrease carbon emissions. Perhaps this already exists but I am not aware of it and it certainly isn't obvious when booking travel through concur.

Fixed-term research staff (by fixed term I mean research staff with permanent contracts but with fixed end date) given greater security of tenure, so that the opportunities available through external funding income, REF outputs and university service can match job category expectations.
some new things about the infrastructure such as covered walkway surrounding the campus for a shelter from rain and sunshine

An acknowledgement that professional service staff play an important role and a willingness to recruit the best professional service staff through investing in appropriate salaries as well as the best academic staff.

A greater push towards a more greener organisation
I would like to see an increase in the support/recognition of physical activity in the prevention and treatment of student mental health issues.
Consistency of Policy application
greater buy in from staff to UoN strategy - everyone needs to own it and breath it!
 Offer the children/partners/parents of UoN employees a reduced fee to study for UG/PGT at Nottingham. The level of the reduction could increase for those colleagues on the lowest salary. This would not only be welcomed by staff but might increase the diversity of our UG/PGT body.
better internet service all over the campus including student accomendation area
Green campus with Sustainable management.
All toilets/changing facilities in every building become gender neutral.
Free-to-use bikes for all staff and research postgrads
Once the University's latest mission and vision statements have been published, make sure that they are not only widely communicated to all staff and students but also learnt and internalised by these key internal stakeholders.

Maybe more investment in research, less in infrastructure and administration, although they are all interconnected.
Mandating everyone who has some management responsibility to undertake some actual management training
Greater trust in academic staff

A focus back to quality instead of quantity - less focus on quantity of students, and focus on quality of teaching and research
I hope more and more advanced labs could be set up in UNNC.
1. re-do and re-name the Quality Manual, which is felt not to be fit for purpose, but full of accretions; 2. flexibility between R&T and T&L contracts 3. profit-making on car-parking was said to anger staff
More invesment in sports coaching. Build a sense of belonging for students.
Greater focus people rather than outputs
Put teaching and learning practice - and the support the University gives to it - on a tab on the University homepage - make it as important as 'Admissions and Student Experience' and 'Research'
Broader student involvement in decision making

Better transport links i.e. buses to the University from staff areas to allow for more environmental transport
Staff and student representatives on Council directly elected for a fixed term. Union representatives on Council.
Train lecturers to be better at teaching and improve communication with students
Maintaining the gymnasium facilities. For eg. , there is only one treadmill for everyone to share. We need to wait for maybe more than an hour because there are others waiting in line too. Hence, I have seen the other 3 treadmill laying there unfixed since my foundation year in 2017. If it can be done, it would be a good example to the new and incoming students too.
Less of an internal market for services such as catering. Too many resources are wasted on internal catering which is overpriced. Stop the purchase of bottled water for meetings, and ensure any water provided is in jugs. Consideration should be given to a ban on the provision of refreshments at meetings (apart from jugs of water) unless they are more than 2 hours in length, enforcing a ban on first class train travel (with UEB members and other senior colleagues leading by example).
People being given more time to line manage their teams, and more consistency and accountability in line management. Currently, it is the case that some members of staff are well supported in attending training, events, etc. whereas others battle to leave the desk for personal and professional development opportunities. It is often the case when running reviews and projects that those 'on the

ground' doing a task would like to see the same improvements as senior staff such as PVCs/chairs of reviews, but that they are impeded by 'the way we do things' or lack of imagination/support from middle management.

I'm very pleased to see the consultative way in which this process is being conducted. It would be good see such consultation continuing.

More qualified lecturer to teach us.

Tri campus staff mobility programme (APM job family)

A move away from target-driven culture

This is not a change as such, but continued movement to a different way of working. In line with sustainability ambitions and the use of modern technology; continued methods of virtual/flexible ways of working and a movement towards (where possible, this is not always appropriate) paperless working. The University is moving towards using modern technologies, but the appropriate support and training mechanisms also need to be in place to allow staff to effectively engage in use of these technologies.

Unilateral committment to sustainability and leaving our environment healthier than we found it less waste - especially food waste

More support for bold innovation and change, including an understanding and appreciation that this entails risks, and consequent understanding and support by the institution if things do not go according to plan (which is very likely when bold change is afoot).

Sufficient resource being put in to professional services to enable each area to provide an effective and timely service - thus saving a lot of wasted time and effort in trying to make things happen.

Greater collaboration between the academic community and professional services

Less paper - but that means having the IT infrastructure to support digital working

I would like us to promote small 'green' initiatives - e.g., reduce single use plastics, create more incentives for people to use public transport or cycle to work schemes (over and above what is currently offered).

Promote and prioritise KE alongside Research

Mentoring staff with disclosed learning related and neuro-diverse disabilities. These staff may be a key asset for the University's future success and, from personal experience, are not treated equally or given the right support to reach their potential.

The University should focus on the 2040-2050 decade and plan accordingly. Your Trajectory report completely misses on this - that global megatrends will usher in an extremely delicate period for the planet by that timeline: climate change, demographic growth, urbanization, the continuous increase in inequality, global mental health epidemic, the lack of global governance (G0), huge flows of migration, global risks associated with fragile states, the continuous rise in terrorismm, changes in AI and at the barrier between AI and biomedicine, particularly the genetic engineering of living organisms and of human beings. etc. All these trends and others will have huge implications for the political, social, economical and cultural domains. The University should create a research group tasked with identying the global challenges of the 2040-2050 decade. Brexit will not seem a priority in such a context.

May I make two suggestions? (1) Introducing a programme of adult education, in line with the recommendations of the Civic University Commission and the commitment to develop a Civic University Agreement. This would fit well with the University's charitable mission, and a profound educational service to the local and regional community. Substantial impact could be achieved at modest cost: principally, investment in a small number of staff, etc. This could be done, in line with the CUC proposal, as a pilot exercise, and working in collaboration with NTU, local colleges, etc. The School of Education has relevant expertise, but the programme should involve working with a range of subject areas. Reintroducing adult education would also be appropriate given the upcoming centenary of the University College's establishment of an adult education department, and the appointment [Redacted text] (2) Introducing a University (internal) "newsletter" (online, of course), which not only disseminates policy and decisions, but reports personnel changes (arrivals and departures of staff, promotions, etc.), upcoming events, and in which colleagues are genuinely

encouraged to mention and debate matters of University policy and strategy, large and small. It is important to provide mechanisms of "voice". I suggest an "independent" editor should be appointed (by the University), e.g. on a 3-year term, part-time, with applications invited from all staff; s/he would be responsible for building it up as a mechanism of dialogue across the University.
Real commitment to helping everyone get the most out of technology.

More agility in our business operations to enable the pioneering spirit we see on the research and teaching side reflected in our infrastructure and operations.
More Diversity
Effective integration between our three campuses. The overseas campuses are too often out of sight, out of mind.
Greater investment in student and staff wellbeing

The consultation document explains that in these turbulent times we need to consider new and radical ideas. If you have a radical idea you would like to suggest, please tell us here.

Respond to the climate emergency - for a start ban all private cars from its campuses.

N/A
Current governance / senior management structures are cumbersome and slow to respond. We lack agility to make any quick decisions to try things. We need a different business management model so we can respond with speed and agility in the 21st century.

Offer all courses as distance learning - live streaming/recording lectures
Abandon the Malaysia campus. It is not profitable, is politically challenging, time consuming and of low quality compared to the rest of UoN.
Reduce duplication and contradiction of information
Give Schools the resources, leave them alone, make them accountable for success and failure - subsidiarity.
Adopting and publicising a limit to our student intake (to maintain quality of learning experience, and to signal to other Universities that we are not actively undermining their own recruitment efforts). (The limit would be reviewable, of course.)
sell off kings meadow campus
 Move towards closer working with NTU - efficiency savings to be gained, while each uni could play to its strengths

zero plastic campus

Make all staff clock in and out, across the board, regardless of job family or payscale. Equality.

Increase humanities teachers, rather than decrease because departments or programmes 'are not viable.' Who gets to decide what constitutes viable? Does everything have to be a huge money-maker? At some point, the world will realise that it will be the humanities, not the sciences that 'save the world.' There would be no Brexit if everyone had humanities training, just as there would be no Trump if Americans had humanities degrees. The world needs better communication, critical thinking, hermeneutical prowess, historical context, and religious literacy, whether or not it 'makes money' in the short term. GROW the little departments, don't SHRINK them.

In my opinion, the one thing that detracts from any progressive and forward thinking strategy is the 'turning a blind eye' to connections to companies like BAE Systems and Lockheed Martin. Companies like these play a huge part and profit from some of the worst devastation and death the world is faced with. On a personal note, it really disheartens me when I come across modules that have invited speakers and representatives from BAE and Lockheed. The partnership between BAE and the Institute for Aerospace Technology is one of the only reasons that I feel I would not be able to continue working for the University. I assume they provide a relatively large amount of income for their role within the Institute for Aerospace Technology, but I will never understand how a blind eye can be turned to such a morally reprehensible company.

Reduce the amount of courses offered - get rid of non cost effective ones

Degree similar to Open University. Students can complete modules in a time frame and consume learning across different media to suit them. The modules can be from a diverse range of subjects.

Abolish schools. All courses should be multidisciplinary, allowing students to combine modules in different subjects. All research should be multi-disciplinary.

Put staff at the centre of the University. Reform senate so that it is the responsible body for the University, that acts as the chamber which can hold the UEB to account. This is not to demote the UEB, but to transfer the UEB into the executive branch of the Senate, rather than have the Senate as a rubber stamp for UEB. (To consider this another way: Senate should be like Parliament is to the Government, and not what the Queen is to Parliament). This requires a cultural shift in how the University functions, and determined focus from the UEB and to ensure that this practically, as well as rhetorically, delivered. Too much "staff engagement" at the moment consists of UEB members lecturing and answering questions about what UEB is doing— not to seek input or feedback, but to defend UEB's actions. This makes UEB defensive, it makes the system problematic, and creates an "us and them" leadership that has become entrenched in Universities across the country. We should be radical: staff are the core of this University, they must be core to decision making, not feeding back on decisions, but feeding forward, and the UEB having clear mandates that all decisions are accountable to the democratic processes and are revisable or reversible by senate.

Tran through lenton into campus and around

There are more students are keen to learn Chinese language. So far only IC, IS, and IBL studnets can take mandarin modules as a part of their degree. What a shame, they don't have the chance on campus to join in the mandarin class and can't speak the lanugage while stuying in Ningbo for 3 or 4 years. Ideas: 1. provide free mandarin class to all international students. 2 offer direct-entry students a optiong of 1-year mandarin learning to make it 4-year UG programm. first year: only mandarin courses.

Focus on student satisfaction and staff retention

Carbon Neutrality within 10 years. Demonstrate a path to institution-wide Carbon Neutrality within 10 years, in line with IPCC recommendations, combining practical changes with sector-leading research.

Long term, residential universities like UNNC might not be sustainable, and we are presently creating well trained sheep with no experience of life. We should offer students a six-year window during which they can come and go and I suspect the quality of our students will improve with the insertion of work and travel into the curriculum.

Sell KMC campus, relocate all staff to University Park and or Jubilee with a focus on administrative services being co-located.

Put the director of estates back on the same level as the other directors, instead of being beholden to the finance director, as this effectively hamstrings the whole department.

Have 1 salary scale, not difference job families.

Put all services to outside contractors

University leaders to engage with students regarding increasing costs, such as the consistant rise in accomodation fees and sports membership, and attempt to ensure these services are at least of the quality expected for the price e.g. sports membership for Sutton Bonington campus students.

Treasure and nurture the relationships between staff. Stop breaking them to pieces.

Expand online learning provision

So much effert and tmoney si spent on teaching. We have the potential increase the quality of research if we had more money for research students. This is a bottle neck that is preventing us from achieving the university objective of increasing our standing in REF. If we tap into the Alumni network for funding for endowments, similar to what happes at US universities, we could double the number of research students and so double our research output without putting too much strain on the staff. If we aimed to raise say £1million a year to be placed in an endowment fund, after 10 years we could fund an additional 40 PhD students starting each year in perpetuity. This would lead to an additional 120 PhD students across the university assumint they take 3 years to complete. WE have the equipment, we have most of the infrastructure (could use more space for research students if we do this), but we are short in the funding for the people to carry out the work.

This is not very radical but... Learn from the best. Some schools manage to outperform the rest in research, NSS, efficiency etc. How do they do it? Let's not bring all schools down to the average by imposing poor centralised systems but bring all schools up to the best.

Implement the same promotion pathway for all job families - not one system for academics and another for everyone else.

We need to consider that the key question in education and the generation of valuable knowledge cannot always be 'how much money does it make?'. We are set on an unhealthy, blinkered revenue-driven course of that has sidelined what education and scholarship are about.

I was pleased to see that the Green Paper discusses staff discontent and low morale. (The other recent acknowledgements of this, especially from Professor West, have also been very welcome.) However, I do not believe that framing this as a problem of 'staff engagement' will help to solve the problem. It suggests that the problem is that ordinary members of staff do not have sufficient enthusiasm for the decisions of senior managment. The emphasis should be the other way around. The radical change I'd like to see is a shift in approach to getting the best out of members of staff -- from an approach focused on metrics, monitoring, and targets, to one focused on trusting staff to do their jobs well. So much of the monitoring etc is counter-productive: it is deadening, and lowers morale, and contributes to a culture of distrust. The university is packed with highly intelligent people who are passionate about research, teaching, and the various other activities of the university. It doesn't need to micro-manage them to get them to do their jobs well; in fact, trusting them to do their jobs well would have a better effect, in my opinion.

Become a proper data-informed organisation with a proper data infrastructure that enables us to use predictive analytics to support student success, learning analytics to support teaching, wi-fi records to monitor room usage and the movement of people, etc etc

Return Student Services colleagues 'in-house' to Schools/Departments.

Pioneer more mixed discipline study and research degrees which bring humanities and STEM closer together.

A significant rethink of our teaching and training is required both in terms of the use of new media but also, equally importantly, lifelong learning. On graduating our alumni should feel that they can benefit from ongoing education and training throughout their lives and that UoN is here to guide and provide that. We could introduce alumni focused visit days (home-comings?) not just to come back to Nottingham but also to plan and access their educational and training needs. This can include elements such as masterclasses in latest technologies, mini-sabbaticals to refresh and realign careers, and many other innovative non-traditional learning and development opportunities. This would create a strong family of alumni that can be self-supporting both of each other and the institution.

Remote working days as part of flexi for all levels of APM staff, not just 4 upwards

Less focus on individuals and more focus on teams. Currently feels like too many competing researchers within the University trying to achieve personal glory, rather they should be working together collaboratively with some sort of protection , so that they don't feel they are at risk of losing or being ejected from their job or team to further another researchers career.

It shouldn't be radical but as it's not mentioned, KE needs to be given equal status to R and T in the new strategy and made explicit. We'll be presumably signing the Concordat later on this year, which asks us to declare that KE is part of our strategy, and, although currently a very different thing, we need to get our act together in order to compete in our 'cluster' when KEF 1.0 comes along. I

would argue that when Jesse Boot referred to research, he didn't mean REF-research but rather applied research in order to make the region a stronger and better place - in other words the University, like the other similarly sized midlands and northern universities founded around the same time, is founded on KE and teaching. So this is merely us going back to our roots. My sense is that it's KE rather than REF that will be what we will be increasingly judged on by government - and of course it is what we are already judged on by many of our stakeholders (including prospective students). What's more, while we pretend we don't do it, we're actually very good – even using KEF/HEBCI metrics, we knock NTU into a cocked hat yet manage to hide that from local partners. I also think the Strategy needs to be headed up by a clear and concise Vision (not half a page of waffle) against which everything we do can be aligned.

Create an Amazon business account.

We need to change how the University is governed and make VC and UEB more accountable to the main stakeholders of the university: its staff. The first step would be to give more power and role to the Senate. Allow Senate to have sub-committees to scrutinise major changes and ultimately to block changes proposed by UEB (e.g. Project Transform would never happened in the disastorous form it did if staff were able to influence UEB decsions; inadequate, outdated and very expensive CamSol software were not bought while a good alternative would be found, etc.). This would require changes how the Senate is formed and to make Senate members to be proper representatives of staff. UoN can become the first UK uni with proper democratic structure which is much more capable to respond on external challenges than todays very authoritarian and outdated governance system which is not adequate to the world around us. All studies show that staff is more productive and organisations are more successful when their staff have a stake in a company and in the case of universities it means participation of all staff in all decision making via their elected representatives. This would be a real game changer.

Remove the need for lecture rooms as such and give every student a device for delivery of teaching material and online assessment.

If staff can bring in sufficient overhead they should be able to explicitly buy out their teaching load to deliver on both the research and its outputs - including impact. THis should be transparent and motivating, and zero-cost to UoN as the extra margin would pay for the offset in loading.

A new building or dedicated space for a new service department, open to students, staff and the local community. The department would be there to provide advice on how individuals can take action to help our planet be more environmentally sustainable (e.g. choices about food, clothing and transport, and how to help mitigate biodiversity loss, particularly of insects). It would also be able to point individuals in the right direction for more information and resources. On the 15th March 2019, 1.5 million school students (from 123 countries) went on strike for climate change. This included 50,000 UK students. These are our future University students. Psychologists recognise that eco-anxiety is on the increase among adolescents and young adults. Please watch this video as I believe this is how a growing number of students and staff will be feeling over the coming years: https://www.bbc.com/ideas/videos/are-you-suffering-from-climate-change-anxiety/p073zgqd

Recruit students with the highest potential, not just the highest A-level grades.

Complete organisational re-design that tackles some of the fundamental staffing (capability and cultural) issues across professional, academic and research areas - ensuring the University is aligned in people terms with our new strategy for the future.

The workforce in the UNUK reflects our ambition and vision to be a global university. So far, the recruitment process focuses on experience in the higher education section "in the UK" and disregards international candidates who may have extensive experience in international education.

Let the Ningbo and Malaysia campuses become fully autonomous and no longer part of the University of Nottingham

making SB bigger and livlier with another school added or consider the reverse

The University should invest in improving research and teaching in emerging technologies, for example building and flying small satellites

Expand international reach in Far East eg Singapore and Korea and Taiwan

Relax the management structures, let some power and responsibility devolve back downwards, stop the zeal to centralisation, and display a trust in our experience, competence, and motivations.
Creat a 'smart campus' which enables researchers to test out new concepts (building on the examples of the Creative Energy Homes, hydrogen refuelling station, etc), teachers to showcase and experiment and to improve the operational performance of the University - linking the estate and digital strategies together. Sensors, monitoring, wayfinding, autonomous vehicles, linked to app development to inform staff and students in real time of issues and opportunities.
Contract out all non-academic, auxiliary work.

No Parking on campus, build a car park at riverside (similar to the park and ride) and provide a bus service
Expand the campus more or offer more wellbeing services like you have at the UK campus

Take a principled step away from the model of the neo-liberal university. Become a bastion of exploring possibilities for the 21st century university.
Introduce more international ideas regarding eg European model of degrees, or liberal arts equitable pay and conditions and funding across the three campuses
Greater financial accountability by ALL parts of the University; at present the Schools are put under significant pressure to stick to targets, yet centrally vast sums of money are spent on, what often turns out to be, poor value for money projects, which have significant overspends.
Provide more flexibility or at least empower individual campus management to better adapt/customize policies, which mostly come from the UK Campus, and those policies are too inflexible.
Support for scholarship and research that isn't linked to the REF or other such crude measures... So for instance support for learning that *may* (but may not) contribute to outputs or projects... And that may also contribute to research lead teaching. Instrumentalisation is demoralising and creates a lot of pressure. If *some* research support could be non-instrumental, that'd be great.
More diversification of what we expect from our academic staff - more appointment of people on T and L contracts with appropriate prmotion opportunities and resources to develop innovative 21st century teaching.
One off settlement of the gender pay gap.
It would be great if the University measured its effectiveness/success using the barometers set by Kate Raworth in Doughnut Economics.

More accomodation at sutton bonington, more infrastructure in general-more hopper buses later in the evening even if this means a long gap between them e.g. instead of a last bus at half eleven from up to sb have a last bus at eleven and the next bux at 1 am. (a tram would be neat...). Make it more a part of the main campus and less isolated.
1. Merge with NTU 2. Open London Campus for Research and PGR/PGT
The QMC is full of excellent staff and students but the facilities, infrastructure and environment are poor. A new building combining teaching and the hospital set within a cemmercial/ retail centre (like some mainland European city hospitals, that has excellent transport and parking arrangements is needed urgently
Stop surveying students. Ask them what they expect to get out of their experience before they arrive at the university and then tailor our teaching and services to fulfil that expectation, rather than retrospectively reacting to it.
Our (and almost every other in the UK) University increasingly appears to be governed by people who are motivated by their own carrier considerations rather than by caring about the long-term future of their organisation. This is very damaging in the long-term. This can be changed by only appointing to leadership roles people with a real connection to the University, moreover connection that is unlikely to disappear in the future.
Consider what a future post-email would look like. Is email almost dead, in that it just contributes to mental health problems, overload, etc? Might there be a better way that we could pioneer?

Merge with NTU to achieve economies of size and ability to specialise further in Teaching and Research activities. This could be called "Nottingham University"

Get rid of the marketing people - make clear statements, everybody can relate to, not this vision statement jargon

Complete reconfiguration of our curriculum to move away from modular structure. This will enable us to focus on programme level learning outcomes in areas such as skills provision, inclusion and sustainable development goals.

Imagine that Universities are in the same position as Blockbuster or Kodak were in the 90's, and imagine how was can avoid the same when disrupted.

Aim to be carbon neutral (I don't know how realistic this would be)

Ensuring decision-making agile enough to take advantage of any opportunity that may arise in working with the upstream value chain.

Merge with Nottingham Trent University (where sensible)

Community engagement and lifelong learning - a proper strategy in place, building on work currently taking place and historical success in this area

Value quality and integrity above income and impact (of course it's great when they go together, but they sometimes don't). Take time to explain things properly to the wider public, and not just to students. Perhaps we need our own online broadcasting channel/newspaper, which focusses on being accurate, as well as local outreach. Our university could become known for being trustworthy and I'm sure that would pay off in the longer term, given the general lack of trust.

Make university more affordable for students. This includes a significant amount of accommodation that can be afforded within the full maintenance loan and cheaper food outlets. What students want prior to coming to university is not necessarily the same as what they want when they realise how expensive accommodation is.

I would like to see multi-disciplinary team work to solve real-world challenges firmly embedded in our undergraduate teaching. They cannot replace discipline-specific training, but they can augment and enhance it. Why not deliver some of our teaching by getting undergraduates from Computer Science, Modern Languages, and Law working together on social media and democracy? Or those from History, Psychology, and Biosciences working together on sustainable food for the future? This would better equip our students for the modern workplace, their role as citizens, and it would re-invent "research-led teaching" for this century.

increase motivation for research staffs

"•   Reform the international recruitment and partnership team by allowing the team at all campuses to promote all three campuses at their appointed regions that are culturally and geographically relevant. For instance, o   The international team at UNUK will promote UNUK/UNNC/UNMC in recruitment and partnership exploration at CIS, Europe and the Americas. o   The international team at UNNC will promote UNUK/UNNC/UNMC in recruitment and partnership exploration at Asia Pacific regions. o   The International team at UNMC will promote UNUK/UNNC/UNMC in recruitment and partnership exploration in Middle East, Africa and South Asia regions. Doing so allows resource utilisation, logistic efficiency, knowledge exchange, enhanced market intelligence and customer service due to cultural and geographical convenience, as well as the embedded practice and cultural identity among three teams to represent Nottingham as one global university. This also allows the team to capture opportunities among recruitment and partnerships within the Nottingham umbrella and place them according to campuses' individual priorities or as a joint approach. Enabling the delivery of this strategy is fundamentally dependent on transparent and timely communication and autonomy relating to campus portfolios, recruitment/partnership priorities, scholarship policy and frequent administrative staff mobility across all three teams. This is followed by a robust performance monitoring mechanism across three campuses. Such practice has been implemented among universities with global presence, such as NYU. "

On line learning/ remote UoN degrees with only one year at a site? Franchising UoN degrees??

To be the market leaders in sustainable/ environmentally responsible student accommodation. To offer this accommodation as an experience (something to aspire to) rather than just a place to stay whilst studying.

lower prices of food places in Portland. Students can not afford to pay £4 for a jacket potato

pay the vc less and use the money to build on-campus wind turbines and install solar panels on all buildings possible, working towards a zero-carbon campus

Give the importance of UK-EU cooperation in research and the uncertainty surrounding Brexit, try to establish a campus in an EU country like the Netherlands, Germany or France to ensure that political turmoil won't cause problems in future research cooperation and student project

A delegated "innovation team" needs to be appointed with a perspective to see education outside the box.. in the era of digital transformation, new innovative pedagogical approaches should be examined in terms of personalized learning with tools, platforms, distant learning where the role of the teacher will be supportive to new learning outcomes. Open learning spaces should be developed to boost project based teaching and learning. This team should focus on the 2030 skills and competences all Notts alumni should have to stand out in the global market as global citizens. Rather than preparing good students with top grades, there should be focus on critical thinking, problem solving, Artificial Intelligence and Emotional Coexistence with the robots in an era where we should all adjust to our new roles as human beings.

I would like to see the University make a serious commitment to bringing down the ratio of students to academic staff. A wealth of empirical evidence indicates that this is the single most effective step universities can take to improve the student experience. Reducing the student-staff ratio allows for smaller class sizes, which in turn allows module conveners to get to know their students. It also allows teaching to be more innovative and more responsive to student needs. In my department, Philosophy, despite a commitment several years ago to bring student-staff ratios across the Faculty of Arts down to a more manageable level, our departmental ratios have only increased. Making a commitment to decrease student-staff ratios is not complicated, but it could yield significant benefits.

Focus on excellence in Science and Engineering and drop the rest

Abolish school cost centre structures within Faculties to enable cross-cutting curriculum development uninhibited by disciplinary cost centres. This would allow us to be responsive to student needs in terms of employability and experience and to innovate in teaching and ultimately research groupings.

to inrease number of invited lecturers from USA , to inrease endowment using american universities style

Well, yes I do have radical idea, but your "green paper" has ruled it out: get rid of your foreign operations.

Demand adequate A levels before admitting undergraduates.

Establish a means by which undergraduates can learn what job applications should look like, what skills they will need to best present themselves at interview, what the real job-world is like and how to write grammatically correct English.

Lead the way with safe student/staff accommodation and learning environments and look to producing safer and more sustainable technologies for the future. When wireless technologies are classified as a definite human carcinogen in the near future (https://www.spandidos-publications.com/10.3892/ijo.2018.4606), the University will be in a stronger position if it has already taken some actions. See https://www.wirelessriskassessment.org/.

More support for student mental health and counselling

Introduce accountability in administrative management, and a more corporate outlook on individual achievement.

More centralisation of services. So that each area of service has a 'base', work together and combine workloads, with outposts in schools used as needed. (More appropriate for some services than others)

You need to establish in which few faculties you wish to become world famous. Today the Medical School has a major reputation. You can not be top dog in everything, you need to be focussed. So pick only a few areas you want to become a worldwide centre of excellence. You need to be known for something other than good halls of residence and a nice campus.

when I worked at King's and in my first few years at UoN we had no hours and no holidays in academic contracts - in these pressurised times when have to achieve so much this may be a really good way to make academics feel valued.

For the University to focus on pioneering and world-leading research that tackles some of the world's biggest issues and challenges, from climate change to food shortages, to medical cures, etc. Attract the world's best and promote ourselves as this.

Use the branch campuses to engage with Europe and the world, beyond the limits imposed by a possible Brexit. Stronger global connections.

Outsource the in-house HR and Payroll functions. Within the NHS, they successfully outsourced these functions to an externally managed resource. This saves a great deal of money in the longer term, as it removes not only expensive staff, but also the need for office space, which can be either re-purposed or sold off. Staff did not notice a change in functionality when the service was outsourced, and as we already email generic inboxes (HR@nottingham.ac.uk and payroll@nottingham.ac.uk), this could continue to be the case and staff would not notice any difference. We no longer receive payslips and queries are dealt with electronically (MyView) and HR at UoN do not directly interview or visibly add any tangible value to the function of UoN as other services do (Estates, Security, IT etc), so no longer having a major in-house HR and Payroll function would save money and not bring any kind of detriment to the day to day function of the University that I can see.

Hosting of National Governing Bodies on campus

An optional or enforced 4 day week? I do not feel refreshed by a 2 day weekend, its just not long enough, I always feel I am running on empty - is it worth trialling 4 day weeks to see a hopefully improved effect on staff productivity and wellbeing?

Going more digital in engagement of students and alumni

A revision of the 'no franchise' policy to enable multi-directional teaching partnerships 2+2 / 1.5+1.5 with highly ranked institutions at the undergraduate level - this would allow us to work with institutions and increase enrolments AND/OR scholarship fund for European students

An institute of sport producing world leading research, connecting academic experts in the field that we have a lot of already, and delivering new and innovative courses grounded in sport

Two "radical" suggestions which are about being more distinctive but at the same time are values driven.   1. Charge OS students the same fees as UK students. 2. Make a commitment that to having the highest proportion, within the Russell Group, of students from disadvantaged areas / low participation backgrounds within 5 years.

Make each School a business, so students become our workforce and we make profits from being the best-in-class businesses.

set joint program with top american university

consolidation of research and teaching into a smaller number of key subject areas - we're too broadly spread.

Mental Health Gyms, to remove pressures on the counselling service.

Concentrate on the sciences and engineering faculties much more. There is a saturation of arts degrees in the world, currently. Close schools if necessary.

Require all staff to maintain an Outlook diary detailing their whereabouts. Would save a huge amount of time in arranging meetings etc.
The practice of frenzied budget depletion as the new financial year is destructive, non-cost-effective and, actually somewhat cynical. People tend to empty budgets in order to guarantee getting the full budget for the following year - this is so totally wrong. If you don't spend the full budget it should be returned as 'credit' against the following year - saving departments, divisions, schools and the university many thousands of pounds each year. Budget 'credits' would provide for overspends (if necessary) and perhaps allow a better level of equity when budget applications are made.

My radical idea concerns the relationship between the campuses in the UK, Malaysia and China. It feels that the current structure of 3 operating models makes it hard to ensure a seamless, high quality experience for students and alumni- and for students to easily blend time on multiple campuses as part of their course. My idea is to create single, global professional service organisations with staff located on all 3 campuses to serve all 3 campuses in areas such as External Relations, Alumni Relations etc. (This could also possibly be extended to academic schools). I fear that the current 3 operating models mean that senior managers in the smaller campuses are charged with quality assurance across an unrealistic range of different professions
Pay your staff?
A dedicated space where staff and students can go to spend mindfulness time

Flexitime and working from home for all staff unless there is a critical business need (e.g. staffing a reception desk). Also the possbility of career breaks for all staff, regardless of personal circumstances (e.g. this is readily given for childcare, but not for personal development)

To Make public areas look inviting

I would love to see the pay dates changed so that we get paid the same day each month. It is a real struggle at times to make it right to the end of the month. The 26th would be an ideal day to get paid.
Stop running the university like a business
Sell KMC/transform into student halls

How about not charging £9,000 for 12 hours teaching a week

Make free food events healthy only not pizza. As a healthy student is a happy student and a student with good physical health as good mental health.

 Invest/involve in gaming as educational tool
Making all facilities, accommodation, University transport and lectures accessible to all.
Spot checks of Postgraduate courses, by senior leadership (head of school/faculty) to ensure what was advertised in the prospectus is being followed and provided for the students.

Automated People Mover between Jubilee and University Park with stops at Lenton, Dunkirk, and Beeston

I want Nottingham to fly up the international rankings like Nanyang Technical Uni in Singapore has
Add more funding options for postgraduate studies open for international students.
Completely pedestrianised campus

Flatten the hierarchy
Leave the NUS

The power balance (power structure) in supervision models has to be looked at again. The current modes makes it possible and easy for abuse and exploitation of students.f
Staff should be given the option to work from home if possible/ necessary
putting climate change at the forefront of all UoN matters, i.e. above money and business
Unbundling the University's learning and teaching to allow innovative combinations of mini and traditional courses, including accreditation of prior learning and experience where appropriate, and both online and on campus versions. This will enable seamless offering of 2-day CPD courses up to 7-year degrees and allow students real choice and relevant learning.

Let UNUK become one of top 5 university in England!

Not out sourcing core functions who include staff that want to work for the University and make thing better for all students and staff. To not be driven by cost cutting for the sake of saving money but more for the improvement of process and making things leaner.
Far more emphasis on professional skills rather than knowledge
When cost-saving redundancies or outsourcing is imminent, all senior staff involved in the decision making process should take pay-cuts. If people have to lose their jobs to save the university money, the top earners should be pitching in too. Possibly proportionate to how many people lose their jobs (or are outsourced into an unsustainable environment). If I'm at risk of losing my salary, the people whose salary is more than double mine should at least feel some of the pinch

Greater management of academic staff in terms of supporting administrative functions; if an academic member of staff does not engage when requested for information, for example, then there has to be an element of consequence and not just for the APM member of staff trying to do their job.

More aggresive pruning of deadwood (not sure that's so radical)

Branch out into online teaching to reach a wider audience, CPD, professional and vocational qualifications.

Dramatically cut down on assessment. It is not necessary. Students need time to think, time to do other things, eg read novels or go for long walks. They also need time for information to gel.

Why don't you get the academics to self organise into teaching and research units. Allow the resource associated with an academic to transfer with them to another school if necessary.
More teaching across disciplines (eg a module on Animal Studies) and joint honours courses between vocational and non-vocational degrees (eg Marketing and Classics; Medicine and English; Engineering and Archaeology).
Investment in new technology across the organisation, bench-marking ourselves against post-92 institutions and private sector business - who tend to be far more forward thinking (not just the Russel Group)
Continue to develop cross functional working, sharing staff, equipment and space.
I think it's in process already, our entire procurement processes need to change, we're paying over the odds for things with preferred suppliers and it's so difficult to purchase things we need, it's different depending on where you work in the University.

Halt the exponential growth of School sizes and allow staff and students the time to catch up, as currently the growth is not allowing staff to be able to perform to a high quality, it is instead forcing us to play catch up.

Bring the foundation year out of private hand to channel the revenues back to the uni and ensure that students are adequately prepared for their studies.

Halt all new building or building purchasing until our current infrastructure is up to date, well serviced and the space being efficiently utilised.
See above - not radical, but pretty widely accepted amongst colleagues.
invert teaching and communal spaces, so breaking away from 'tired lectures'
Scrap pay related bonuses and use the money to reduce workload. The system as it is makes colleagues compete, it reduces team working and causes resentment. Even if you change things so more people get a pay reward, there will still be more people upset that they miss out. On balance I think it is destructive. Investing in staff instead would build capacity within the university and support business growth and stability. I would also like to see a commitment towards evidence based practises in management. We seem to do a lot that has no or little actual benefit. The way we implement projects and contracts lacks rigour. Bold, shiny promises hold sway over realistic, pragmatic solutions that would actually be deliverable.
No new buildings! Invest in staff instead.
Allow program costs to be fluid to meet the market rather than fixed in line with Other Russell group universities. How can it ever be possible to offer a fully online programme at the same cost of a face to face one, yes a first degree costs £9,250 a year to deliver face to face but not as an online offering particularly when universities just down the road are offering the same for £4,000. There is something to be said about the businessman that would rather make 1p from a hundred customers then £100 from one as the scope for word of mouth is much greater from the hundred individuals.
Separation of research and teaching to bring in a system of teaching specialists and research focussed academics. I no longer think that academics can successfully do both.

Brexit or not, the global position of the University should continue. China is becoming the biggest economy in the world, and development of a University's China strategy that strengthens and expands from the UNNC will be imperative but effective, although challenging and risky as well. The first step is to better understand China from all staff, students and alumni who have China-related experiences.
Radical idea - open up funding fundamental science, higher salaries for staff and more recognition for staff who preform well. Currently, the university does nothing to support it's small number of star staff who are likely to leave as a result.
More support for non teaching staff.

Put more services out to tender

New building for School of Medicine/FMHS, dedicated to teaching
Raise entry requirements (a-level scores, higher IELTS scores), this will reduce student numbers but will increase the prestige of the university and hopefully improve ranking.

Outsource HR to streamline and reduce costs
Create a recycling centre within the university grounds to deal with the large amount of recyclable packaging waste that is created in the grounds; have students and staff learning and building up skills and knowledge for this important issue for now and the future;

offer a degree over 2 years instead of three. Offer longer contracts to staff to retain staff to attract top post docs etc.

Make the campus pedestrian-only. No cars. Bikes are allowed on designated paths.
More blue skies thinking and the space to do so (the MRI scanner was blue skies!)

There needs to be a lot more support offered concerning mental health
Merge all profession services in to one. Students have a faculty/school structure could professional services?

Constructing a chill zone - not a place to study but somewhere where students can chat, relax, sort of like a hub, have pop ups there once a week where students can get creative as well
Buyout money - for Schools to free up the time of those most likely to secure new large grants, build new centers, crack international challenges. Could be cost neutral by giving more teaching to some staff.
For digital literacy and academic skills take much of the teaching online, make it available 24/7 to any student who wants to engage in it, provide it in student journey focused bites that are interactive and give feedback. Ditch the lectures and introduce workshops. Stop just putting generic web pages up and hoping people passively consume them. Sell the resulting resources to FE colleges and Schools doing A Levels.

With Brexit in mind, it is essential that we begin collaborating with countries with whom we have not previously. These countries include the African and South American continents. In the short term, the gains would be minimal but the long-term gains would be rewarding both financially and socio-economically. No longer can we adopt the phrase, "what's in it for me". The Chinese economy will continue to grow, albeit slower than prevously, but nevertheless faster than economies in other countries or continents. We need to re-focus our expertise and excellence on other continents.
Work closer with city colleges and businesses on partnership developing local industries sustainability in services.
Funding for Start-up projects for entrepreneur students from the University

Establish faculty based study advice tutors. CELE provide specialist language and study advice to International students; Accessibility provide specialisr study advice to disabled students and those with Specific Learning Differences. Libraries provide specialist tailored workshops for students on digital and library research skills. However, since 2017 there has been no formal open access study advice. Students can see course tutors - people who mark their work - or they may seek advice online (including the purchasing of assessments - let's not fool ourselves that this cannot happen here). There is an urgent gap that needs to be filled where students can go for study advice that isn't about content. Online support is fantastic - and I understand the Academic Development roles attached to libraries will do some excellent work in devising resources. However, for some students - mature and other Widening Participation students for example - being able to have a conversation, face to face (even if via Skype) could make all the difference. Too many UG students get to year three and have found that what started as reasonable levels of assessment anxiety have now escalated into longer-term difficulties. It would surely be better to pre-empt such students needing the specialist interventions of the Accessibility Team by providing some earlier means of accessing study advice.
Make Regrading for TS easier- more like a promotion and not having to have the role changed to be awarded
We made a big stance and won awards on being "Sustainable". It's time to take a stand and be at the forefront of being "Ethical" - a turbulant world with conflicting priorities, the influence of social and mass media, of big economics and world trade it's time to be making ethical decisions, to be teaching our students about doing the right thing when they have their influence in the world. It would have an impact, certain research may have to stop, some funding streams may not be acceptable but there would be benefits too, it will attract more attention from ethical sponsors and where we lead others will follow.
100 % renewable energy use zones at all university areas

From the Admin Roles, eliminate the Levels altogether from being visible. The minute Levels 1, 2, 3, 4, and 5 are known, barriers (even if sub-consciously) are formed. A Hierarchy is in place. Everybody (no matter what their level) can bring something to the table. Each individual will know their level, but it won't be public so to speak. I think, were this in place, it would, over time, start to

encourage those who are levels 1 and 2 to be more proactive in sharing their ideas or suggestions for better practice. 'The same level playing field' for everybody. But Managers will still be Managers. etc., I don't know if this even makes sense. And it can't happen in the near future because everybody's level is public and known to each other. But it's worth considering as a radical idea for many years hence from now. ie. Slowly start to build-up to it.

Many companies that are making waves and succeeding have heavily invested in their technology and data. It seems like an afterthought for the university and as a result it's very expensive, slow and cumbersome to get things done.

Don't outsource your staff would be a really big plus. We're losing staff hand over fist as people panic that they're about to sold off. Partnerships are one thing, but selling staff is another. It's killing productivity in our department.

Use of more technology to enhance the productivity of catering and help the staff achieve more.

More on campus "pop up" themes and concepts

Refocus our educational offer to be one that breaks out of the walls of the classroom and the constraints of our timetable. This is feasible if planned as an alternative approach to separately dealing with CPD, Distance learning and Degree Apprenticeships. This would be truly pioneering but also it is a logical response to the whirlwind of change that we face.

Always aim to exceed compliance.

Form research or university alliance with top uni in the world. It is not what Nott is underneath but what it associataes with defines itself.

access to wellbeing facilities for all staff

If we're going to market Nottingham as a global university, pay for your international staff's visa fees.

become a campus without animal-based foods

Education First, Profit Later

A coherent and well structured central unit for international for teaching and research - we are missing out on having targeted countries we work on and everyone is doing their own thing and claiming their territories - it's fragmented and dis-integrated. Comparing to a Russel Group University I worked for before, UoN hasn't got much of a clear ambition globally. As of now we have the Office of Global Engagement, Political Uni, Asia Business Centre and External Relations - colleagues don't know where to go for support and who are doing what exactly. We are wasting valuable resources, people's talents and skills set and missed opportunities by not having a coherent structure and one strong unit to support international work. The Unit needs to work closely with the Faculty to support research and teaching

Agile working from both professional staff and academics. We waste too much space in offices. This is not particularly radical but is a big cultural change for UoN.

Transparent promotion process and pay scale brackets

Scrap Student Services in its current form. Staff aren't happy with Student Services (APM and Academic) and we know students aren't from open text comments in NSES, NSS, PTES, PRES etc. The University has invested a lot of money in creating service centres and the new structure, but that money is already wasted if they aren't fit for purpose and are impacting our functions, efficiency, reputation and student satisfaction. That is not to say that Student Services should be removed in its entirety and we return to the old ways of working, but it definitely needs a rethink or a restructure. My suggestion would be to keep Student Service teams but integrate them into Schools more so that there is more dedicated and specific support for student administration that looks at the entirety of the student life cycle in one area, instead of the devolved teams that currently exist which break up often overlapping processes in an arbitrary way and mean that everybody becomes a jack of all trades and master of none.

Find the IS staff who openly say they want to be made redundant, and make them redundant. It'll be cheaper in the long run and they can be replaced by staff who actually care about their work.

Major rebuild programme of student accommodation bringing it in line with all modern living requirements

Abolish all research groups and departments in faculty of engineering. Offer call courses under Faulty of Engineering umbrella. We need one master who understands both research, teaching and leadership. We need balanced academics.

A compulsory module for all students in life skills. Life skills could encompass listening skills, problem solving, time keeping, selling yourself. You could have Life Skills Champions!

Maintaining researcher independence by not predicating definitions of research success solely on the ability to gain external funding, which is inevitably limited and geared toward particular themes/issues that preclude certain questions/disciplines

To be the first vegetarian University

Negotiate better terms for software licences to avoid individuals purchasing licences with Research grant money

Change the University sport centre staff kit colour from yellow (polo shirt) to something more neutral e.g. blue

Formation of one professional service, supporting the UK, Malaysia and China.

Consider lifelong learning, chat bots and Alexa style curricula are already being discussed at technology conferences, could we partner with a tech firm to co create? Look to create qualifications that reflect the future world of work - Black Mountain in Wales is perhaps a step too far, but an interesting approach in relation to focus on creativity.

Abolition of tuition fees.

check that salaries are nationally competitive

Pull away from "sexy" areas, where many other universities across the world are competing, and allow natural strengths to be supported.

Replace some senior "past-it" academics with multiple up and coming researchers. Take the risk that if one ends up being he best in a field, that's a better investment than a stale old professor.

Partner with local councils to provide more student housing, not just halls of residence but other types of houses to compete with the private rented sector and bring down cost for students

Could the University offer shorter courses accessible to industry aimed at developing specific competencies?

Support animals.

take advantage of oversea campus to improve intrenational collabrating

100% renewable powered buildings

discourage flying as a means of transport for meetings and conferences within the UK and eurostar-connected countries

give some lectures to chemistry students of modern computer skill, like matlab, C++, python, or Gaussian

reduce the exam % vs. coursework. Stop exams for a full year course, split them into 2 exams.

focus on mental health. try to be a university that cares about the wellbeing of students.

Introduce a 0 credit module on home economics across all subjects. So many of peers struggle to cook even basic meals let alone things like changing smoke alarm batteries, culinary hygiene, sewing. University is meant to prepare adults for the world but I see a lot people struggling to do tasks that should be simple and easy.

To embed a borderless virtual university environment with a global community of learning that is accessible 24/7

Partner with charities to tackle global issues (greenpeace for sustainability, cancer UK for cancer, amnesty international for slavery, etc..)
less control and more freedom (which will create better research and teaching creativity), make courses more difficult for students to get back to a higher standard

roll out new programmes relevant to job market faster
Spend fund on retaining good existing faculty and bringing in world-renowned faculty from all over
Fund researchers in Malaysia

PHD Mobility across campuses
Medical and Nursing School in Malaysia

Further development of UNM School of Politics, History and International Relations. Making it as the same benchmark and prestige as the UoN. Possibly making UNM as a hub for Politics, History and International Relations study in SE Asia(overcoming University of Malaya). Also, equal construction of facilities for other campus than the UK. Especially UNM.
Taking the lead in work/life balance and introducing the potential for 4 day working weeks

To the outside World, the reputation of a university rests on the quality of its staff rather than on the sums of money being spent on initiatives. Some of the Beacon money should have been spent on making high profile appointments.

More online & part-time courses to meet demand from mature students who cannot take time off work. I did a part-time MSc at Loughborough Uni in 2011 where the teaching elements were delivered on Friday evenings and all day Saturday once a month
Reduce the number of students UoN recruits each year.
As a Unison member I never thought I'd be saying this but I would like the University to go into partnership with a private sector company, but only for a limited period, to improve our IT. I cannot understand when I am sending academic misconduct letters to students why for every student I am having to type out their name, ID number, e-mail address, module code etc. Surely someone can set up a system where I select the student ID number and it populates the relevant information into the letter? I worked for Suffolk County Council earlier in the decade and they had an IT partnership with British Telecom for 5 years and it was brilliant. It completely revolutionised the way the Council did things. Why can't we do something similar?
Demotion of professors who are not prepared to take on key administrative rôles, and perform them in a professional fashion.
value apm colleagues not just consultants and or academics
We must stop teaching statistics as a discipline to those that need to do science.

Student engagement utilising different teaching methods is paramount
Dump the modular degree structure, which created considerable work and over-assessment for staff and students alike

our own plastic recycling plant to avoid the landfill footprint of the university

I wonder if the University has grown too large and complex - the radical idea would be to strategically downsize to regain some focus. it would mean some unpalatable decisions

Close and sell off Kings Meadow, move staff to UP
A new medical school over the Medical school car park, allowing the University to pull out of all the poor and expensive embedded space at both QMC and the City Hospital , it would also allow us to radically change the existing medical school, to accommodate 21st Century teaching and research facilities
Stop looking at league tables and go for our own judgements of excellence in teaching, research, collegiality and impact.

Bottom-up decentralisation as much as possible, while maintaining a narrative unified enough for the likes of TEF and REF. That said, some sort of institutional resistance (or sector-wide resistance) to these excessive metrics would also be welcome.

Shared core equipment managed by university, not a lab. If a new expensive equipment is being purchased a long term strategy that is actually not just on a grant application should be put in place and monitored. This would certainly reduce waste of money and space. Having a core research themes that are supported by a university fund and not entirely on the mercy of funding lottery. Investing in staff instead pushing everybody on precarious contracts. It kills enthusiasm and morale.

Remove Student Services and revert to School based teams with specialist knowledge.

How can the China and Malaysia campuses enrich the research and teaching life of the UK campus, and vice versa? My own department (as far as I know) has no connections to the international departments, and our students learn nothing about the life and culture of China and Malaysia. What opportunities are there for staff to transfer on temporary placement between countries, to learn (and share) new ideas?

Proper commitment to flexible working. Tools, technology but also culture - we need to embrace PT working. working from home, working across timezones and locations. Invest in your people and they will respond.

More Wonder type events but off campus to trigger aspirations and ambition

Change student attitudes to study and place higher weighting on the first year, potentially consider a US/AUS grading style such as a grade point average. This may prompt a better student work ethic. Also, remove reliance on NSS. Academics are becoming slaves to these results and not able to focus on quality teaching and assessment.

Allow better performing schools more financial freedom to build on success through re-investment rather than being used as a cash cow for lesser performing schools. For example NUBS should stand alone outside the faculty of Social Sciences as it accounts or 58% of faculty income and have more financial freedom to build its business.

Treat your staff as well as you treat your students, happy supported staff enjoy coming to work and are more productive.

allow our students to excel and not put business in their way

Evolve the phrase 'students are at the heart of what we do' to something more inclusive to staff (and follow through with this) - 'our people are at the hear of what we do'

Withdraw from China in view of its increasingly deplorable human right record involving, for example, the incarceration of as many as million members of the Uighur minority group.

Internal rotation scheme that help staff understand the bigger picture of the organisation

Allow anyone to access your leadership academy and short term training, not just staff and PGRs.

Stop destroying the habitat of wildlife.

As in question 5 Less theoretical teaching and more of continous assessment will help in mu opinion improving the teaching quality in the university

A fair system where staff are rewarded based on ability and contribution to the university and where toxic employees are appropriately dealt with or fired no matter the rank - being fair will be a very radical move in UNM

Build and offer professional development courses for corporate companies as a new source of income.

Staff hotdesking to free up space for staff and students.

Make digital learning a reality for students whether on or off campus, thus allowing students to take credit virtually from any Nottingham location, from other (approved) external providers and with a flexibility within their degree programmes that permits this.

Strengthen the teaching path to make it a more prestigious and acceptable career route - often seen as the poor relation to the research route.

Stop focusing on prestige, status and hierarchy and foster values around mutual respect, common good and doing work that makes the world a better place.

Lets be leaders in offering the BEST QUALITY OF LIFE for students and Staff. This would encompass investing in, improving and promoting our campus, wellbeing, healthy and active living, sustainable transport, affordable housing for staff and students, arts, culture and science on campus and the best work life balance

A cultural shift in encourgaing learning/training for members of all job families would be great. There are still too many Line Managers who question time taken out for even 2 hour sessions, instead it should be actively encouraged. Maybe even lectures within departments open to all to give a basic grounding in subjects to improve the sense of belonging.

Make looking at operational issues part of your strategy! It is clear from the consultation that most of the issues stem from operational issues. It was also clear that the University does not seem to have a increased budget to deal with these issues. For me it is clear that these operational difficulties need addressing to allow staff to operate more effectively, this in turn should see an increase in staff morale. I would like a statement about supporting our to be the best version of themselves and then seriously think about what the University needs to do to achieve that. You have some fabulous people here, please look after them!

 Flexible working times

Increase commercial services income - UON has lots of capability in testing/commercial services. This is not fully taken advantage of.

To expand the number of Teaching Only staff to improve our standings (in NSS, TEF, etc.) on that side, rather than insisting on the traditional model of academics being masters of everything. This would also free up time for others to concentrate on research and impact excellence. Also - reward teaching excellence rather than solely awarding promotions to academics for getting lucky with a grant application.

Government to pay student fees. It works in other European countries, why not here?

remove the many un-needed layers of management.

Think of technical staffing working for the University and not for a small research group. Skills could be exchanges and transferred more easily and there lag phase in getting a project running might be reduced. The tehnical skills would aslo be available those organisation which collabrorate with the idea of nurturing greater relationships with industry.

Sometimes radical ideas are actually the problem. Consolidating what we have and do well would be better. Change takes time and money to implement and change for the sake of change is not worthwhile at all.

To put our values first. For the University of Nottingham to lead the sector in our approach to equality, diversity and inclusion. Rather than simply trying to catch up, let's set the trend. It makes business sense because a) research suggests diverse teams make better decisions and b) value-based approach to EDI will resonant with Gen Z (generation born since 1995)

Look for income generation opportunities across UoN, such as selling the services of the institution and encouraging spin out companies to donate back into UoN. This isn't radical, it's practical.

Nottingham has always proved popular with students, partly because of an advantageous location. Teaching provides the bulk of our income, so we should focus on increasing student numbers, (we still have a high number of applications per place!).

I think the University should set up a research centre to study psychoactive compounds, their compositions (from a molecular perspective) and therapeutic uses for them (both physical and psychological). The results of the research could then be used to create revenue.

One management team across campuses to ensure standards, quality and experience are equivilant

To make teaching and learning truly mobile to enable ABC (Adaptive, Blended and Collaborative) learning anytime anywhere

hope UNNC could be stronger in research

Open an Indonesian campus

more effective teaching techs training and support offer to lecturer

To expand UNNC campus
4-day week

Joint delivery modules at UNNC - co-taught by different departments and CELE (XJTLU model)
The University properly consulting and listening to staff before making changes. This is not happening at the moment.
In an attempt to retain staff, improve health for students and staff and add something to the community, UNNC in association with local government and businesses should design and build an innovative emblematic air purification tower in the middle of campus.

The management positions for CELE content teaching should be termed to give other staff more professional development opportunities and enable UNNC to have high-performing staff.
fire all middle management/"leaders"

Don't be so shackled to the EU there is a big world out there!
reduce the use of single use plastic and place more effort on reducing waste and improving the environment.

efficiency and management structure

Over the past two years, the gap (in terms of the quality of recruitment and staff being promoted) between UNNC and UNUK has significantly widened. In particular, it is not difficult to verify that the research output (both quantity and quality) of an Associate/ Full Professor in the China campus is equivalent to that of an Assistant/Associate Professor in the UK campus. There have also been cases where Associate Prorfessors have been directly appointed at the Li Dak Sum Chair Professor level . I would therefore like to suggest that recruitment and promotions processes are completely integrated across the three campuses so that there is only one quality standard for the family of the University of Nottingham.

E-courses, digital learning
Give everyone who works for the University a day to be free to do something positive for their workplace, that they have thought about and generated themselves. If we encourage people to be engaged in this way, it might catch on and raise engagement overall.
a skyline transport system like a cable car which could traverse around our wonderful lake and parkland.
Could we fully operational all year round, offer more flexible programmes of study with more balanced periods of study. Do we need to keep so rigidly to the traditional University year. This might enable us to increase student numbers in a more manageable way, reduce impact on the city of one large intake, create a more balanced and potentially healthy environment and allow us to work in a much more open way. This could potentially make the University more accessible.
A bigger or new campus
The University should where possible avoid receiving or pursuing funding/support from companies involved in the production or sale of arms, or where this is unavoidable, prove that it is using its position to put pressure on these companies to behave in a more ethical manner, so that the University can be a place we are all proud of.
All buildings should have solar panels and wind turbines on the roof

remove unneeded layers of management and consultancy.

I think it would be a huge strength to reverse the top down, bureaucratic processes we now have where everything is the same and bland and students never see the same person twice or know who they are emailing; and to revert to devolving greater decision making to schools. I know some Schools would struggle but others would flourish and could grown into centres of excellence. The

sum of these parts would equal a great university not a generic cookie cutter of every other university in the UK.

review the bursary criteria - e.g. revert thresholds to help 'middle income' 'JAM' families, introduce more high achiever scholarships to attract high achieving students

More opportunities for staff to develop even when they are part-time. Most jobs are advertised as full-time only limiting opportunities for working parents

Radical idea: stop trying to be "radical", and instead focus attention on supporting staff to be as brilliant as they can be, by getting the small things right. They're not sexy, but they are important.

Less symbolic talk and more action

A merger with a local University (Loughborough) to give greater reach.

more international campus

Focus on teaching quality

benchmark american universities and also consider e-learning programs and degrees

The university will first need to be open to radical ideas. Most of senior management positions at our campus have been filled, deliberately I think, with yes-people who do what they are told and don't argue.

A period of time in the year perhaps a week or so designated to lab organisation and maintenance, perhaps in the summer. Where labs are deep cleaned, health and safety is scrutinised and updated and laboratory equipment/consumables/ instruments can be organised in the lab to help maintain a good working practice. i.e.defrosting of freezers, calibrating/cleaning of equipment

nil

I would like to see the University have a more diverse range of job families to better support specific roles. Currently, I feel APM is too broad a family which does not allow the opportunities for promotion in the way that academics have. For example, I am a Learning Technologist and there are a many elements in my role that coincide with work undertaken by teaching colleagues such as curriculum development, writing and reviewing papers for publication, facilitating timetabled sessions for students, presenting at conferences, etc. At times, it feels as if there is little parity for pushing boundaries within the APM job family.

Place the line management of services to do with the student experience under the PVC for the student experience rather than under the registrar. At present, the PVC for the student experience does not have any direct connection to overseeing aspects such as campus life.

Restructure promotion criteria for academic staff to ensure full engagement with activities that are outside their research focus. Staff could be required to undertake a range of activities which would be required in order to be promoted e.g. attendance at Open Days, international recruitment activities, mentoring ECRs, student support, promoting international mobility, working with Careers, promoting placements etc.

bespoke course offers which offer students the opportunity to learn leadershiip, management and life skills alongside their chosen disclipline and work with local, national and international companies to tailor degree programmes to provide them with graduates who have the skills the companies need.

Work a 4 day week (with same pay as 5 day week) have Wednesday as day off.

Become the leading "Green" University (in all things)

Lean training for all, focus on empowering staff to make small incremental changes rather than paying expensive consultants to advise us that another restructure is in order.

Give the overseas campuses complete autonomy and let them work on a validation/franchise model.

I would like to see the South Entrance become the main gateway to the University to encourage the wider public onto campus. This would include: investing in a new state-of-the-art facility to replace the existing Lakeside Arts facilities, including a new auditorium for all/most public lectures; a large

public pay-and-display car park for UoN and park users; welcoming and clear signage and pathways to encourage the community onto University Park; developing an outdoor science and engineering park (Nottingham lacks a good science museum); and trails and digital interactivity around campus to encourage the public to explore our surrounds and the research currently taking place across campus.

student forums - let them help you solve knotty issues.
summer holiday and winter holiday like other universities in China
Allow different career development path for teaching staff and academic staff

Move away from a narrowly-discipline based approach to our curriculum. Some of this needs to be retained, for sure, given the overtly vocational nature of some programmes and the discipline-led A level entry requirements. But our current curriculum is discipline based in ways which would be recognisable to the mid twentieth century, if not the late nineteenth century. We need to provide many more options for cross-disciplinary courses and programmes to make us fit for purpose for the mid 21st century.
Open a new campus in Europe

Try to make the campus carbon neutral. Then rub it in other universities faces so they do the same.

More PhD funding opportunities for overseas students within the university to reduce inequality as currently potential supervisors are often forced to take on a home yet less able student instead of more talented international
Empower and consult staffs to have a greater say in appointing management staffs at school, faculty level and university level.
In the future, Chinese students may not want to study abroad, and more international students may want to come to China. These are hard to predict. I think the key is the aim of our education; how we can help students to become better themselves and succeed in their lives through our education.
Not outsourcing but utilising our talented staff to drive the University forward
Routinely rotate technicians throughout a department ensuring valuable skill sets are not limited to just one or two people.

Consider radical restructure to support many more remote learning courses: UG and PG courses that people who are working full time can do in incremental steps
minimise the creation and recruitment of persons to perform duplicate tasks that can be absorbed by existing teams
reform areas and get rid of/change old dated views, policies and ways of working.

Offer more Apprenticeships / Apprenticeship Degrees, more support for part-time STEM areas.

Rid the University of negativity
Development of more business-focussed, CPD / professional qualification type activity
No work emails sent outside of working hours
True equality, not forced equality (or appearing to be seen as equal). eg. All job applications to have names removed at HR level before being passed on to the panels. This will mean the job is give to the person best suited and then unconscious bias won't come in to it.
Opportunities for working from home for all staff or a minimum more flexible working pattern. Bring pet to work days !

N/A

Create mobile working pods for staff across all campuses so that people can be truly mobile and work where they're needed.

In Sweden, cleaners only work during the working day and companies/offices close for lunch so that the cleaners can work in the offices. I know this would mean more cleaners, but I think it would promote taking a break for lunch and socialising.

A move from being judged on presence to being judged on outputs.

Flexi-time and the opportunity to purchase more annual leave

-

I work closely with Admissions, and we have noticed that a lot of international students seem desperate to study medical degrees in the UK. We're surprised you don't have some medical courses with fees/entry requirements geared towards non-EU students.

Ability to work from home for admin staff where possible.

Opportunities and support for staff to take up degree and diploma courses at UoN, e.g. discounted fees for staff and time off for part-time study; and exchange opportunities for staff to be seconded to one of the three UK, Malaysia and China campuses.

More important than radical ideas, would be to concentrate on providing excellent teaching and an imaginative research environment rather than trying to be all things to all. Stick to what we do best.

Clear, identifiable, robust and firm line management structures for each employee. Noone left 'in limbo' or without a clear designated 'Line Manager', particularly academics/

In APM we have a lot of experts in their field, but decisions tend to be made higher up. I think UoN would benefit from listening to and using experiences submitted across the board. This would be very motivational too.

Having a greater passion for our local communities and elderly. The University could offer "befriending" schemes for isolated elderly people, and have volunteers for one-to-one contact as a telephone "buddy", visitor or driver, or hosting social events for groups. We could offer meal days throughout the year and at key times such as Christmas; easter etc.

To not always rely on mass consultation for every idea - to entrust representatives to progress projects and learn from them. We already have to battle against systems, so battling against people too makes work inefficient.

Reduce the fortnightly working week down to 9 days, full-time. Allow one Monday/Friday free for remote 'independent personal development time'. A number of smaller business have successfully implemented this, and research shows that it increases productivity.

Significantly Lower offer grades for pupils of very local schools to UoN, these students should be prioritised as part of our WP.

The adoption of a voluntary salary sacrifice scheme in which members of staff can have up to 3 weeks of additional unpaid holiday per year.

mandatory 360 degree feedback for levels 5+ as part of the ADC process

Allow research only staff working on projects that only require a computer and internet access to work remotely from anywhere they like (possibly also paying them expenses to contribute to costs of internet access and office space, reflecting the overhead costs saved by not requiring office space and facilities on university campus).

To encourage a better work life balance banning of the working excessive hours

You might regard this as "tongue in cheek" but it really isn't: Use computer programs to support what WE WANT TO DO AS A UNIVERSITY, not the other way around. At the moment, they dictate what we can do. An example would be visiting students, which used to be easy and is now impossible as there are 5 start dates and two durations and that's it!

Encourage staff, who want to and can, to work from home and/or remotely thereby reducing the number of 'office' buildings required and the operating costs of running them.

Remote working where suitable

Secure employment for APM staff who contribute to income generation.

Academic staff are spending too much time on administrative matters. This needs to be addressed as the output is generated by the academics with support from admin.

The university has amazing resources that could be /needs to be shared with wider society and industry. It needs project champions that can work across schools and faculties to offer one stop solutions for same.

Consider income/research generated by academic staff in their current roles vs role profile. Try to reduce apathy in all areas of teaching and support.
New medical school building with modern, flexible spaces to ensure a better student experience focus on teaching, not research
Make a research career path of equal standing to a teaching career path. Support researchers with permanent positions and allow them to build up their own portfolio. Free teaching staff to better focus on teaching.
remove layers of the management and give the real workers the responsibility and respect they deserve
Form partnerships with the most ethical and sustainable suppliers (i.e. not Starbucks)
University to sell/dispense SulNox diesel on site. This makes diesel engines cleaner than petrol engines and electric vehicles if not recharged solely by renewal energy.

Go for quality and not quantity. Stop expansion at the university and focus on increasing quality.

Be more agile in designing and implementing degree courses and double degrees that reflect research and industry trends

Cannot think of any

Solar panels and wind turbines to power the halls of residence and campuses where possible
remove the unnecessary layers of bureaucracy
Pay freeze Senior Levels not low admin staff
Support multi-disciplinary researchers to sit between Schools/ Faculties. We don't fit neatly into a department or REF category!

Be radical- support true blue skies research rather than something that has to be immediately "useful" economically or socially.
I think the university should consider more vocational type qualifications and more courses being offered that match the requirements of industry.
More work from home opportunity.
Make more funding available for research of high quality but without layers of conditions.

It may not be radical but a version of the student welfare team for staff. Having someone to support MHFA initiative in each faculty and to be there to sign post staff to other areas in a more knowledgeable way would potentially increase staff moral and well-being therefore decrease work related sickness absenses.
Secondments to higher level roles to become compulsory after a period of service greater than 3 years and more shadowing opportunities.
incentivise proactive approach to international recruitment
make data handling, numeracy and the ability to code central to the entire UG curriculum.

This might not be radical, but to switch off appliances - even for the weekend - would save a lot of money. We could generate some of our own energy and possibly harvest water to service toilets etc
Demolish the medical school and create a new building so that all members of the school of life sciences are based together, creating a sense of shared identity instead of the current divisions and them and us mentality.

pay people for what they do
N/A

Growing 'blue sky' research by a universal research income (however small) for each researcher, this should be automatically available every year to underpin consistenet generation of diverse ideas. A short report detailing expenditure should be submitted each year.

A better HR system that integrates with PDPR, absence and staff information
Trust the staff - radical eh!

Unlike most modern day business models keep providing high quality provision even if it cists more. Continue Investing in the bigger picture such as having a nice campuses, great sport facilities and welfare support. Both students and parents can see this value and our target market seem happy to pay a premium for this. Feedback from open days suggests that this is where we excel over man other Universities.

Reform school and faculty structures so they no longer are administrative, financial and management barriers to multidisciplinary research and education.
Senior academics that bully or do not treat staff fairly/equally are no longer tolerated just because they bring in big bids also all those who do not use a care for carer responsibilities be asked to use the park and ride - they are very quick to suggest it with no consideration for those who are already struggling with additional responsibilities

Franchise/sell off overseas campusus
I can see everyday how money is wasted through purchasing to lights/computers/monitors being left on, excessive/unnecessary printing, ensuring employees are skilled up and are efficient in their work, and careful planning around vacancies and possibly some that don't have to be filled in some areas.
Gain an insight into the business by utilising the knowledge of current staff focused by Academics who are experts in the relevant areas. This would save a fortune in Consultation costs.
Allow specialisation of staff to increase efficiency, i.e. split research and teaching and other managerial roles often held by overstretched individuals
Less growth. Uni should not expand further - we could even reduce number of students and seek quality of results and excellence in teaching. Further opportunities (work and study) for existing students and focus on access for local young people and economically deprived areas. Widening participation does not mean more numbers it means finding potential individuals in less represented sections of the community. Less growth - more quality.

Employ experienced and qualified staff to manage people, these could be academics with appropriate skillsets or non-academics who are willing to learn about the academic environment and help us with their experience and knowledge
reinstate the International Office for central hub for all international intelligence and work areas

Consider a 'industry/commercial' CEO as the next VC - the skills sets required for this role for the next few decades can't be developed within academia.

Develop a high quality, sector-leading online offer that is can be scaled up if required.
allowing staff to work flexibly, from any location, potential to save lots of money on currently unused/unoccupied space.
Diversify our offer and provide high quality FE and non degree qualifications and alternative access routes across all our campuses.

Move student services back to schools to improve student experience

Engage more with staff

Having accessible electronic scooters around campus

Build a parking building (or more). Build more labs, more teaching buildings. The university keeps taking in more students but there's not enough space.

Introduce McDonalds or FamilyMart
Restructure the budget plans and spend more on research activity by channeling the funds a bit from marketing activity.

less bureaucracy, more transparent, based on merits and performance.
set up new department (e.g. medical/law) that can bring in more students/revenue
Remove Year Long modules and make education more practical rather than theoretical. Encourage innovation.

Just a fresh look to the university, it's a beautiful campus in general but in my opinion looks more like a local highschool rather than a 'top 1' in Malaysia' campus

Less administrative duties for Research & Teaching. Let them do what you hired them to do.

More famous restaurants on campus especially since the campus is far away from everything
Repainting the buildings for a more pleasant aesthetic

To have short course for working adult
Statistics of response from students based on management's action plan or change. To see whether there's improvement or more room for improvement.
public consultation with the stakeholders, especially the staff since they will be affected the most before pushing changes on us.

Change the campus rainwater management strategy from one of channelling runoff downhill as quickly as possible; to one of slowing it down, allowing areas for it to collect naturally and facilitating infiltration into the soil; and potentially storing it for other uses.

Less office politics and more focusing on working a whole unit(university vision&mission) rather than a department

promote student ambassadors in various academic disciplines for they are our future

Like the U.K. campus, there is a lake for people to row boats. If the Malaysia campus can do the same, I think it would greatly change how students view the Malaysia campus.
take notice of the feedback from staff when they flag things that aren't working (see above)
1. Incorporate a one year work placement as part of degree studies - so total 4 years. 2. Have an open choice module selection for year 1 students - specialisations start from year 2 onwards.
Allow the childless benfits simailr to those with children. Stop expecting them to plug the staffing gaps.
Build a multi-level parking or at least get the space behind the sports complex properly sorted ASAP

spend more on staffs' welfare and social benefits.
Ensure decisions reached at School & Faculty are actioned by Central Services
Merging of FASS and FOSE = FOSESS, to cut cost and offer VSS (Voluntary Separation Scheme) to staff. FASS (Faculty of Social Science), FOSE (Faculty of Science and Engineering), FOSESS (Faculty of Science, Engineering and Social Science)
Become the world's China/Asia specialists. Every programme to include a Mandarin course and option to spend time at NC.

The University, utilising its international staff, develop an academic/APM Asia Task Force to truly capitalise on our Asia presence.
Having other campuses in centre of city

Do not introduce bonus differential among individual academic staff of the same school, as this is detrimental to group cohesion.

Demand all research and teaching meets requirements on carbon emissions and plastic waste, including travel
Link most of what we do to SDGs

be unique, be something other university cant, why pretend to be a top research university when we are so far behind and so under resourced even when compared to top chinese universities?

to have a community centre based on SB campus - that encompasses that can be used equally by staff students and residents for the surrounding villages so there is a continues and genuine contribution to the local community. This should be a multi purpose space encompassing child care facilities, a nurse, performance space, cafe and meeting/teaching rooms.

Actually, I think we also need some stability in terms of making teaching principle consistent. No points to have huge amount of imitative when we do not use the tools and mechanism already in places.

International research engagement a top priority
Don't continue to provide courses in all disciplines. For less popular subjects collaborate with other Universities in the region so that all subjects are offered but not at every University.

In a Post-Brexit world, I'd like to see the University's global outlook to be strengthened, recognised and actively engaged. We should be more ambitious about our global presence, especially in the research and knowledge exchanges space, as this is where real impact are made globally.

if we genuinely believe UNM & UNC are a success, expand this to more continents to build a truly global network of campuses. my suggestion would be africa and south america (eg nigeria and columbia) . if we cannot manage to persuade uk home students to leave the country, let's bring our international lecturers to them by regularly exchanging uk and branch campus lecturers for a semester or 2

Divestment

I very strongly feel that as an institution with the resource and spending power that we have, we could and should do more to enable SMEs (and especially local SMEs) to participate in our procurement processes. The compliance requirements are so burdensome that it is simply not worth the effort of a small business to attempt to navigate them. I think this initiative could be undertaken jointly with NTU, and in time the local authorities (under the Universities for Nottingham banner - as a civic challenge). We should prioritise trying to deploy as much of our spending power as possible in the local community. Preston has done something similar and have become known for it. We should aspire to this in terms of both our civic commitment and our engagement with SMEs.
Staff contract can be changed from regular to fixed terms to increase competitiveness.

Expansion of the degree apprenticeships planned to make us competitive against other HEIs offering apprenticeships.

Remove the artificial barriers between academic roles and professional services roles so that all can contribute to knowledge enhancement within their particular field

Provide an extra year for internship for experience during the program to ensure that the students are able to apply the knowledge they would have received and can prove that to an employer.

Use Augmented Reality tools and interactive teaching apps for teaching and delivering lectures.
Use Augmented Reality tools and interactive teaching apps for teaching and delivering lectures.

Abolish 9AM classes.
Crèche service for (0-3 years) in campus
The University should protect the rights of the EU staff
May not be radical but need to focus on industry collaboration
Let student take ownership of their learning to a certain degree like arts approach to education, especially at UG level.

Making UNNC one university with three three campuses real, NOT three universities under the same name.
That top position-level hires especially in administration (Deans, Heads of Schools, administrative services that impact student and staff) include feedback from faculty/students and are not just topdown decisions. This will democratize the system and ensure having leaders who are more in tune with the the rest of us who make up the university: students, staff and faculty.
Can we have more opportunities to visit different campus, or even have role rotation for about half year?

Should reduce the frequency of student evaluations
Management acting with moral integrity.
50% international students in UG and PG

Less restrictions on working and earning outside the campus. For example, ability to charge their own consultancy frees on top of the fees that the University earns.

Not so much radical as keeping up with the way the outside world is going: replace pen and paper examinations with computer based alternatives.

Buy more ducks. Ducks increases morale. Not a joke.

Turning sport complex unusable field into parking spaces not empty muddy land.
Up to date learning methods and not classroom learning
Recognise, retain, nurture and reward a larger proportion of home grown talent who will then have a real allegiance to the University.
With sports memberships growing and the fitness facilities getting busier trying to replicate fitness facilities across campuses

Address alumni engagement in the context of remaining in contact with students who continue studies at the university on a second or even third course. Currently studying on third course, sit as an alumni and current student and have received emails across range of undergraduate, masters, PG research and alumni, but if someone tried to get in touch with me about my time at university or giving back to the community I am unsure that the record of my time here would give the correct details/capture this properly, so I guess review the process of students graduating and what information is recorded on their time here (i recall finishing my first degree and the home school requesting a two sided leavers form template be returned that captured my activities and thoughts both on the school and extracurricular)
Improve the teaching quality.

Give two members of staff in each school a one year sabbatical to redesign all curricula.

categorize staff by research and teaching focus and allocate teaching load accordingly
Stick on the path with the right direction and no hesitate to make efforts on it.

Hope this big ship of Nottingham as a sino-foriegn university knows where it is heading for. In terms of ranking, we have NYU and DKU higher than us. Being the best in ranking propbably is not practical. UNNC has to sell (from a marketer's view) something else. We were talkin about 'student centered', is it possible to extend it to clients centred, so as to include both students, parents, but also cooperate visitors, conterparts and alumnus and many other types of people. this is for creating an atmosphere of being very welcoming and willing to share. this would require the different office on campus to re-consider their role from only about what their focus is, into also image building and a builder of this atomaspher.
less paper work

Become the go to hub for UK, Chinese and Malaysian employers (for new talent and development of current talent). Innovative 'getting ready for work' and 'getting on at work' programmes for individuals and companies. I.e. not only equipping students to be work ready for the modern workplace but supplying on-going professional development. Be at the forefront of developing new courses / ways of learning to suit the changing needs of the world of work.
Have actual holidays between exams and the next semester, if it is before exams we are not resting we are studying.

Identify a PVC or Director who is responsible for staff and student well-being and formulate a strategy which develops the social, sustainability and profit for our community (which includes mental health)

Setting KPIs for University management board members, in the context of research as well as endowment and have stronger priorities especially in the financial sustainability context.
Satisfaction

Voice can be heard from the bottom

N/A

Build more campuses

improve the teaching
Make UNNC as a unique sino-foreign University among so many competitors, it's everything about students quality, teaching quality, majors, service and infrastructure in this campus.
External BA/MA dissertation markers - at the moment without any external marking of dissertations, there is an integrity problem as well as a large workload burden

A centralized system for all administrative paperwork/tasks. As things are, the system is haphazard. Online bookings, payments, etc., are not always reliable, and settling things in person is still necessary. Records of online transactions do not seem to be kept, so paperwork must be redone in person.

hire more international academic staff from world renowned universities, rather than PhD students from the UNNC. students need diverse perspective from their teachers.

Introduce more UG and PG programs which are able to generate big cash (based on students' demand) but requires only small investment and manageable increase of workload to fully utilize the expertise of the faculties and the demand from students

make the university an organization that everyone can communicate equally, no matter it's a student, an APM staff, or an academic staff.

Small gym, even the treadmills are broken
An open channel between Senior Administration Members and staff which enable staff to leave their comments about the questions they may have relating to their work, professionals development the staff community, working and living environment around the campus, or suggestions they may have regarding the growth and branding of university. So that common problems might find a easier why to solve and more ideas and thoughts could be passed through. What's more, senior members could use this channel to announce big events ongoing or upcoming in this university, which will help especially junior staff with an overall understanding of this university, the vision and strategy of the university in future stages.

more distance learnings with credits / degree.

out of the box ways of engagement overseas.
The space of the campus is too small, and this limited our potential development in future. In order to face and lead the new changes in the turbulent times, large and pre-inverstment is necessary.
Focus on South Entrance to the University as THE gateway to the University and invest in Discovery@Lakeside - an exemplar in public engagement with research, culture and creativity. Include a science garden, public art, performances, exhibitions, talks, workshops and events
Flexible working arrangements
Model on other Universities - many staff have come from universities with better practise.
Why do we produce a printed prospectus? It seems to eat money and staff time, yet most prospective students find their info online
Sometimes the general corporatisation of the university feels like quite a burden.

Develop e-learning (like the OU) Reduce the amount of courses on offer and the flexibility of our curriculum More money into developing staff space Introduce rooms for 'power naps' for staff. More vocational courses to engage the local community
I would offer more 2 year degree courses but with shorter holidays, as the amount of holiday the students get is crazy. This would help the campus to be busy all year round, rather than going deathly quiet during holiday periods.
Try to really help the international students to get the earning opportunities and for their immediate family member spouses as University don't have anything for such a family support. e.g: Uni. can help their spouses to get some job in the university through employability services and that's how Uni may get better human resources may be with intl. exposure.
A focus on need rather than eligibility
Delivery of short courses to the public (e.g. night school) to describe key areas of research to laypeople
We should set up a brand new university to implement a new way of working. New and driven existing staff will be part of this new university and existing staff will be part of the current one until the new one is fully functioning.
Plough all of the profits of the university into developing as a sustainable and truly green campus. Net zero carbon emissions. This could be achieved given the vast resources and would apply pressure to other large institutions to follow.

Apart from over throw the goverment. Not really.
Rethink how research is done in the University and establish physical centres of excellence/hubs of research in clustered buildings to provide key interactions (and PGR experience) required for world class research. Currently many physical barriers and dispersed/isolated efforts.

The University should use it's data assetts to drive decision making, service improvement and engagement with users.
A Stairway, from F1 block(back) to the road which is where the stairs to cafeteria is found.

As above - with streamlined process underpinned by effective systems the number of heads required to carry out our current activities can be reduced

I want seemless access to my online services and also more access to my staff to help me acheive the best that I can acheive. Give me online resources so that when I go to class I can forcus on making the msot from my lecturer, and not being talked so that I know th basics.

Recognise that we are highly conservative/traditional and behind the times and be realistic about what we can become 'good practice' at when starting from such a far away point with no new money to spend.

Appreciation, respect and creativity

Wholesale overhaul of employment/HR policies with less Union entanglement to enable the University to become the agile and decisive organisation it needs to be.
none

remove the distinction between apm/technical/academic staff (and allow promotions!)
More extensive use of democratic processes (e.g. election rather than appointment of Heads of School, Faculty PVCs).
More sporting facilities to aid more sport being taking across the university

Nottingham is not perceived as a university-city. The public/city may know that UoN exists but it is indifferent to it. Set up citizen science projects and promote active public involvement in scientific research. It is not a radical idea but it will help the standing and reputation of UoN. For example: public health - we could get a lot of data / low cost that can drive research and external funding.
Purpose built Medical School

Less tiers of highly paid management who we in an academic school never see and more money into the staff at all levels who are at the sharp end of teaching and dealing directly with students.

Recognise Teaching as being as important as Research and do not promote mediocre teachers in the R&T family (currently it is in R&T staff's best interest to focus on research and be average teachers as it is less time consuming and will ensuring promotion anyway). This has led the university to be far from excellent in teaching despite what commonly used metrics want us to think.
More lectures available to the public
Need to chase industry with clear branding and what is available to collaborate.
Close UNM and UNC, benefits have not been realised and local political structures expose us to risk/are at odds with mission of UoN
reconsider whether we continue to teach and conduct research - could we be a teaching only university??? If we continue to do research, it should only be world changing research...?
All job families treated equal
Perhaps a lean towards more modern courses, such as creative design, textiles etc. More students are looking to study these types of courses, so perhaps we should look to provide them.
Reverse internships enabling company staff to intern into University Research Groups
We could maybe think about a conversation each year / every 6 months that we want to have with staff and students (our University community) and focus on having that conversation. This may enable us to fulfil the covenant, whilst also having agreed difficult conversations from a collaborative/consultative stand point. Focusing on the way we do things may create the opportunity for a better shared ownership of the foundations for the future.
Cost saving -have a choice of supplier for catering. What is available is very expensive compared to what can be bought elsewhere for the same (if not sometimes) better quality.
Only do research in areas which meet a minimum quality threshold. If they don't have the required level of income/outputs/outcomes from research those areas should have 12 months to improve, and if they don't improve they just do teaching. Or are closed entirely.

Restart adult education classes in the city and beyond. Consider ways of getting cross disciplinary qualifications.

I couldn't list one thing, but ensuring everything is easy to access and simple as much as possible! University is a difficult transition and students report it feels so over-complicated- if a student can't see how a decision is made, how the University works and how they can access services, they often won't engage further. It feels like the University should be the advocate for students, not percieved enemy of students, in all instances; address student suicide as an issue, comment on tuition fees, be accountable and explain decisions made to students. (e.g. if there is no money for something, making this clear as a decision and explaining why i.e. we don't have funds to add more hopper buses to Derby as we are prioritising X instead, however we have agreed that all Derby timetables will run so all can catch the buses available in a timely manner to alleviate this etc- if students were aware, they may be frustrated still but will see the leeway given and be more appreciative of the situation)

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Create a culture that more effectively encourages, protects and rewards risk taking w.r.t. research activities and discovery.

Embrace & use online teaching - for accredited degrees or short courses - using established platforms e.g. Coursera; FutureLearn. These would allow UoN to expand reach, with more international students taught remotely, increase fee income, without commensurate increase in costs related to students attending in person (e.g. estates, teaching).

More of a home-working admin workforce

two year degree courses

Support fundamental research in maths, science, humanities, at a time when everyone is focused on impact, grant-generation, and immediate applications.

Look at the business case for charging international students less, particularly for placement years, with a view to attracting more

introduce and encourage students to be part of competitive events, foster air of competitiveness and excellence within campus via academic competitions

Work with the UK Research Councils to develop schemes where researchers working at UNNC and UNM can be principal investigators

expand UNNC, build 2nd campus at Ningbo

mid-sem break

It would be great to allow admin staff to register some modules they like a semester by free. This way, within several years, an admin staff might be able to obtain a degree that they are so interested in. The degree can be directly related to the work they do or can be irrelevant to their daily job. This will significantly benefit both the employees and employers in the long run.

UNNC campus has almost reached its capacity to accommodate more students. The university may need to consider to establish a new campus for Science and Engineering programmes and disciplines.

Mandate English speaking.

Join forces with NTU to promote Nottingham as an excellent student city and future employment location

We need to think about our teaching, research and PS delivery methods.....Could we merge\share services, teaching or research equipment\facilities with our local education, research or business partners
.

Staff should be able to visit the other two campuses at least one time each year.

Allow dogs in the office

Bring central support services onto UP to improve coordinated working and communication

A definitive policy on attendance with real consequences or an acknowledgement that students do not need to attend lectures. The attendance rates for NUBS UG lectures are really low, and many students, when asked, suggest they feel the lectures are not necessary for their learning as they use other sources e.g Moodle, lecture capture.

compulsory staff and student moblities to increase internationalization and mutual understanding

Elections for senior roles on the Oxbridge/European model

Ensure all innovation coming out of UNOTT focuses on 'Tech for Good' work.

Working from home as default rather than presenteeism

n/a

Put measures in place to prevent female fixed-term research staff being forced to take redundancy during maternity leave periods when this coincides with contract termination. You never know, you may then increase the retention of female staff and improve gender staff ratios, especially in STEM subjects. You could consider bridging funding, temporary re-classification of job family, or encouraging a flexible working environment.

To explore a new campus in Ningbo for the increasing demand from the society and students

Be much bolder about governance and accountability - 'academic freedoms', for both APM and academic staff - go very wide.

Every aspect of our operations should be scrutinized by teams of independent panel of members of University staff trained in this regard; way too much is still printed and stored centrally at a huge cost financially to the University and to detriment of the environment. Often, there is resistance to change due to fear of change and taking responsibility for the change.

Modernisation in both physical structures and mind sets - we are still behind the times and "stuffy"

Senior academic and selected APM staff to consider membership of major trade associations and on key industry partner boards

Advances in technology and AI are going to have enormous implications for the HE sector and the way that students want to learn and engage with Universities, but are current systems remain traditional and focus on the boarding-school model of students sitting on campus and spending up to 4 years doing an undergraduate/postgraduate degree. We should unbundle our programmes and offer everything on a per credit basis allowing students the flexibility to pick and choose how and where they study- on-line, on campus (and any campus), choose when they take their exams and decide how long they want to spend taking their degree be it two years or 20.

downsize worst performer in annual performance review

Characteristic construction and diversified development of students.

Offer a Liberal Arts style teaching experience for all students - they tell us what they want to learn, they create their own degree from the different Faculty areas.

I write this as an APM member of staff married to a R&T member of staff, so I see this from 'both sides of the fence', so to speak. Turbulent times have given rise to a conflict between ensuring the University's economic viability, and the fundamental purpose of a University - to enrich people's minds and to give people a purpose through education. In times of austerity, where people seem more and more disillusioned with life and options and support are few, there is an ever increasing drive for people to 'achieve'; to make money, to gain a career which gives them a degree of prestige... and in this, the desire to learn, the ability to have your thoughts and your being challenged, has become lost. Students are 'customers' and the University is a 'business'. Students do not come to University to learn, to grow; Instead, University is a means to an end. Would it be incredibly radical if the University shifted its focus somewhat - to go 'old school' - and to ensure that courses are offered and research is conducted which allows people to think and be challenged. This would mean investing in the typically less money-making degrees and Faculties, putting the University forward as somewhere where you enrich your mind and fulfil your passions, rather than just gain a degree and a career. Yes, it is very idealistic (and of course I understand the need for the University to use a business brain in order to ensure it is economically viable), but perhaps one day society will go full-circle and will move away from its consumerist attitudes and low morale, and it would be amazing if Nottingham was at the forefront of this change.

I hear lecturer commenting their students are cocooned but not necessarily ready for real life challenges.

Changing the structure of the academic year on health and wellbeing grounds so no term is longer than 8 weeks in length. The longer terms go on, the more we see in terms of student and staff wellbeing concerns. Reorganise the year into four terms of 8 weeks (or similar) to create more natural buffers.

The University is missing a coherent function / processes around learning and curriculum design (as opposed to specification). This needs addressing.

I appreciate that UoN historically has taken a neutral position in relation to politics. But, in the current UK climate I think it is imperative that we fight for the rights of non-UK citizens, and show our desire to maintain a collaborative approach to the wider world around us and the people in it (and oppose isolationism). UoN does provide comment on this and show support on paper, but I would like to see the University take a stand and do more to support these values (even if it risks losing some areas of governmental funding).

A request to be allowed to consolidate and avoid radical change (from a school that has changed shape very regularly over the past few years, and suffered badly from Project Transform fallout)

Smaller schools to forge functionality and establishment of themed research institutes that are multidisciplinary, e.g., Institute of Experimental Medicine. This will bring greater critical mass and commonality of vision and functionality to research

Consider developing core knowledge for all Notts students: solid practical maths, a basic level foreign language, an understanding of political frameworks - effectively an Advantage Award that we can present to employers.

Proactively use the SDGs to guide ALL of our activities

A commitment to re-humanising the institution: put people (students and staff) first, and prioritise investment in staffing and support rather than capital expenditure and outsourced services.

Transparency towards university's revenue and budget

Are we truly a global institution? Having two overseas campuses does not in itself make us global. Being global is more than this. Being global is about the staff and students we attract to our campuses, what and how we research, teach, learn and influence, as well as having a long reach overseas in markets other than China and Malaysia. Are we too complacent because we have two overseas campuses? To be truly global, more should be done to establish partnerships in other parts of the world and to ensure these have tangible benefits. Is the fact we have campuses in

China and Malaysia, and have a certain level of complacency as a result, holding us back from developing genuine partnerships in other markets? Do we need to take a step back, identify what we really want from being a global university, and then assess whether China and Malaysia fit with this bigger picture? I've posed questions rather than provide a radical new idea but as a university I think we really need to reflect on where we want to be globally in all its senses. We have a good starting point but if we don't do something we will be left behind in the global HE sector.

1. Reverse mentoring being implemented as standard, taking a lottery approach where members of staff across the university will be matched at random to create a 'one team' approach. 2. Opening up responsibility for chairing/managing strands of the strategy across grades and job families based on interest not expertise. This would allow the University to see it's real 'rising stars' and provide a unique professional development opportunity. 3. Move to a four day working week. We would get the same amount done, and staff would feel cared for. 4. Alternatively, devote 1/2 day per week to staff wellbeing - a lot of the activities that happen at lunchtimes aren't accessible to staff across different campuses or are only for students. If everyone had, for example, Tuesday afternoon to focus on wellbeing, and a range of weekly activities were run for staff by staff at that time (with support from sports etc) it would revolutionise staff engagement and feelings of discontent. 5. Separate EDI from HR. If the role of HR is ultimately to protect the business, and the role of EDI is to ask businesses to do more, the two are fundamentally opposed. Project officers working in EDI within HR have been put under stress because HR are typically the very people arguing that real change isn't possible right now in terms of resource, to the extent that they have been encouraged to forget ideas such as applying for the Stonewall Index 6. Create an EDI team - it's been desperately needed for years.

I'd love to see us develop a non-competitive and collaborative strategy with other HE providers in the city, perhaps even with a joint admissions process. This could be a consciously three-tiered system (not dissimilar to that adopted in California in the 1960s under Kier): Russell-Group university, post-92 university and HE in the college system. This would, though, raise challenges in relation to the private providers who are setting up campuses in the city (e.g., the University of Law) - to say nothing of all the other challenges!

open regional bases covering all campuses
Embrace the disruptive opportunities presented by Brexit and un-ashamedly promote grass-roots, fundamental thinking

Change to a 4 day week - see New Economics Foundation's report for lots of evidence to support!

The pay bill is the biggest expense of the University. Have we eve added up what we truly spend on pay when you take the work of external consultants into the mix. This element of our spend on people is less regulated than it could be. As an organisation we put little scrutiny on the cost to hire others to consult on our business. It is possible at present to not sign off on a small amount of recurrent spend and yet to buy in £1 million pound of external human resource, becuase it isn't recurrent. At the same time we do not capitalise on our staff skills and assets to formally offer consultancy to other organisations. Nottingham consultants could be much more prominent
Make it mandatory that to be a manager at the University, you need to have a leadership and management qualification (or at least formal training), and get rid of those manager who foster toxic environments - such people cost the University millions of pounds each year through recruitment costs, sick leave and lost productivity, not to mention the adverse effect on staff morale and mental health..
The organisation should consider redefining its core educational service offer so that we can provide lifelong learning to a wider student base. This learning experience should be based upon a fundamental redesign of the curriculum which is centred on the delivery of a core set of competencies which equip students for the modern, disrupted workplace that they will encounter over the next 10-20 years. The core competencies would require all students to be taught for example ethics, philosophy, mathematics, computer science and data handling. These core skills would then be augmented with other specialist subjects which could be chosen by the student. We

should allow the student to choose an international and research dimension to their learning experience along with the ability to choose the duration of their studies.

Become UK's No.1 ethical university. I see this this as a great opportunity, given that we already have our Rights Lab and work on Modern Slavery. This would mean that we needed to be careful and critical of our own overseas investments.
KE career track for academic staff.
On-site recycling facility linked with research activities, with a view to leading the way and influencing policy in reaching recycling/sustainability targets in the UK (with minimal carbon footprint). No-one even seems to know how to use a recycling bin properly - leadership, technology and education is needed!
Non-linear thinking may help to counter turbulence. World leading corporations recognise the value of harnessing neuro-diversity. I would like to see the University of Nottingham step up and demonstrate global research leadership by creating an organizational culture that harnesses neuro-diversity to encourage curiosity, forward-thinking and visionary research.

In order to respond to the challenges of the future the University will need a massive boost in its power of research and in producing new researchers, that is, it must create fantastic research communities. The crises facing us are too complex and require a type of global knowledge and global action that must still be invented. I would recommend therefore that the University focus on recruiting larger numbers of high quality postgraduate research students. The University could achieve this by offering similar level of fees for all types of students: UK, EU and International. That would make the university famous world-wide and will also show that the university is truly global in character (not functioning on national criteria). Such a move would have to be accompanied by a re-envisioning of the entire curriculum towards an integrative one where it is understood that arts/humanities/religion, social science, science and technology are all essential and must be employed together in resolving the crises ahead. A key part of this curriculum would be to observe the links and connections between different megatrends and their concomitant impact in different spheres of life.
A radical rethink of university governance, on the basis of committing the university to working for the common good, and doing so through structures that are not only more participative but also more democratic. Deepening democratic governance might comprise mechanisms such as making Council more representative of and accountable to the people of Nottingham, staff and students; it should include decisive reversals of the "managerialist" centralisation of recent decades. Examples might be election of key officials at faculty and school level, consultative mechanisms along the lines of a University Court (though "dignified", these involved the regional community in some form). Of course, this is unlikely to appeal to those senior managers (and Council members) who "know" that they know best, and wish to push through what they see as necessary with the least possible opposition. The record of recent years shows this approach has a downside (Project Transform and the staff satisfaction survey spring to mind).

It's not radical but in my view we need to further consolidate and capitalise on our core strengths for example we are unique in that we have campuses in China and Malaysia and we have a comprehensive course portfolio in the UK but are we innovative enough at present in this space? Do we do enough to capitalise on these opportunities ie with cross-curriculum collaboration (for teaching purposes not just research) and integrate internationalisation into our curriculum. I think there's a lot more we can do on this side of things and feel this would give us our point of difference.
University of Solar Cells and Windmills; Plastic-Free University; Wireless Electricity
Eliminate institutional rigidity, starting with HR. The approach across so many areas is 1950s in orientation. We need to see more flexible contracts which would, for example, enable cross-campus appointments at various fractional levels.

In a sentence, how would you describe the purpose of the University of Nottingham?

To deliver an outstanding all round education

Improving lives through World-Changing Research, Teaching and Learning and a truly global Student Experience.
To provide current and future generations with the knowledge,skills and confidence to make the world a better place

To teach and research

research excellence and outstanding student experience - BOTH
To enthuse students in their chosen subjects, while also allowing them to see the wide range of knowledge at the university - both via teaching and research.

To improve the world through exceptional graduates and ground-breaking research.
For education and research that benefits both the general population as well as many industrial and academic partners.
Provide learning and education for the benefit of individuals, the local community and humanity in general.

To provide excellence and opportunity in teaching, learning, research and innovation
To get a good job.

To educate individuals in specialist fields.

Teach and promote research

moderate academy but relax life

To educate and facilitate its students and members in all aspects of life
To transform lives and create positive impact
Generating and sharing knowledge
conduct excellent fundamental and applied research and provide education that pushes students to the best of their potential
To give a diverse range of people the maximum opportunities they can have.

global university with regional touch
Don't be penny wise pound foolish. The recent plans to stop Qualtrics subscription is a good example to show that UNM is not clear about its research focus and support.
It's unclear at the moment.

Sustainable

To teach and carry out research.

To promote and foster the highest standards of teaching and research

To meet the needs of the top students with good A levels whilst discarding those with potential
To increase in size with a reduced number of staff.
To carry out research and educate students.
Education based on and reflecting a thoughtful, rigorous, and flexible research culture.

To educate students for employability and contributions to the knowledge economy
To deliver the highest quality education and research
To enlighten.

to deliver world class teaching, learning and research

to be a world leading teaching and research institute
To deliver outstanding teaching and research across a wide variety of subjects

To deliver high-quality teaching and produce research that is accessible to the public.
business of education
Education and some high quality research, nothing more.

To deliver world-class teaching and conduct world-class research

To change lives - through knowledge acquisition, research development, beneficiaries of innovation, community enhancements etc
To define, develop shape and lead on research, teaching and learning

Deliver excellence in both research and teaching to a world calss standard
To educate and prepare the next generation of adults to take their place in the world. To produce world leading research to benefit the people of the world.
Education and research

We curate knowledge, and teach our people to handle knowledge for the good of this world.
Education and improvement of both individuals and the community.
To be a centre of international excellence in teaching and research.

As a student in nottingham Malaysia campus, I feel the porpuse of us being here is to learn how to survive
Getting and keeping revenue
Nurturing excellence in every individual
Develop and grow our students' knowledge and make a contribution to wider society (by research or involvement)
To develop the curiosity of global learners

Proliferation of knowledge
Being a well respected middle of the road university

Facilitating learning

To educate and inspire.

to keep the old boys network going.
Educate undergraduate and postgraduate students and undertake world class research
Develop thought and understanding though world leading research and outstanding tuition.
To spread the light of learning and knowledge
To advance knowledge for the benefit of humanity and the world we live in.
Primarily to teach students both in UK and from oversea's
To be a world leading research University
To inspire people's mind and spirit for thinking, curiosity and live with the world and himself/herself.

To encourage high quality education and research and to prepare students to enter the world

To be a totally English medium excellent teaching and research university in all three bases

To provide full and unique opportunities to best prepare students for the roles and challenges they select in the future

University of Nottingham should be a Knowledge creator and distributor.
To make as much money as possible by offering educational services
To provide the best teaching and research to help move the world forward.

To provide high quality research and teaching in a broad range of disciplines.
To educate future generations

To be a provider world-class tertiary education and to produce research of the highest quality.
To help educate and develop minds of all ages and backgrounds to help better the world, with top levels of teaching and support.

to provide equal educational opportunities to all, to carry our research and to create an inclusive community where everyone can flouish
Educate for future

The creation, dissemination and exchange of knowledge.

To provide the best experience, education, research and learning environment to its students and faculty
To educate, and innovate through cutting edge research

To provide a physical community of learning and research for the benefit of individuals, the local community, the nation and wider.

Supporting students achieve their potential through high quality teaching and the creation of opportunities for them to demonstrate their skills and talents.
Excellent research, educate the future. To be a pioneer or equality, diversity and inclusion for the community and to all other HE institutions

Education and research.
Teaching, learning and research
Carrying out research which makes the world a better place, and educating, challenging and developing the next generation of graduates.
to provide an environment: where students can learn, feel safe and be inspired to achieve their goals; where staff are engaged and valued, providing teaching, research and administrative support to help our students achieve their ambitions.
To drive and share knowledge exchange and to make that a positive experience accessible to all.
to provide world class research and teaching

To improve society and be authentic in achieving the very best interactions for community we serve (staff, students, global, local).

To sustainably support world class teaching and research.
To provide an excellent education experience for all students irrespective of background etc

I think the University's purpose is to be a beacon - of excellence, learning and innovation - leading the way on not just research but the numerous issues currently facing humanity.

To develop young people to face the challenges of a changing world.

The University of Nottingham transforms lives.

A centre of learning and of research
Provide outstanding teaching and research opportunities that are recognised worldwide
To be the best and most innovative university in both research and teaching
Deliver excellent teaching to students and help them to succeed in their lives, e.g., applications of top universities in futher studies, and help them to find their life missions.
To educate,

Providing higher education
To deliver high quality education and values to the next generation
to cater to a growing need for higher education.
To contribute to the pursuit of knowledge, whether through teaching future generations or through research, in order to improve society and the environment we live in.
To provide students with the methods to further their chosen subject.

to educate people to a higher level than can be achieved through normal education
To offer excellent education opportunities in a beautiful campus, to a wide range of diverse students and staff, who form a community, linked to the City of Nottingham. To change the world through our research ambitions.

I can't answer hat question as I agree currently there isn't a distinct purpose

Research, education and a responsibility for enhancing the local and global community

To lead the way in developing future teaching and research styles.

The UK's most international university.

To push the frontiers of knowledge, and to inspire and teach the next generation

To create and share knowledge

To achieve great student experiences and carry out influential research

To provide a solid and valuable education and research facility for current and future generations

Top ten Russel group education of undergraduates, international quality research and a world leader in ecologically sound principles and practice.

The further the cause of higher education.

To perform world leading recerch whist traing the next generation of students
To generate and disseminate knowledge for public good and individual betterment.
Fair, inclusive, high quality, world renowned teaching and research, operating from a local community it enhances and whom are proud of it.

To advance knowledge and provide high quality training

To research and teach a new generation to make things and or make things better.

A broad service, research intensive university that is embedded within the community and accessible to students from all backgrounds. We need to improve partnership working between staff categories, widen student access, reduce didactic student contact time and increase independent learning. Reduce fragmentation of IT services and improve social spaces for students and staff.
to teach to a level of understanding and skill that leads to a profession or a specialist expertise

to teach people
to generate knowledge

Educate young people to enable them to change the world

Undertake excellent research and teaching in areas that reflects the chaging industrial, social and envirionmental landscape
Contributions to society through high quality research and education

To provide the future workforce with relevant, purposeful skills whilst finding elegant solutions to global problems.
To be a centre of scholarly research, a community of scholars who pass their knowledge and skills to the next generation
To provide a level of education and life skills for students that are relevant to the world in which we live

Provide world class teaching, learning and research

To increase the base level of understanding and education of the public at large
The education of students wishing to undertake further studies as well as innovative research.
To educate and to develop world-leading research
transformative research and high quality teaching/training
To excel at research and teaching
To educate, inspire and enable all of our members, staff and students, to add to our knowledge of the world.

To teach and research
To generate and disseminate knowledge.

Currently it seems very much focussed on making money by accepting lots of students.

Internationally recognised teaching and research at UG and PG levels
to support students in their knowledge growth, to conduct world-changing research

To educate, to discover and develop new knowledge to the benefit of society
To nurture, develop and communciate Scholarship
The purpose of the University is to educate the future workforce - professionals of the future giving them the knowledge, skills and creativity for their and others future, and through creativity they are today's and tomorrow's researchers and scientists hopefully solving the world's problems and a bright new future.
To assist UK PLC by increasing its knowledge base

Provide the environment for knowledge advancement and facilitate its impact maximisation to enhace life for all
Provide excellent teaching, research and cultural experience to the community and wider.

Give global and collaborative education and opportunities to students and staff, and help Nottingham and the future world thrive.

Through education and research to transform lives, communities and our world.

To improve lives and society through the discovery and dissemination of knowledge

To empower students with the knowledge of the future.

Educate people

Educate students so they may do better in their life.
Education driven by research and development.

To incubate world-changing research and provide life-changing education

To enrich students with knowledge and skills needed for their practical life

Nurturing positive change in the world through well thought knowledge transfer.
A stage where competition between rivalry were strong

To build experiences of a UK standard education and able to provide students opportunities to learn, advance personal skills as well as knowledge especially in research field

pursued the people to study
Teaching and reseach excellence

a place to enrich their knowledge and experience

Clear direction in related academics excellence but lack of professional management operations
Learning and Researching for Future Quality

Achieve visibility through better communication and on what we do to differentiate ourselves from the rest.

A global university achieving excellence in research and teaching

To provide world class education and to be one of the top university in research ranking
To provide excellence in Teaching which is underpinned by internationally competitive research

To improve society through knowledge (Sapienta urbs conditur)

To use knowledge gained through research to transform the next generation
To produce qualified students that are well taught

Provided relevant education and carry out impactful research that address key global challenges linked to SDGs
Focused on the UK campus' purpose

should be made much clearer...... are we for profit? what is the most important thing the university does? teaching or research?

To integrated high quality research, teaching and learning and communicate to and benefit stake holders and the general public

To be a beacon of teaching, learning and research in the region.

Educate all equally

deliver empowering education for the 21st century to every corner of the globe

Education and enrichment of our students, staff and communities.
To foster students' holisitc development through extracurricular engagement.

Providing high quality teaching and learning on a global scale.

Education of a high standard with high quality, internationally recognised research
To provide opportunities for individuals to grow, develop and contribute to their community in its broadest sense
To provide education that makes students well versed in their field
To provide a world class education and value added through student experience
maximising profit
maximising profit

Excellence in Research and Education
A Global University with world-class research
Imparting good education and knowledge and making a difference in people's life
A Global University in words but not in deeds or actions or even mindset (i.e. global in spirit but not on the ground or there is not really the 'global mindset')
Making money while educating

Providing a solid foundation for students with regard to teaching and research that they cannot obtain elsewhere because of our specific research areas of expertise and knowledge.
To develop top student, top research and top innovation and then to change the world

Maximizing profit while maintaining the impression of being an academic institution.

I agree with the current stated vision and mission. Just that the vision statement is slightly too long.

Develop informed, self-aware and responsible citizens able to contribute to a national and international community

high quality of education

UoNM provides an internationally accredited education to a diverse student body.

To contribute to the resolution of societal concerns at a local, national and global basis.

To provide students with a rich understanding of a chosen academic subject but also the skills and enjoyment of exploring other parts of life that compliment their study such as the benefits of exercise and sport, both physically and mentally.
Academic excellence in the service of global citizenship

Stick on the path with the right direction and no hesitate to make efforts on it.
Educating students for the better future
A platform for students to be accessible for world-class education and future oppourtunities for studying, working, doing business and building up connections.

Striving for leadership in higher education by taking advantage of globalization
To deliver world-class teaching and research, working hand in hand with industry to drive economic prosperity and improved social welfare. (This is intentionally very similar to Jesse Boot's 1928 statement)

To respond to the key challenges for our world and to develop citizens for the future

Broadly educating students to be empowered to change the world, make a difference to an organisation and leading a very intellectual life.
A service provider which develop personality and knowledge

UNNC should be ambitious, but the goal should be set based on the reality and the resources we have at our hand

Quality education with limited learning facilities for too many students.

to raise competitive students by enhancing the teaching quality, to develop new techniques by supporting academic research

we are in a position of strength, but there is room for progress

to lead and guide UNNC to its sucessful

Education and research

To provide a workld class education, and serve the community

Young but thriving with passion to grow internationally wide but needs lots of joint support from reliable assets.
To achieve academic excellence and humanistic education

Excel in internaitnoalised Teaching and Learning.
to provide the academic services to our students with the enhancement of our teaching & research capabilities and infrastructure development.

In the future, the robitics maybe a new engine of the social change, it may be next new field we should pay close attention to.

To undertake high quality science including strong collaboration to industrial partners while at the same time being a place of teaching.

Providing the best quality education for students, aspiring to be the best Russel Group University nationally. To provide a high level of teaching and research to students which makes a difference to the higher education sector Teaching all students who want to learn, creating future leaders To develop the student and academic community via current and innovative teaching and research. To create aspiring leaders across all areas of our stakeholdership, creating people who can make positive changes on the world
To provide high quality educational and sporting opportunities.

To inspire, create and educate.
To advance and share knowledge

To educate
To provide an outstanding learning environment and perform world class research.
To promote the expansion of knowledge and knowledge transfer through excellent teaching and research
To increase knowledge, be a thought leader, be innovative, create tomorrows leaders and drive forward the sustainability of the plants resources.

Developing & discovering life changing research and creating a future of professionals
Educate and inspire future generations and deliver globally leading research

confused

To provide world classes education, student life and research which can transform lives.

To provide an inspiring place of learning and scholarship that transforms lives
Service provider which provide talents' personality and knowledge development.

Provide an education for its students
The furtherance and deepening of human understanding.

For the further education of young people and cutting edge research.

Excellent teaching and learning experience
No idea what it is anymore

Nurture students potential, foster life-long learning (that's what it should be, not what it currently is)
To enrich the lives of our students, staff and the local community through the exchange of knowledge.
To provide staff and students with a world class service.
Excellence in teaching supported by a leading research-intensive environment
To deliver world changing research and teaching
To be a Higher Education establishment that enriches peoples lives with knowledge and experience.
To make a contribution to society, by providing education to our students and contributing to research to expand on knowledge
To deliver societal benefit through education, innovation, & leadership

To strive to advance knowledge for the benefit of our global society
Research excellence
To educate, in a safe environment, and give people a platform to be successful in their chosen areas
To provide exceptional academic experience for all students, inclusive of all and to accommodate to all and make education as accessible to all (including working class, disabled, bme, lgbt+, part-time/distance learning, women, international and mature students).
To provide exceptional academic experience for all students, inclusive of all and to accommodate to all and make education as accessible to all (including working class, disabled, bme, lgbt+, part-time/distance learning, women, international and mature students).

To facilitate learning and innovation to enable positive change on a local to global scale

High quality teaching and significant research

To deliver excellent learning underpinned by world leading research in areas that are critically important for today's world

Deliver ground breaking research.

This question is ambiguous - if it is what it is currently, then I am not quite certain, but if it is what it should be then something like 'to be a world-class university, rooted in the east Midlands'

university that promotes student experience, niche course provider

to provide a better connection between Chinese and western education

to educate people

A top research university to provide great opportunities for both excellent staff and students.

a true global university encouraging teaching and research excellence, and equality, diversity and inculsion

Provide education and support young people to grow healthily, to be able to help others, and to be willing to share their knowledge and skills.

The purpose of the University of Nottingham is to produce performance metrics (fee income, grant income, number of publications).

Undertake high level education and research, and be a good citizen of Nottingham and Nottinghamshire.

To carry out world class research and use this knowledge and expertise to teach and grow the next generation.

to further knowledge and learning and to encourage scholarship, collaboration and academic freedom

NA

applied, real-world research

n/a

To be the most successful university, in terms of income.

Conduct world leading teaching and research by engaging all of the talents, including fixed-term research staff.

for the bright future of the students and the cities

Provision of excellence in higher education and research, benefitting society, the economy and the locality.

Providing an inclusive and welcoming learning environment and supports all students to achieve their full potential.

I disagree with your "we are open to exploring radical possibilities...." when you have managers (dinosaurs, if you will), representing you/the University who are resistant to change.

To provide the best University experience to our students, alongside their degree.

I agree we are not clear on what our distinctive areas are - we look like a "jack of all trades" as opposed to the quality specialisms we have

to be recognised as a global supplier of knowledge and talent to meet ever changing societal and industry needs

To generate and disseminate knowledge and to provide our students with the skills they need to navigate an increasingly complex world.

To inspire students and support researchers to greatness

The purpose of the University of Nottingham is to enrich and transform lives in the local and global community.

To support the academic and social education of its students, to enhance knowledge and understanding of the world, to use that knowledge to change the world for the better

To educate and teach and disseminate knowledge for the benefit of the public worldwide

To educate and inspire

In the current climate - income generation and campus building.

to educate and to research as broadly and deeply as possible.

The purpose of the UoN is to grow its people, students, staff , partners and neighbours, such that they can make a positive contribution to solving our global challenges.

providing a relivant excelent education that will benifit the individual and the country by producing high quality forward thinking graduates

The university is a public service devoted to teaching, learning and research whose duty is to the public good, not the short-term concerns of business or government.

Transform and influence lives and society globally, nationally and locally through engaged staff (from all job families) working together to deliver cutting edge research, and teaching and learning.

To provide a place where everyone has the opportunity to seek knowledge and fall in love with learning. To be the centre of inspirational ideas, thought, and excellence in research.

To enrich our local, national and global society 1) by our high quality contributions to 'pure' and applied research, 2) by 'speaking truth to power', individually and as an institution, and 3) by training thoughtful, critical, creative and suitably skilled (depending on discipline) citizens, who function well in the workplace and contribute effectively to our collective life. Excuse the second sentence ... but I'd like to see us confident in who we are, without having to be unique, and investing our resources to ensure that we do what we do very well.

Providing an outstanding education for our students, and generating new ideas and critical thinking through our research

To educate, inspire, progress and make a difference.

To transform lives through learning and endeavour.

The purpose of the University of Nottingham is to provide excellent education and research that shapes lives in our local and global community.

To transform lives through our research and a student experience that prepares our graduates to have a positive impact on the world.

We need to create a new USP, which I believe should be around ethics and sustainability

Conduct excellent research, foster excellent staff and support them to create impact.

to create knowledge and (sustainable knowledge communities) and help construct a global governance architecture (linking HE systems with UN, regional and national governments and major transnational corporations or global civic bodies) for resolving global problems.

This is, of course, an ambiguous question: the purpose as it is, or the purpose as I would like it to be? I answer the latter: to provide education and scholarship for the people, to strengthen democracy and civil society, and to contribute to the efficiency of the economy.

To transform lives

I like the old phrasing, delivering world changing research that makes a difference to communities, and I would add, doing it in ways that recognise the diverse contributions that staff of all different types can make to such a mission.
To produce well rounded graduates / good citizens ready for life beyond University, to develop knowledge and to transform people's lives. [University is much more than the academic learning!]

What sort of growth, if any, should we aim for? - Other (please state)

Become carbon neutral

Growth in alternative student income streams - e.g. through CPD

I am not sure we should grow. I wonder whether shrinking, might be a better option, whilst focusing on particual areas of strength.
more evening classes to engage the wider nottingham community, particularly in management and business topics

More mature students. More employee development.

More opportunities for students to spend part of their course in another campus

We need to do what we do well: expansion must be fully supported by resources and infrastructure

Overall growth should not be greater than the growth in numbers of UK students. Improving quality is better.

If we are to grow we should be explicit about the purpose of that growth, the impact of that growth on the University and the potential costs of growth (eg lower tariff, staff overload)
The 'Different academic disciplines' point in Q7 did not make sense. Do you mean invest in new disciplines, create new Schools etc?

Where growth potential exists for new students we should plan to take our share. However, we should also plan to engage more meaningfully with alumni around life-long learning. This will create a stronger family (brand?) and also bring us into contact with their companies and other work organisations. These links can help us to make the right connections to expand our collaborations around research, development and innovation. At the moment I feel that our alumni are an untapped resource but the relationship has to be two-way. Creating a stronger community around life-long learning will create many additional benefits not least facilitated access to key organisations that can employ our graduates and collaborate with us on R&D.

Aiming for centres of excellence in research fields with collaborative researching, integrating masters and PhD courses, and career progression for post docs.

I'm unsure what is meant by 'grow' - I've decided to interpret it a qualitative rather than necessarily quantitative. In terms of different academic disciplines, I'd agree if the question was about interdisciplinary programmes of teaching and research.

While I understand "sweating the assets" and to some exent agree with the concept, I feel a limit has been reached. Further expansion needs to be monitored and resourced or rejected.
Consolidate our position and current developments beffore expanding further

more students will require more staff to deliver their content, at the moment the screws are turning and the suffering caused is being buried by peoples' uncertainty regarding their own futures and playing up - enthusiasm and drive are being mined for the sake of exigency

Offering which supports lifelong learning
I think we should be reducing our portfolio (perhaps by up to a third) and focusing on core subjects that really give us credibility as a University, and on subjects that will deliver the best graduates into the workplace with top companies, with the workplace, intellectual, social and emotional skills that they need to thirve and proper. We could have a small portfolio of innovative programmes that are developed with employers/industry that prepare students for jobs that haven't been created yet. We also need to be better at preparing students for portfolio careers which aren't dependant on a deep dive into one discipline. Year long intercollations are also potentially too long - why not 3 or 4 months to build up different knowledge areas? Continuous professional development is also an area the HE sector has traditionally not served well - there is a very strong market for supporting the learning and development of those in the workplace, but not through traditional 'teaching' pedagogy. Work-based learning pedagogy and a different assessment framework is needed.

Not 100% on any above - In terms of growth perhaps apprenticeships provides this without swamping some courses. Other courses yes, increase numbers of FT UG students

The University needs to agree which areas it wishes to grown in based on sound financial planning, academic need, and future demand. We should stop delivering courses which have no market appeal.

Different ways to teaching, not necessarily online/distance.

Growth is problematic as a measure of success: seek new (and better) measures of success.

Any growth is relative to the campus and market, but generally need to grow the right kind of students in the right places. If the China quotas were removed, I would support growth in China. Malaysia simply needs to be bigger to realise economies of scale.
More students from different backgrounds - there are many southern accents at the University, which indicates a lack of diversity (students)

The questions need nuancing. We should focus on academic disciplines that are research-led and have a need within Society. We need to focus on increasing quality (tariff) so the increase in potential students likely to occur in the next 5 years means better UoN students not necessarily many more. A greater proportion of o/s students would allow increased income without increasing numbers (because of the fee structure)

Rather than grow we should aim to provide life-changing and future life-shaping experience to the students we already have

Total numbers should stay more or less as they are but be reconfigured.
More PGT growth in the UK, but by this I mean less 'lumpy' - i.e. growth in programmes other than those in the Business School, to help spread the risk.

no more growth for the sake of growth

Educating the public. Perhaps use advertising income from carefully selected advertisers.

divest from all fossil fuels if not already done so and make the campus zero carbon

The vision and mission statements are meaningless. Replace with a distinctive strategy ie To focus on excellence in science and engineering.

there is no need for growth as in this case it can spoil the quality
Do NOT try to be an "international" university. Try to be the university of Nottingham.

There is nothing about the aim to strength the teaching or academic profile of the institution, you could try to attract more national or international students with fancy big campuses and shiny ads but if the backbone of the institution (research & teaching staff) is not strong the way the world sees UoN is not going to change or even it will continue to be an unknown university.

More specialised satellite campuses

Posstgraduate students require resources that we may not have in China for certain disciplines .

Greater academic flexibility to allow health and wellbeing activities to be embedded in the core student experience.

large investments into personal development in more meaningful ways – e.g. recognition in sport
At least in my area, staff numbers cannot cope with more student numbers, so that is why I disagree with this

More non-traditional qualifications (degree apprenticeships, CPD etc)

bigger business library

More EU and UK, especially in post-graduate taught programmes.

Question 7 needs a Neither agree nor disagree' option.

More focus on serving students throughout their working career rather than assuming you can learn in 3 years all you need to work for 40 years

We are too big as an organisation and should seriously consider reducing or capping student numbers in many areas

Growth in the wellbeing of staff and students
Diversity of PGT away from China

Expand on the arts. While government is clear they have little care in the arts, being a university to "buck the trend" will see more students attend the institution.

Focus on improving quality of courses, esp. humanities, rather than greater intake

Scrap NOOC; join edX like MIT and Harvard. It's the future.

Different Academic Disciplines - I would like to see an expansion into a wider range of the Arts, with perhaps less focus on the classic subjects and more on modern areas of study

Global strategy is one of the strength of UoN
The claim "It has also been suggested that the University should not co-operate with external regulatory exercises which aim to assess our performance, in particular the various "excellence

frameworks". While these exercises are imperfect and can be burdensome, they exist and it would be too damaging to the University financially and reputationally to withdraw from them" is true only if we withdraw unilaterally. If a significant number of institutions withdraw from such embarrassingly expensive exercises in futility then a real impact could be made; by saving the government and complicit institutions huge sums of money and discouraging the sort of lazy profiling that such exercises encourage.

Embrace technologies that make us the place students want to be, encourage academics to try new technologies rather than them remaining behind the times.

Better understanding of what University of Nottingham offers

Get better without growing in size. As we grow we become more distant from students.

Creating buildings can seem a way of ensuring a visible legacy, but investing and updating those that already exist and investing in technology and staff might be a better way of creating a sustainable and excellent student experience.

All of the above is very student focused - consider staff as well!

Improve advertising for the University, jobs, courses, etc. I believe this is poor currently.

The mix of international and home students is what makes this university strong because we have a diverse talent pool, however I disagree with the 'growth' as commented upon in my radical suggestion. I believe 'nurture' would be more appropriate for this. However, if 'growth' is the avenue the university decides to pursue then the more physical campuses are necessary as this would include more staff to match the growth. More online/distance course may not lead to more staff members, therefore I would not agree with this action.

Sport plays a huge part in life at Nottingham and as a result I think they could be another growth area. Not only do students rely on it for physical health and wellbeing but the encouragement to join teams can also support mental wellbeing which is of paramount importance in university students.

I think we should be consolidating in a number of areas and ensuring we are lean and efficient. Growth areas should be restricted to those that are deemed to be where we want to go. Distance learning may have it's place but would need to be fully explored and, perhaps piloted first. A lot depends on HOW this is done, not just what is done.

Offering foundation degrees and apprenticeships theto bridge the gap In order for more students to access university

Recognition of international reputation of individuals, particularly academics of the University. Support the existing staff, stop trying to expand.

I worked with you on SPARK for the British Council in Hong Kong - more of that kind of work to engage new audiences, especially in markets like Hong Kong.

Closer links with industry/statutory sectors and paid gap years for students. Reach beyond the urban centres.

Lecture capture for students with mental health problems - not rolled out to everyone but designated on a case by case basis

Where is the 'neutral' response in the previous Q?

Set up Campuses in Central Africa and South America ..

Any growth has to be supported by appropriate infrastructure and resources (e.g. teaching staff) so that workload is functional

Given the great uncertainty over the outcome on Brexit, might it be prudent to start to build strong working relations with Universities in New Zealand and Australia?

Change the perception of the difference between on campus and distance learning - create a digitally enabled pedagogy that enables different modes, locations and schedules of learning

We over-rely on UoN overseas campuses which a lot of the staff/students do nothing with - at the same time insufficient resources are placed in developing other international growing markets such as Africa. We also want a more balanced student body (too many from China, not enough from other countries)

There is no point in growth if it is not sustainable or properly thought out. From my experience of working in multiple different departments, PGR students always feel marginalised regardless of where they are and they don't feel supported or valued by the University. Issues like this need to be resolved before we look at growth. Likewise, before we grow PGT cohorts we need to actually understand what PGT study means to us as an institution and individual disciplines - WHY do we offer it, what value is it adding, why do students do it?
Greater digital presence. Our campuses are already rather vast.

More Sports courses to attract more sports students

Better integration between Widening Participation activity in our communities and the work of academic schools.

Degree Apprenticeships may well be a good way to change the mix

Grow support for student welfare e.g. mental health counseling

I'm not sure about larger campuses but is there opportunity to establish new campuses in regions/areas where we have no presence?

Greater diversity of offerings for undergraduates within subjects/courses.

its not necessary to have a larger campuses or more student, for the ratio of stuff to student, I think Uni should reach its maximum ability of student, or will facing a decrease of teaching quality. as for the size of uni, i mean, its not necessary to be a large on size, but how to use the area efficiently.

It should not be just increasing the number of students, but, it should be an increase in students of high quality who must be brought in with scholarship offers to enrich the student experience. Funding for researchers. Now.

PHD courses to be studied across campuses, more grants for international students

Any further expansion in student numbers needs to be matched by an equivalent increase in staff numbers. The student - staff ratio cannot afford to increase further.

I would qualify the growth of international student numbers. My own experience is that IELTS scores notwithstanding a great many simply cannot speak English sufficiently well to follow courses properly. Any additional growth should be based on either more rigorous selection criteria OR on provision of better language support for students who do not have English as their first language.

Growth of research areas

Any increases will have to be met with increased staff capable of delivering on promises. More student numbers, for example, must be met with higher (long-term) staff numbers as well. Promote balanced and responsible business models. Take leadership role in transformation into sustainable societies that don't damage environment by constant growth and exploitation of resources.

If the number of PhD students increases, this should also including more training for their future career options inside and outside academia. Awarding more PhDs in a shrinking job market is irresponsible.

Sustained growth of international PGT
Bespoke, state of the art facilities and new built environment for the Faculty of Medicine and Health Sciences. When is it going to be our turn? We are great at what we do.

We should acquire or build a campus in India as we have done in China
Only increase the number of student if the academic staff are increased in line with this and also the support staff

I am not a nationalistic right winger. Any student from any nationality should be able to come and learn within the university's walls as long as they are suitably qualified and of course, are able to pay the tuition fees via scholarship or personal funding
Moderate growth for onsite students, more growth for distance learning.

Better none academic use of our facilities to generate income.

I think the 'agree/disagree' form is limiting. Appreciate that you need quantitative question in order to make it manageable – but think that these questions don't allow for expression against the 'choices' listed above. I think the University should seek to grow overall for financial stability and increase impact - but where it should grow (home/international) and at what level (UG/PG) should be informed by careful consideration of political, economic, social factors etc - not a form...
More research collaborations with industry and other partners.

Keep the same size but restructure the internal population

From UNNC perspective, push standards up for undergraduate and post grad qualifications and insist on English only academic environment. This would be greatly improved by lifting the number of international students to closer to 20%

To grow but to maintain a close community spirit at UNNC and have stronger links to the other campuses.

Improve the quality of teaching and research
More selective recruitment of students, to ensure quality of teh intake, but at the same time be inclusive (e.g. offer lower admission criteria for students with disabilities and poor families - not just poor countries, but poor families)

An increase in the number of quality researchers

More Nottingham/Nottinghamshire students

I presume Q8 refers to growing numbers. I strongly disagree. We need to 'grow' the QUALITY of our UG and PG students, even if we have to reduce numbers.

A better gender balance amongst academic staff. Some schools/department have very few female staff and this is also not being priorotised. The number of foreign female staff here is also very, very low.

More resources into mental health&wellbeing of both staff and students, more engagement with (local) non-academic communities.

Quote: "The modern context requires agility and decisiveness". This is the key point and underpins all of the above

Online/ distance learning needs to be part of blended learning.

More feedom in initiating modules in any campuses.

Engage and support more undergraduate students from outside the EU region. Promote more diversity among students and staff to reflect the current demographics of the UK
better facilities/equipment to compliment the new buildings.

Consider inclusivity at all levels - make campuses welcoming and accessible to all

More working class students wouldn't go amiss.

More commercial and knowledge exchange services

Creating better awareness as to what Nottingham can offer both students and wider society

improved facilities; quality not quantity

The University Park Campus needs more parking to accommodate the growth in staff numbers

More Quality research, more quality teaching, less unnecessary admin,

In the above question 'more' largly focuses on quantity not on quality. My responses reflect an interpretation that the quality is more important than the quantity

We need to grow without compromising standards (the standard of student we admit or the standard of student experience)

Grow according to a robust financial plan and avoid costly initiatives that are doomed to fail (e.g project transform etc)

I think more time, energy and commitement needs to made in delivering the current courses. We ought to be stretching our students and encouraging greater public engagement. Not just in schools but in all social situations and age groups.
Work to increase the number of students through widening participation.
Smaller world-wide campuses outside of the UK and Malaysia/China

Why is growth necessary?

Institutes of interdisciplinary research excellence in physical buildings away from schools model.

Rekocate physiotherapy to the main campus so it feels more part of the university

More multidisciplinary degrees
I don't think larger physical campuses are the answer for future educating - as the digital/technology advances may lead to less 'physical' presence, though research facilities should be kept up to date and grow with demand for facilities.

Our growth should be sustainably managed. Increasing reputation through impact can create additional revenue without outgrowing our UK footprint.
opportunities for local people from deprived areas

More on-campus accommodation which are closer to teaching areas and cafeteria.

A faster mail services

Aim for more quality education and facility for potential advancements (Sports facilities, research facilities, educational facilities [practical classes])

Improvement of current facilities/up to date with demands and changes such as accommodation and student life in campus

focus on key academic disciplines that are sustainable for growth and provide opportunities of experiential learning.

Knowledge exchange, consultancy, KTPs

1. Greater 'Nottingham identity' across the 3 Campus. 2. Developing a global ambition through distance/online learning and training in countries where we want to improve our presence e.g Nigeria; Indonesia
More postgraduate taught programmes

I struggle to reconcile the support of the UoN of campus in countries that have poor human rights records as it is an endorsement

Subjects should be encouraged which are supported by our collections. Researchers and students will not need to travel elsewhere to develop their specialisms.

Higher quality lecturers

i don't know about the other campuses. but in malaysia we need more part time pg degree opportunities. very few people i talk to who wish to upgrade qualifications, change direction or just learn cannot afford to quit their jobs for it. we are not doing too badly in arts and social sciences, but science and engineering really do need more flexible study options for mature students with jobs and families.

Appropriate growth which doesn't exceed the capacity of the infrastructure and staff to support students

Having more modules for schools such as PHIR. The ability for students to audit classes online, especially when they clash with students' core modules.

I feel we sometimes grow an area but without excelling into because we try too many things. It's better to have a few core areas which we are good at and build on it rather than trying too many. We are not Harvard, MIT, Oxbridge, London-based universities, or Top Tier Chinese universities. So concentrate and create a reputation in key areas rather than trying to do everything.

In the Malaysia campus, we could/should broaden the Arts and Humanities to provide our students with a stronger foundation but we are constantly told that we can't afford to do this as we are funded only by student fees. Perhaps we should be looking for funding from donors and sponsors, and setting up endowments.
More connection the local community and industry

Moral growth. Growth in educational quality.

More parking space to students, have a better registration system at guard house to reduce traffic and waiting time outside the campus

Growth of staff

I hope people above already know where/what-kind-of-university this university is heading for. People like us (small potatos doesn't see the big picture and we are expecting to be led by someone). It really would worry me a lot if even people up there has no idea of where this huge ship is heading for.

Students are required to exchange to another campus for at least a semester
Can only really answer this once the strategic areas of focus have been chosen. This is part of a set of tools that could be deployed to help achieve the goals set.

More HIGH QUALITY international students and academic staff

variety of students enables/increase the intercultural communication and understanding, gives each student an unique studying and living experience in UNNC, they will learn more than they've expected.

One possible growth in academic output could come from a better connection between the different disciplines we have. Are their joined works of mechanical engineering and psychology? Biology and literature? History and maths? (Okay, to be fair: there maybe even some I don't know!) But maybe that's a way to grow as well? Strengthening internal links.

International students are important, but not at the detriment of overall diversity. Specialised curriculum

We need to improve our IP management and create far more commercial products and serviecs that we can offer to business

More sports related courses.

greater emphasis on the importance importance in University life of sport / exercise whether that be for general well being, student integration, developing lifelong skills, career development

growth' in the abstract is meaningless. Quality should be the priority - growth should be done only if accompanied with growth in support services, accommodation and relevant academic provision
We could do more to engage mature (including retired) members of the local community in lifelong learning. With regard to the above table, I think further overall growth in numbers would be a mistake; we should focus on quality not growth. An increase in fee income could come from a move towards more international recruitment.

The University should NOT aim to grow, it should aim to improve its teaching quality. The Business School is the best example that getting big is not synonym with quality. Resources are just spread thin.

I think we should reduce what we do to focus on sustainable growth rather than growth per se

not applicable

Smaller, cheaper learning options

Less focus on growth and more focus on catering to the students we currently have. Why should part-time students get a lesser experience for there to be more students of the 'traditional' type getting that resource- before increasing anything, those who are studying here are getting THE best experience possible first.
Less focus on growth and more focus on catering to the students we currently have. Why should part-time students get a lesser experience for there to be more students of the 'traditional' type getting that resource- before increasing anything, those who are studying here are getting THE best experience possible first.

enabling inter-campus communication for undergrads/postgrads studying same course to engage and exchange ideas

Higher admission requirements especially English proficiency.

In Question 8 there is no possibility for a neutral response.

We cannot keep growing without also expanding the wider resources to support this. Better to get what we are doing right.

NA
n/a

set up satellite premises and programs in more developing countries to enable opportunities to be had by locals in areas of growth for the countries
I don't think any kind of growth is appropriate without the structures in place to support. As we saw with student intake this year, we have nowhere for them to live, our welfare services are oversubscribed, lecture theatres over crowded etc. Until this issues are solved and we can support and provide our students with what they need; no growth is what we should be aiming for.

The University already offers a comprehensive range of academic disciplines,

We need sustainable growth that does not increase our carbon footprint but which enables us to contribute towards planetary health.
https://www.bbc.co.uk/news/education-47816870   strengthen our industry connections and maybe run similar couses to the one in the artical

I'd like to see us expand our part-time base, particularly by offering classes at times that people in work could attend (perhaps evenings and weekends). I'd also like to see us attract more students from Nottingham and the East Midlands more generally.

I do not 'disagree' with growing student numbers, but I think there are perhaps other areas the University should focus on and improve first, before considering further growth.

I feel that the university should grow its international student numbers. We should maintain our undergraduate student numbers with a focus on maintaining our brand and the quality of our student outputs. We should consider widening our educational offer to include life long learning products. We should consider building the digital channels and capabilities to support this growth.

there is no room for nuances in this questionnaire. You need more 'home' British students at postgraduate level to ensure continuity of academic discipline but also more international students at all levels. The University should expand based on the future demands on knowledge. A comprehensive outlook is essential because of the interconnection of all knowledge and practice but clearly certain domains of knowledge will become hugely important in the next 30 years considering the megatrends mentioned above. Identifying the global challenges of the 2040-2050 decade will clarify a lot of this picture.
See my proposal for a development of adult education at (4) above.

I think this is a tricky question to answer as in my view we should focus on consolidation and ensure what we do currently is delivered to the best of its ability and then align our growth plans with our strategic objectives ie if it's part of our strategy to diversify our current offer then we should grow our online and distance learning portfolio along with our apprenticeship/foundation offer. If it's to diversify the student population then we may want to grow international students from other countries. In my view we should be diversifying our offer and disrupting our traditional models of delivery to help ensure we remain competitive rather than just growing our traditional student numbers. I also think we need to consider changing expectations of Gen Z (and beyond that Gen Alpha) to ensure our curriculum is fit for purpose and meeting audience (and of course labour market) needs.

With the impending reduction in tuition fees, expanding student numbers makes sense, especially international students. However we need to ensure we continue to be fit for purpose by investing in our infrastrcuture and facilities. Moreover more flexible styles of learning need to be explored as we look to engage a new generation of students. We also need to ensure our courses are more vocational and truly prepare students for the workplace.

Having told us earlier what you would like to change, please now give one example of something about the University of Nottingham you want to make sure we retain in the years to come.

Passion for learning and care for students
Breadth of disciplines -arts as well as sciences

The quality of its front-line staff.
Green spaces on (University Park) campus.

The beautiful campus at University Park
A commiment to be, as far as possible, a full service institution.
green campus

The University Park campus is a major asset and is one of the great campuses of the world. We need to make sure that its green spaces are preserved

Blend of traditional and modern.
giving equal opportunities regardless of gender, ethnicity, sexual orientation

Excellent careers and employability advice - aim to be the best in the UK on all measures
Our staff.
Academic integration with Israeli universities

Attract more international students

Green space on campus

The green spaces - amazing grounds

Beautiful UK campuses
TRy to retain the feeling of family that is gradually being erroded by enforced changes.
Highly committed staff. Sadly the university and its systems are making it more demanding for staff to fulfil their basic functions.

The quality of the campuses
University Park Campus. It is our biggest asset in attracting new UGs

Despite all of the changes that have happened and are happening, the importance of the Jesse/Florence Boot vision must be central to our purpose. This includes the physical campus at UP but the ethos extends well beyond that. Can we identify modern day philanthropists that share in this vision to help extend it further?
Being one of the top Universities in the country - reputation. Funding for and focus on comprehensively planned & thought out research.
Green spaces

I'd like to see the University become more embedded in 'place' - by which I mean the region (and the rural as well as the urban). And t alongside that maintain a breadth of disciplines so that these can be brought together to solve real-world problems.
Efforts in maintaining staff moral and strong research initiatives which include students.
Excellent Campuses

Staff in house in all areas with the detailed knowledge of the waht we do to better support the teaching and research which is core to us as an institution.
interdisciplinarity and strength through combined effort, strategically supported by ring-fenced investment in these consortia

Our beautiful campuses: we must remain a destination for those who want a campus-based experience.
Our strong self-belief. Whilst there are many things we can improve, at the heart we are strong
University with a strong reputation which we are proud of and take strength from. I sense that our institutional arrogance is a little less than it was, although still exists in places.

Academic intellectual independence

University Park space and green and splendour, it is an asset from an admissions perspective and must be also for wellbeing
Trent Building/links to Heritage
The "special" liberal yet academically strong environment that attracts people willing to take risks
We're generally very good at widening participation and Foundation Year programs - usually for good principled reasons (eg a sense of the value of higher education), sometimes for bad reasons (eg hoovering up vulnerable students from non-traditional backgrounds for the fees). Do WP for the right reasons and keeping doing it well - the temptation will inevitably emerge to start cramming students into the Foundation programs, to fail to follow through on supporting them educationally and pastorally. Resist that. Recruit them. Look after them. Teach them.

The University's green campuses and emphasis on sustainability in its operations - at each campus in the UK, UNNC and UNMC

Standardisations made between three campuses to maintain quality of teaching
the green spaces, redevelop/rebuild existing buildings where possible rather than build new
Student mobility across campuses

The richness of academic fields and disciplines.
Reputation as an international institution
international focus and outlook

Some core UK policies, for example, Staff Review. There is too much of a push or giving in to operational pressures at UNM that are not reflective of its aspirations as a centre of learning.
Commitment to world-leading research and teaching
I was v worried about the statement on pag 7 where it raised the possibility of 'adjusting the subjects we teach'. While it might be the case that some subjects are not viable we should avoid a wholescale restructuring and creating bigger schools/depts.
Diverse and comprehensive subject mix and attracive physcial campuses
The three campuses; the emphasis on the environment (both physically and culturally)
staff/student ratio if we grow, otherwise staff will be overburdened; staff are already very stretched
The high quality, eg teaching, research, expectations

A place where people are proud to work
The focus on quality, research and teaching

Academic freedom of choosing what to research on and how to teach. There is a real danger than all that will disappear with the ever increasing centralisation.
That the IT staff are within the University of Nottingham and are employed directly (not contracted out). I think this is a very, very bad idea.
Campus based teaching
disciplin diversity - broad teaching, learning and research base
Keep the campus as is - and keep it green. No more buildings ...
Staff-student community
The commitment to work/life balance: it is a healthy workplace, and any increase in activity needs to keep this in mind. Otherwise we are not being good role models to our students.
Research Impact
strong reputation for quality education
Face to face contact with students

beautiful campus
Diversity focus and breadth of backgrounds of staff and students
Broad range of subjects taught and researched. Lovely University Park, don't build too much!
The beautiful campus environment.
Allow and nurture bottom-up research and teaching initiatives, allowing academics to think outside the box to come up with new ideas, projects, ways of working.

•   To embed the "one university, three campus" identity as Nottingham's value proposition in the global competition, we should consider embedding compulsory/optional student mobility across all three campuses through exchange, study abroad, summer school, field trip, internships, or/and as part of course curriculum. Doing so helps enhancing: 1) University's brand identity by promoting students to become true global leaders by having enhanced cultural exposure across Eastern, Western and Muslim world, which differentiates Nottingham from competitors in the national/regional scale. 2)   Improve students' mobility, learning and graduate outcome, which helps with the university ranking performance and student satisfaction. 3) Enhance Nottingham

brand by improving outward mobility and greater global reach. In order to put this into practice, we need to reform course curriculum, improve cultural integration, and revise financial arrangement across three campuses re. transferring students. "
Diversity and equality. Education should be open to as many as possible

sense of community

Retain the green areas, if possible expand

It's crucial that the University maintain its commitment to provision of postgraduate education, both MA and PhD. These programmes are important to maintaining the University's prestige, which then factors into undergraduate recruitment.

Prominence in Science and Engineering.
Previously there was a sense of trust and devolved decision making - it would be great to get that back. This coincided with us being higher up in the league tables - so we were doing things right.
more high requirements for entering to the University
Keep the main campus relatively free of buildings; do not overbuild on it.

I dont think there is nothing to retain from the current university, 10yrs ago it was a place where you could breath knowledge and it was aspiring. So the university needs to hear what is said in the corridor and help scientists and excellent teachers what works and to try what works in other places: diversity and actual internationalization will give you the answer you are after.

Strong supportive sommunities on Campus for students, to give them a happy and healthy time whilst at Nottingham.

The civic role of the University - particularly in relation to partnering local schools
The focus on internationalisation and opportunity
Green spaces.

The lovely green campus!
Sporting and international success and diversity
The high standard of sport available at all ability levels.
British standards in teaching quality
Our beautiful campuses. Not only for the staff and students but we also have a civic responsibility to maintain them and encourage the public to use them better
Green campus, world-class sports facilities and breadth of sport and wellbeing offering.

the growth of sport
I always feel proud to tell others I work for the University of Nottingham, so its good reputation is vital to maintain

The ecosystem, i.e. being able to use one student card and IT login to do most things.

Its focus on a quality campus environment

We should continue to maintain a comprehensive discipline mix
Being in the top 15 universities globally
MBA in Finance program
Our commitment to quality and diversity

Investment in Sport & Physical Activity
Sport for all (elite through till student participation
Openess and friendliness.

Lovely campus atmosphere
Room for blue-skies research.
We absolutely need to maintain our 'Green' badge. I know of several students for whom our 'green' environment swayed them to choose Nottingham

"More than just a degree"- the opportunity to explore real world applications and gain a range of experiences both through your course and through student life

Staff should be employed directly by the University and not outsourced (e.g. what is happening to Information Services - Infosys are useless compared to out in-house IT staff)

Staff Moral is important. As there isn't any this seems to be affecting the students. The students are there to study, Learn and enjoy Nottingham and with to many unhelpful staff (not there fault) this seems to be on the decline

Green space
Beautiful UP campus - fabulous place to work

the university should reflect and value the importance of both physical and mental wellbeing on both the student and staffs experience. sport and physical activity cannot only impact physically but can contribute towards developing life long skills and develop key graduate attributes.

Fantastic campuses that have plenty of green space.

Strong international connection with China
Please keep leading in humanities areas, like the anti-modern slavery staff and MA programme you have assembled.

Excellent quality facilities
Potential of attracting industry funding
The diversity between students

The leading sporting and international culture the university offers its students.
Well maintained campuses
The landscaping of university park
The green and natural environment of University Park
Book auto renew

Core Bursary/Widening Participation funding
International focus and commitment to working globally

Continual investment in Nottingham Campuses

students from different countries makes our campus better.
Our feeling (in the UK at least) as a campus university where green space is a key part of the environment.
The UP Campus and UoN staff for UoN students not some expensive outsourced company that do a really sub-par job for us that ends up costing more than if we have done it properly in the first place.
Diversity of courses within Life Sciences
We can't lose sight of what we are as a university. Discourse-based learning, where students can come together to discuss ideas must be maintained. While distance learning is extremely useful, there is more to a university than just the course material

Grounding in a physical location

The green spaces on our UP campus.

Good research

Research led initiatives such as UNICAS
Variety of disciplines and minority subjects. All round education for our students, for life, not just employment.
The Beacons work is a fantastic opportunity to showcase to the world our talent as a University - don't let this finish, keep up the global impact research!
It's diversity and friendly and welcoming nature.

I would like to retain the University's dedication to wellbeing and the holistic initiative for it's staff members. This is incredibly important for staff retention especially as the workload increases, so this initiative is going to be vital in the future.
Pointing out the international culture in both the staff and the students.

The holistic approach of the sport staff in order to have a balanced life at university between both sport and academia has been crucial in my time at Nottingham thus far.
Continue to support and value staff

Campus green spaces and our environmentally-friendly focus.
Breadth of academic disciplines; world-class research and teaching in these disciplines.
Student Services
Academic freedom to pursue lines of research. This is being eroded in favour of teaching loads, and may be a false economy if long term damages the university standing as a research organisation. Much has been lost in the past 10 years, whereby management has been conflated with interference.
The staff and students sense of pride
Emphasis on quality - of staff, of students, physical environment.

Global strategy
The current staff, show more appreciation and support both personally, financially and for research purposes.

Hefce funded technicians

The three campuses
The international dimension (attitude and outlook) - it was great back in 2000 and having worked in the Higher Ed. sector around the world, Nottingham does have something unique.

The Green Campus ie University Park

Library services
The ease of the library resources and the overall library conditions
Its curiosity to the world.

Making sure that campus is still a green space - I know a lot of buildings are being constructed so just ensuring this doesn't come at a detriment to the greenery of campus which I feel makes it so unique
Preserve the beauty of the campuses
The expertise already here in specialist areas where we are already world leaders with many links into industry where we develop our research output.

Ensuring that staff never give up on advancement and progress. Sometimes this is lost!
Our partnership with primary and secondary schools

Please retain links with our European exchange institutions

It's openness and willingness to be able to instinctively recognise when great changes on all levels are both called for and needed.

Keep our staff in house and don't sell them off. People are not a resource, they make the university work. Without people, the university doesn't work.

The campus communities in all campuses. We really don't seem to recognise how much importance this has to so many students
strong ties with industry

Its reputation in Law, Pharm and Economics.

World class research reputation

Conducive Learning Environment

The campus feel should be retained but on line learning could be improved and flexible hot desking facilities for both students and staff would improve the drain on space.

The clock tower building
The Students' Union has so much scope and potential to be a positive force and act as a conduit for staff and students. Although it's considered to be a separate entity to the institution, it is inherently part of us given that we provide funding and it represents our students. The SU in its current format is not fit for purpose. Staff don't understand what it is or who/how they are supposed to work with it. It's continuing to receive funding cuts. There is not as much REAL commitment from some of the officers in the SU than you would like - they feel inaccessible. The University needs to continue to see the value in the SU and continue to provide it with adequate funding that will enable it to operate as the positive force it can be. It needs more attention rather than less.
Our focus on internationalism.
INTERNATIONAL OUTLOOK
Campus living
Academic freedom. Trust your employees to do the job. Don't breathe over our shoulder.
Seeing ourselves a shaving a civic role
Research-led teaching

The beautiful campus

Our international perspective.
Research projects.
High standards of teaching.
The amount of green areas

collegiate approach / multidisciplinary opportunities across the University
Its fantastic campus(es).

Profitability
The strong investment into the STEM facilities and teaching standards.
spaces/ rooms available for students to use for activities

Wacky lecturers.

Strong connections to European Union facilities
Printed lecture notes.

cycle storage on campus

echo360. its excellent

Although not all subject areas do this, filming and uploading lectures is an invaluable revision tool.
beautiful green campuses
High investment in research, not buildings
excellent teaching facilities
The funding in extra curricular activities / sport to provide a variance from academia.

Retaining good academic staff by paying them well, and by following UK's HR policies in other campuses as well.
Support from the Uk for us in Malaysi?
eduroam dont always down
Student experience & extra-curricular activities

The collegiality that colleagues have at school level

The University Park campus is one of the finest working environments I have experienced and I would like to see that quality of life retained.

Pioneering research
The "greenness" of the University Park campus. Don't let it get too built up. If new buildings new to go up try and buy up land around Jubilee or open a new mini-campus somewhere rather than concreting over University Park.
The link between a research culture and a teaching culture.

An attractive campus

As an academic in the school of sociology and social policy one of the things we need to retain is our pastoral care and the close working relationships
"Green", not overbuilt, campus
The current footprint.

brand and reputation

Reputation for research and innovation
Our commitment to sustainability, with all new buildings incorporating the latest environmentally friendly technology (grey water, green roofs, solar power etc.)

Discipline-specific best practice in pedagogy, which is not aided by the increased drive towards hypercentralisation.
focus on STEM and development in new technologies. Supporting start-ups and increased collaboration with biotech industries
sufficient quality time in the classroom with our students to enable quality to learning and development of ideas
University Park campus - particularly the rabbits and badgers.
Don't build over the University Park!

Global outlook and approach
Integrity

Mutual respect for each other no matter where we come from
Strong research base
Student support - teaching and pastoral

We need to retain our global outlook.
The many small gardens dotted around the university, and vast green spaces.
It is vital that we do not do anything to endanger student recruitment, be it the process or the physical fabric of the buildings.

I would like to see a more welcoming envioronment for international students. The university policies are going in the right direction regarding this manner; however, it seems that the staff are going in the opposite direction
Managers and upper management have to be aware of problem staff and actually enforce the rules that are supposedly in place
We have a strong brand name and reputation which we must retain and build on.
Friendliness of staff, PD opportunities offered by the University
The highest level of support for students

Commitment to staff health and development.
A comprehensive university

The physical environment

Local IT support is critical to basic functionality of many aspects of the university but I am fearful that the impact of potentially outsourcing or removing parts of the service have been vastly underestimated.

Chance for undergraduate to experience being involved in a meaningful research project
Our Green spaces on campuses.
Wide range of courses - to promote interdisciplinarity
Close links to the city of Nottingham and participation in the City's civic agenda, making life better for people here.
Commitment to international students
Beautiful, green campuses with lots of trees
Being pioneering in university's innovation

A core of loyal and competent employees

A global vision

I can only talk about UNNC, but here the atmosphere of family has been well-maintained despite the growth in numbers.

Emphasis on English as the language of communication and study across UNNC

For improvement of teaching quality, a module convener should be termed, for three years for example, so that tutors can learn from other colleagues, from contents to pedagogical practice.
international orientation

Reputation, Nice working environment

Being a strongly research-oriented university.
The family feeling, helping out other departments and being more of a school than a division.

Green environmental campus
management on staff's professional development
Our proud heritage and long history, and our collections which help make us distinctive.

Prioritising academic core functions.
Reputation for excellence

Our research reputation, our ability to bring in grant income, our reputation (I wasn't very impressed to hear about the collaborations with Trent but I realise these lean times mean we have to be seen to be working jointly where economies can be achieved).
Strong sense of community and belonging

The physical campuses, preferably by expansion of existing sites.

The 'family' atmosphere of my programme. We have strong links and communication channels to support our alumni and current student cohorts and they all feel a strong affinity to the school and UNNC.
A strong drive to ensure equality, diversity and inclusion amongst the whole university. Great work so far on the Athena swan awards (looking forward to seeing hopefully us on the race charter also)

Academic staff: these sometimes seem to be the last on the list of priorities.....
Passion
Quality of education
reputation for excellence in all we do
Excellence in both research and teaching, green campuses.
it's reputation for scientific research

Reputation of excellence

Attractive pay and holiday package :)

Our beautiful and green campuses

Free hopper buses

The feeling of community.

Equivalence in priority for learninga nd for research
Outstanding academic support, in particular for new students and staff
A supportive and conducive environment for teaching and leaning
The relaxing learning environment.
Flexible working for staff

The good environmental appearance. The strong research base
the staff retainment

The balance of nature to urbanisation.

The training of the Engineering Apprentices
Beautiful UK campus that welcomes the community

A clear focus on Careers and Employability, not everyone knows what they want to do or is bold enough to seek out what they need, if we don't do this we will be letting our students down.

Commitment to high quality, genuinely life changing research

The quality and variety of our campuses

Existing efforts to improve relations with the local community (in Nottingham and the East Midlands) are appreciated.

Keep the large beautiful green spaces on campus

Investment in libraries, short courses (eg language courses) and other things that directly support learning

International campuses

Top ten Russel group status, world class research.

Your commitment to Renewable Energy and energy efficiency around campus.

the wide variety of independent labs
The strong research focus.
Work hard to preserve the beauty and heritage of the campuses.   It impacts on all that we do, and how we are, and is fundamental to how the University is experienced and perceived

Our strength is that we do real work which integrates theory with implementation and practice.

Retaining dedicated teaching staff

the trees and wildlife diversity on the University Park campus

nothing, you wouldn't keep a rotten apple core would you?
civic identity
The campus is arguably the nicest in the UK but could be spoilt if further construction of new buildings happens.

Creativity and innovative spirit
Quality of teaching and research outputs.
A home for top class international staff and students

retain small accessible, green and susstainaily focused campuses
Support for carrying out high-impact research

The value placed on staff.
Green Campus (not that I get to work on one)
The Commitment to investing in health care training both clinical and informatics

Accommodation, sport and general facilities.

Open, publicly accessible spaces.
The university creates a sense of community on each campus which needs to be retained and developed to create a whole university community.
High teaching standards
our campuses
Tenure for academic staff
Diversity of subjects

Supporting research
Inter campus mobility opportunities

There is a great feeling of collaboration which could be encouraged further by not pitting schools against each other in terms of research income.

High standards of teaching
reputation for excellence

diversity in academic subjects that are taught and researched
A green campus
Our ambition to be global - students love to travel and experience the world, we should give them every opportunity to study/placements/research abroad, and have reciprocal arrangements in place with our own campuses and partner universities etc.
Its USP as a green university
Subject diversity with relevance
Land, gardens , buildings

reputation - we are losing this

Overseas campuses

International reputation

Green campuses, distinctive architecture, beautiful places to study and work

Our global campuses

Diversity

Our sense of unity.

Improve the management systems, the sports complex facilities, the mailing service efficiency and the J block accommodation landscape and provide quick solution to the flooding problem.

All the degree programmes offered now

More accommodation

 Better facilities

The commitment to quality education

Quality of Lecturers.
Diversity in research, not just focus on five or six areas

Keep the sports complex free

Personal tutors are very significant to student growth from inception till the student even decides to take on a research degree. This mentorship means everything.
Purpose of education

Retain the people who put effort in advancing the campus. Bringing innovative and viable strategies that aims to improve this campus and bringing better experiences for the students and customers.

Policy that support the sustanability of research activity within the campus

the reputation as an elite university

Academics
The conducive of learning environment

providing opportunities and guidance to students to excel in national and international events

Research funding such as postgraduate studentship support e.g. stipend and scholarship
Its position as a leading University!
[text redacted]

The joy the students have about their experience whether through study or training.
One lecturer one room

Global presence in three different countries
Commitment to students
well it is better to look forward, don't rest on past glory in a fast changing world

public transport connections between SB campus and KM/NTU/UP; it seem sot be constantly discussed that they are reduced or removed during term breaks but in the context of sustainability the public transport links should be increase!

Support for Manuscripts and Special Collections which can attract international researchers and students to Nottingham.

Tolerance and acceptance of minority communities

the campuses - they are beautiful, all of them; it is important to have a physical home. and if you have to have one, it may as well be photogenic

The green space
I would like the University to keep particular space for studernt activities, staff-student engagement, and innovation and entrepreneurship.

Our beautiful campuses

The campus environment - it is one of our greatest selling points and makes the campus a pleasant place to work
Its supportive environment

A strong experience for students including activities like sport
Again create more parking spaces and improve drainage system of UNM to prevent flooding
Again create more parking spaces and improve drainage system of UNM to prevent flooding

Student well-beings
The assurance of the graduates' employability
International staff
Retain core areas and consolidate on it.
academic standards

We have a good reputation. But we need to be more aggressive in publicizing the research we do locally (in Malaysia) as we are competing with other private institutions that advertise much more in the local mainstream press than we do.

Try to recruit the best students and best staffs

global orientation

We do have a good brand but our Malaysia campus is slowly losing out in terms of branding to other local and international Universities. We cannot rest on our laurels and work harder on our branding and PR.

Attractive campuses

More parking space within the campus

The diverse student body bringing opportunity for cultural exchange.

The Trent Building and campus environment

I want to see the support of the sport offering at the university retained or improved to maintain the diverse set of clubs that provide students with a key part of the university experience, and adds to the skills and experience learned in the classroom.
International

Likely to have larger physical size of campuse and in the meantime grow number in undergraduate students.
The outdoor cafeteria
set up a database of visitors, for no-matter-what purpose it is.

If Nottingham is a big family, students as well as faculty members should be encouraged to spend time at a different campus
Retain the original purpose as articulated by Jesse Boot: '…in each succeeding age the University will spread the light of learning and knowledge and will bind science and industry in the unity that is so essential for the prosperity of the nation and the welfare of our fellow citizens.'

Green campuses and environmental buildings

Tradition in governance and education standards.
None

No

The trees and the lake

it's good to keep ' put students in the heart of University '

University top management team and university vision

tighter and stronger connections between tri-campus
More disability support to students/ staff
keep the amount of green area on campus

our teachong quality.
retain the clean, peaceful and dynamic campus environment

Retain our green campuses

Having worked in France and Germany I have to say: In terms of inclusiveness and respect towards others, diversity and encouragement of it, the UoN feels on a different level than my previous universities. This is something I am happy to have here.

Global status (UNM, UNNC, UK) Our lovely green campuses Staff integrity High standards and focus on medical sciences
Reputation

The 'traditional' feel: the buildings and grounds, even of the newer campuses, e.g. Jubilee has its own 'feel' which in time will become as traditional-feeling as UP.

Keeping the moral of the staff up, its a nice place to work. Lets keep it that way.
Academic freedom to pursue interesting research questions.
The campus experience, tradition and history its part of studying at a university different to online study
Our Campuses are fantastic....we need to invest in maintaining what we have built, but do not build more.

Our reputation as a University
Opportunities for conducting fundamental research without an obvious immediate dividend.

Sports university of the year

our student first apprach to access and proviiosn of campus lisfe elements outside of the lecture halls and academic timetable. as a key component of mental health and well being, this area will play an increasingly vital role going forward.
None

inter-campus mobility fund
Be open
the green campus
A very broad range of subject disciplines, together with a strong commitment to fundamental research. I believe that there are considerable risks in focusing too strongly on externally funded `research challenges', These are often dictated by short term political pressures whilst a University needs to maintain a long-term perspective. Although no one would argue against applied research which can solve well-recognised problems in the contemporary world, fundamental research is needed to prepare us to meet future challenges. In Physics at least, it is clear that undergraduates want to study in a place where work is being done to better understand how nature works at a fundamental level.

Diversity

Excellent facilties and experience
It's reputation

International appeal
Being innovative
Branding
Diversity in research areas and approach (applied vs pure)
An integrity that everything we do is in the pursuit of a better future
the campus
Our credibility
Commitment to civic agenda

Interdisciplinarity, and the ability to work across boundaries
Wonderful estates

Please retain/improve connections to the Students' Union who provide such a wealth of support and ways to get involved whilst at UoN. Facilitate their offer as much as possible so students don't miss out on this valued commodity.
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Research strength and global impact

Tradition of strong academic basis

The full breadth of disciplines which the University currently supports - something which is precious and under threat.

student experience

high quality student
the greenery, perhaps cleaner lakes and upgraded drainage system

High quality teaching and research.
e.g. to make the admin staff payment in equivalent to UK standard.
The great Sports Management team.

A properly implemented PDRP and programme of management and development.

Beauty and nature of the campuses

Green campus

Face-to-face contact between students and admin staff. This is particularly relevant for international students who use Service Centres frequently for assistance.

commitment to world leading research
parkland nature of University Park campus
Library
Physical environment

n/a

Green spaces on campus
The natural green spaces in and around university park campus are a major attraction, both aesthetically and for health and wellbeing so these facilities should not be compromised for the sake of infrastructure. Please save as much of it as possible for future students and staff. What it is normally replaced with is paving slabs, concrete and steel facades and water features.

Research intensity should not be lost as a result of increased focus on teaching
Nottingham is a welcoming environment for students and staff, where people feel valued. It would be a shame to loose this whilst striving to expand and cut costs. Happy staff and students are more productive and help promote the university in a positive way.
There should be ongoing CPD, if you will, for all managers to get them up to speed and get onboard with progressive thinking and change management. All managers must effect change to longstanding practices in their sections.

UoN Sport as a brand separate to the university.
Creditability - we do not want to compromise this with marketing fads just to reach a broader audience
reputation and professionalism
The campuses

The green areas of University Park
High entry standards for high quality programmes

The environment and our commitment to environmental sustainability

The University's commitment to life-changing research is inspiring and makes me proud to be part of this organisation. I hope we continue to change the world through our research and increase the global impact we have

the quality of the campus environment, especially UP
Invesment in sport - teams, coaches, facilities. Key to student experience
UK campus environment
a full spread of faculties and subjects.
Comprehensive range of disciplines from Arts to Science

High level of facilities provided

Retain the 'special something' which makes it UoN. For me, having worked in another institution for nearly 20 years before coming here, I was struck by the strong sense of community from both staff and students, and how valued people are. This is something we should retain.
The sense that the University of Nottingham is a place of excellence, and that we're lucky to work here.
The broad range of disciplines.

Beautiful green campus space on University Park
Some of the physical aspects of the campus, where there is history and heritage. The environment; the campuses are great places to walk around and members of the public walk through campuses quite regularly and this is a good example of community engagement and something which we should strive to retain.

Retain and enhance our campuses and our international footprint
The positive contribution to our locality through our presence, as an employer, by producing talented graduates for businesses, by welcoming the public onto our campuses
Our large and diverse portfolio of subject areas
International campuses.
Well maintained green fields campus

the structure of the department. I think it would be fair to say that attemps have been made to divide the departments into roles that would fall largely into 3 areas from now on: student services, departments and beacons/interdisciplinary research clusters. For the longest time the basic building blocks or operating units encompassing a specialty within a profession (e.g., constitutional law, internal medicine) or an entire basic discipline (e.g., physics, history) have been the school or department (sometimes chair or institute also). By changing the nature of the department both as an administrative and as a research structure – what will undoubtedly be significantly affected are the knowledge specialties "which are the fundamentals on which all else is constructed". And the problem with such reforms is that they might not take into account how sensitive or detrimental change in such an area can be to the long-term functions of an institution like the university, if the foremost consideration in the reformers' minds has not been the nature of the broad and narrow subjects or specialties, that is, the nature of the academic disciplines. The material of the university

is knowledge (and values), the academic disciplines and specialties are its lifeblood and the building-blocks for these are the departments. All these three elements are extremely sensitive - together they form an extremely complex and almost living complex organism. Any reform must be considered from the viewpoint of knowledge, the speciality and the academic discipline and of the department/academic community.

A commitment to freedom of expression and scholarship (in fact, there have been some indications that this is not always as strong as it should be; but I live in hope).

Our international campuses and global conections
Pastoral care in all levels for staff and students
A commitment to the communities in which our campuses are located.
We have a great reputation for sport and wellbeing - ranked 2nd in the country, won Good Unviersity Guide Sports Unviersity of the Year and are seen as leaders in the sector for our holistic model of delivery and pioneering work in areas such as inclusive sport

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; ..."
pioneering, honest, inspiring, innovative
Honest

Sustainable Ambitious Entrepreneurial Inspiring
ambitious, collaborative, curious, empathetic, honest, inclusive, innovative, listening, sustainable, valuing each other

Honest Tolerant Trust Creative Inclusive Transparent Diverse Integrity Cooperation Equality
Caring, Creative, Empathic, Respect, Tolerant, Trust, Inspiring, Innovative, Inclusive

collaborative, creative, curious, diverse, excellence, fair, freedom, honest, quality, tolerant
Empathy; Empowering; Scholarly; Supportive; Trust; Honest; Integrity; Open; Inclusive; Pluralist.
supportive - sustainable - ambitious - freedom - inspiring
Ambitious Diverse Entrepreneurial Innovative Sustainable
Fair; Empowering; Respect; Supportive; Tolerant; Trust; Value; Caring; Ambitious
scholarly

Equality, empowerment, fairness, transparency, openness, inclusivity, honesty
Caring, Collaborative, disruptive, empowering, reflection, scholarly, tolerant, transformative
Bold, Collaborative, Diverse, Excellence, Inspiring, Nurturing, Pioneering, Sustainable, Quality
humanitarian, rigorous, long-sighted, integrity, diverse, inclusive, interdisciplinary, green, scholarly, compassionate

Fairness, equality, supportive, nurturing, empowering, innovative, listen, understanding, challenging, collaborative

Collaborative, Ambitious, Entrepreneurial, Innovative, Open, Pace, Pioneering, Flexible, Diverse, Challenging

Ambitious,constructive,entrepreneurial, honest, innovative, inventive, pioneering, supportive, transparent

Sustainable, sustainable, sustainable.

Collaborative; Fair; Honest; Inclusive; Integrity; Partnership; Respect; Sustainable; Transparent; Trust

collaborative, connected, Curious; Disruptive; DiverseInclusive; Innovative; Inspiring;Sustainable Transparent; Honest; Excellence; Fair; Integrity; Open; Quality;

Curious; Diverse; Empowering; Excellence; Fair; Inclusive; Inspiring; Nurturing; Sustainable; Transparent;

Supportive

Ambitious, Caring, Challenging, Collaborative, Connected, Diverse, Honest, Inclusive, Quality, Value.

Co-creation; Collaborative; Connected Transparent Empowering Fair Scholarly Respect Intellectual Diverse

Collaborative; Connected; Diverse; Excellence; Rigour; Honest; Open; Transparent

Empathy, inclusive, nurturing

Diverse, Respect Scholarly Tolerant Supportive Caring Curious Fair Open Integrity

Ambitious, Innovative, Respectful, Inspiring, Nurturing, Fair, Impartial, Civic

Challenging; Collaborative; Creative; Curious; Entrepreneurial; Inclusive; Integrity; Reflection; Respect; Sustainable

Caring; Creative; Curious; Inspiring; Nurturing; Scholarly; Supportive

Connected, Creative, Nurturing, Open, Pioneering, Tolerant, Determined

Caring; Challenging; Co-creation; Collaborative; Connected, Diverse, Scholarly

Bold, Challenging,Collaborative, Excellence, Innovative, Inspiring, Nurturing, Pioneering, Sustainable, Value

Pioneering, Respect, Supportive, Sustainable; Tolerant; Transparent; Transformative, Curious; Disruptive, Empowering

Collaborative, Transparent, Trust, Honest, Freedom, Fair, Inspiring, Respect, Scholarly, Curious

Collaborative, Constructive, Supportive, Bold

Caring, Open, Collaborative, Empowering, Excellence, Innovative, Transparent, Nurturing, Curious, Partnership

Eco-conscoius; eco-responsible

Ambitious, Collaborative, Curious, Empowering, Fair, Inclusive, Innovative, Respect, Sustainable, Trust

Ambitious; Collaborative; Curious; Empowering; Fair; Respect; Supportive; Transformative; Sustainable; Inclusive

Collaborative; Connected; Diverse; Empathy; Empowering; Inclusive; Innovative; Pioneering; Sustainable; Transparent

Intelligent; Wise; Brilliant; Innovative; Inclusive; Inspiring; Ambitious; International; Integrity; Quality

Ambitious Collaborative Innovative Curious Supportive Integrity

Inspiring, Accountable, Scholarly, Quality, Curious; Diverse; Connected; Ambitious; Bold; Sustainable;

Excellence; Inclusive; Nurturing; Empowering; Ambitious; Quality; Caring; Partnership; Transformative;

Caring. Courageous. Curious. Diverse. Empathy. Fair. Respect. Scholarly. Transparent. Non-instrumental.

Ambitious; Sustainable; Transparent; Integrity; Fair; Collaborative; Connected; Entrepreneurial; Diverse; Courageous;

Curious;Diverse;Honest;Scholarly;Tolerant

Ambitious, connected, creative, integrity, empowering, diverse, sustainable, tolerant, transformative
Caring; Collaborative; Excellence; Fair; Freedom; Honest; Quality; Respect; Sustainable; Value
Inventive, Collaborative, Creative, Pioneering, Excellence, Transparent, Challenging
Caring; Creative; Diverse; Fair; Honest; Inclusive; Integrity; Nurturing; Quality; Scholarly;

Caring Collaborative Curious Honest Inclusive Nurturing Radical
Challenging; Co-creation; Collaborative; Creative; Curious; Disruptive; Freedom; Integrity;
Scholarly; Transparent;
Transparent, Quality, Caring, Collaborative, Connected, Diverse,

Bold; Caring; Creative; Curious; Integrity; Sustainable; Scholarly; Freedom; Honest; Value
Caring, constructive, curious, diverse, empathy, excellence, honest, inclusive, integrity, nurturing,
respect, scholarly, transparent

ambitious, innvoative, collaborative, entrepreneurial, inclusive, transparent, accountable, value,
excellence, sustainable
entrepreneurial, freedom, sustainable
Quality,Supportive,Trust, Constructive,Fair,Inclusive,Integrity; Pioneering, Sustainable, respect
work-life balance
Challenging, Collaborative, Curious, Empowering, Excellence, Inclusive, Inspiring, Integrity, Quality,
Supportive,

Ambitious; Creative; Curious; Disruptive; Diverse; Excellence; Inclusive; Innovative; Inventive;
Tolerant; Transparent;
Ambitious; Challenging; Creative; Value (as in values); Diverse; Scholarly; Transformative;
Excellence; Fair;

collaborative, trust, value
Curious; Innovative; Respect; Scholarly; Transformative; Connected.
Ambitious; Challenging; Collaborative; Courageous; Empowering; Inclusive; Innovative; Inspiring;
Partnership; Respect;
ambitious, challenging, creative, curious, excellence, inspiring, quality, scholarly
Collaborative; Creative; Diverse; Empathy; Honest; Inclusive; Innovative; Inspiring; Supportive;
Sustainable;
Ambitious; Collaborative; Curious; Fair; Inclusive; Integrity; Pioneering; Supportive; Sustainable;
Trust

no more silly adjectives please
Ambitious; Collaborative; Diverse; Empowering; Fair; Innovative; Inspiring; Integrity; Open; Quality;
Supportive; Sustainable; Tolerant; Transparent

Collaborative, Entrepreneurial, Diverse, Excellence, Innovative, Pioneering, Respect, Sustainable,
Transparent, Trust
Entrepreneurial; Transformative; Collaborative; Sustainable;
Caring; Co-creation; Collaborative; Connected; Freedom; Honest; Inclusive; Integrity; Supportive;
Trust
 Bold; Creative; Curious; Diverse; Honest; Inclusive; Inspiring; Integrity; Sustainable; Trust
Challenging, Empowering, Nurturing, Creative, Inclusive, Inspiring, Sustainable
collaborative; creative; quality; reflection; scholarly; co-creation; disruptive; diverse; empowering;
honest

Bold, Challenging, Supportive, Diverse, Respect, Collaborative, Innovative, Nurturing, Honest,

Creative

Caring, Courageous, Disruptive, Diverse, Empathy, Inclusive, Integrity, Sustainable, Transparent, Transformative

Pioneering, open, fair, transformative, connected, quality, scholarly, sustainable

Inventive; Empathy; Sustainable; Transformative; Value; Bold; Collaborative; Disruptive; Entrepreneurial; Adjustable

Challenging; Collaborative; Inclusive; Innovative; Integrity; Respect; Scholarly; Trust

Excellence, Quality, Inventive

ambitious, collaborative, creative, inventive, innovative, open, sustainable, trustworthy

Quality, Transformative, Authoritative, Reliable, Ambitious, Global, Inspiring, Creative, Excellence, Innovative

Local; [Redacted text]; Friendly; Intelligent; Knowledgeable; Erudite; Scolarly; Honest; Fair; Pleasant

Allergic to buzz words.

transparent, collaborative, creative, diverse, empathy, empowering, honest, inclusive, inspiring, integrity,

Caring; Courageous; Curious; Excellence; Integrity; Honest; Inspiring; Nurturung; Quality; Supportive

Ambitious, Creative, Excellence, Inspiring, Scholarly, Supportive, Transparent

Collaborative, Constructive, Creative, Empowering, Excellence, Inspiring, Open, Sustainable, Transparent, Unique

Transformative; Tolerant; Supportive; Inspiring; Integrity; Inclusive; Innovative; Diverse;

Ambitious Caring Collaborative Connected Disruptive Empowering Excellence Sustainable Valued Trusted

Ambitious; Diverse; Empowering; Entrepreneurial; Innovative; Inspiring; Pioneering; Sustainable; Bold; Excellence

Fair, collaborative, curious, inventive, sustainable, diverse

Collaborative; Connected; Freedom; Partnership; Nurturing; Scholarly; Quality; Integrity

Caring, Connected, Diverse, Fair, Honest, Inclusive, Integrity, Open, Respect, Supportive, Sustainable, Transparent, Trust,

Ambitious; empowering; collaborative; excellence; inspiring; integrity; nurturing; sustainable; respect; honest; inclusive; transformative; engaging

collaborative, inclusive, integrity, inventive, respect

Collaborative; Diverse; Empowering; Excellence; Fair; Honest; Inclusive; Innovative; Inspiring; Integrity;

Sustainable; Partnership; Diverse; Nurturing; Caring; Innovative;Open; Reflective; Integrity; Scholarly; Value;

Inclusive, Tolerant, Sustainable, Innovative, Quality, Supportive

Caring quality

Ambitious; Caring; Creative; Diverse; Excellence; Inclusive;

Entrepreneurial, Pioneering, Quality, Respect, Supportive, Sustainable, Trust

 Creative, Transformative, Inspiring; Think-tank, Quality, Trust, Reliable, Excellence, Unique, Influential

Bold Collaborative Courageous Integrity Respect Trust Pioneering Sustainable Freedom

Connective, Empowering, Creative, Nurturing, Supportive, Innovative, Quality

Ambitious Pioneering Trust Inspiring Diverse Collaborative Innovative Nurturing Excellence Entrepreneurial
Honest; Inclusive; Innovative; Inventive; Transparent; Trust; Value; Caring; Collaborative; Curious

Ambitious. Caring. Creative. Empathy. Excellence. Fair. Quality. Respect. Tolerant. Trust.
Collaborative, Diverse, Creative, Innovative, Friendly, Honest

Bold; Caring; Collaborative; Entrepreneurial; Excellence;Inclusive; Innovative ; Open; Sustainable; Transformative;

Caring, challenging, tolerant, fair, freedom, quality, diverse, sustainable
Caring; Collaborative; Diverse; Entrepreneurial; Excellence; Fair; Inclusive; Integrity; Respect; Transparent;
Fair, transparency, trust, caring, integrity, honest,
Empathy, supportive, tollerence, communication
Caring, Connected, Inspiring, Nurturing, Trust.

Caring, Respect, Sustainable, Empowering
Caring, Collaborative, Connected, Empowering, Engaged, Empathy, Excellence, Fair, Transparent, Honest, Inclusive, Integrity, Trust

inclusive, collaborative, ambitious,

Transformative; inspiring; Value
Inclusive, Empowering, Collaborative, Tolerant, Value, Trust, Supportive, Connected, Innovative Creative
Entrepreneurial, Inventive, Scholarly, collaborative, excellence, inspiring
Ambitious, Challenging, Courageous, Creative, Curious, Excellence, Integrity, Trust

Caring; Collaborative; Empowering; Excellence; Fair; Honest; Integrity; Quality; Scholarly; Supportive

Ambitious, research-led, more unique (not just a middle ranking RG uni, be more like Warwick, LSE, UCL reputation-wise)

Collaborative; empowering; nurturing; sustainable; freedom; quality; transparent

Caring; Connected; Curious; Empowering; Inclusive; Innovative; Inspiring; Ambitious

Ambitious, curious, empowering, entrepreneurial, inclusive, transparent, transformative
Scholarly; Tolerant; Transparent; Curious; Fair; Honest; Integrity; Pioneering; Rigorous; Communicative
Challenging, Scholarly, Tolerant, Curious, Transparent

Caring, constructive, empathy, empowering, inclusive, fair, respect trust supportive
caring, collaborative, freedom, diverse, innovation, open, integrity, Entrepreneurial, quality, tolerant, trust, inspiring, supportive, transparent

Sustainable; Transparent; Empowering; Connected; Diverse; Empathy; Inclusive; Creative; Innovative
Creative; Disruptive; Innovative; Inspiring; Open; Quality; Respect; Sustainable; Transparent; Trust
Pioneering Creative Inspiring Collaborative Co-creation Innovative Caring Ambitious Fair Tolerant
 Bold Caring Courageous Diverse Empowering Inclusive Innovative Inspiring Supportive Sustainable

Challenging Connected Empowering Excellence Innovative Integrity Quality Respect Trust Value
Collaborative, Connected, Diverse, Fair, Inclusive, Inspiring, Quality, Scholarly, Sustainable
Caring, Co-creation, Collaborative, Diverse, Empathy, Honest, Inspiring, Pioneering, Quality, Sustainable, Trust
Fair; Honest; Open; Curious;
Caring; Constructive; Empowering; Honest; Inclusive; Open; Supportive
Caring; Collaborative; Connected; Fair; Honest Nurturing Open Transparent Trust Value

Collaborative; Creative; Scholarly; Honest;
Trust; Value; Reflection; Respect; Scholarly; Supportive; SustainableInclusive; Innovative; Inspiring; Integrity; Inventive;
Fair, Honest, Inclusive, Integrity, Nurturing, Respect, Scholarly, Supportive, Tolerant, Trust

Transparent; Fair; Integrity; Nurturing; Supportive; Diverse; Fair; Innovative; Contructive and Open

over-expanded, narrow-minded, illiberal, fixed focus; and from the above: ambitious, connected,

Ambitious Creative Curious Transparent Scholarly Empathy Excellence; Fair; Freedom Tolerant;
CAring; collaborative; constructive; empowering; honest; inspiring; supportive; potential; sustainable
Ambitious, Collaborative, Diverse, Honest, Quality, Respect, Sustainable, Transparent, Fair
Ambitious; Bold; Caring; Challenging Connected Creative Nurturing Tolerant; Transparent Quality

Nurturing, Value, Creative, Diverse, Empowering, Excellence
Quality, Connected, Tolerant, Transparent, Sustainable, Supportive, Scholarly, Curious, Collaborative
Caring, Respect, Creative, Empowering, Honest, Trust, Value, Pioneering, Diverse, Excellence
Transparent; Collaborative; Connected; Creative; Empowering;
Ambitious; Challenging; Empowering; Inspiring; Respect
Collaborative, Empowering, Diverse, Excellence, Inclusive, Inspiring, Respect, Supportive, Sustainable, Innovative
Caring; Quality; Transparent; Trust; Fair; Connected; Challenging; Respect;; Supportive; Partnership

Collaborative, Creative, Curious, Diverse, Excellence, Innovative, Integrity, Nurturing, Potential, Sustainable.
Freedom; Honest; Inclusive;Curious; Disruptive; Diverse; Reflection; Scholarly;Excellence; Fair
Collaborative; Honest; Open; Inclusive; Transparent; Trust
Integrity, Tolerant, and a contradiction (actions contradict statements of what you want to do)
Caring; Collaborative; Constructive; Fair; Honest; Integrity; Quality; Respect; Transparent; Trust
Empowering, pioneering, collaborative, diverse, opportunistic, welcoming, prestigious, inclusive,nurturing, honest

All of the above
Honest; Collaborative; Connected; Creative; Curious; Diverse; Respect; Excellence; Empowering; Open;
Ambitious; Caring; Collaborative; Connected; Honest; Inclusive; Innovative; Inspiring; Sustainable; Transparent;

Honour; Recognition; Respect; Excellence; Honest; Quality; Open; Creative;
Ambitious (but within current staff), creative, honest, fair

Caring inspiring supportive

Caring, Ambitious, Inspiring, Integrity, Respect, Sustainable, Tolerant, Transparent

Challenging, connected, inspiring, pioneering, quality, value

Fair, sustainable, supportive
Bold, caring, Collaborative, Creative, Diverse, Honest, Innovative, Integrity, Inventive, Pioneering, respect, Supportive, Sustainable, Tolerant, Transparent

Challenging, Connected, Innovative, Pioneering, Quality, Supportive
Caring, connected, creative, innovative, inspiring, quality, potential, scholarly, supportive, trust

Cross-disciplinary; Equitable; Accessible; Flexible; Expert.
Caring, diverse, creative, trust, inclusive, fair, sustainable, nurturing, empowering and innovative
Caring, Constructive, Empowering, Fair, Sustainable, Potential, Pioneering, Trust, Transparent, Honest
Respect

Who writes these questions? Magic words are great for spells - little else.
Disruptive; Empathy; Empowering; Fair; Innovative; Integrity; Nurturing; Respect; Scholarly; Transformative

Entrepreneurial;Quality; Scholarly; Pioneering;Innovative
Ambitious , Diverse, Excellence, Empowering, Innovative, Inspiring, Inventive, Partnership, Pioneering, Sustainable,

Collaborative; Inclusive; Innovative; Reflection; Scholarly; Supportive; Sustainable; Tolerant

Collaborative, Courageous, Disruptive, Freedom, Honest, Inspiring, Integrity, Partnership, Transparent, Trust

Inclusive; Innovative; Inspiring; Integrity; Transparent; Supportive; Sustainable; Tolerant; Collaborative; Empowering;

caring, collaborative, constructive, honest, inclusive, inspiring, tolerant, curious, empathy, empowering, diverse

Caring; Excellence; Fair; Inspiring; Sustainable; Transparent;

Freedom
Supportive, disruptive, collaborative, transformative, creative, trust, value, respect
Caring, collaborative, courageous, empowering, fair, inspiring, integrity, nuturing, sustainable, transparent

Collaborative; Constructive; Inclusive; Creative; Empowering; Excellence; Innovative; Integrity; Quality; Transparent

Ambitious, bold, collaborative, creative, diverse, empowering, entrepreneurial, honest, inclusive, pioneering
Empowering Honest Innovative Integrity Respect Scholarly
Excellence, Innovative, Empowering, Quality, Trust, Supportive, Ambitious, Connected, Sustainable, Tolerant
Integrity; Bold; Innovative; Empowering; Compassionate; Pioneering; Quality; Supportive; Nurturing;
Challenging, collaborative, connected, inclusive, excellence, quality, pace, honest
AMBITIOUS, CONNECTED, CREATIVE, ENTREPRENEURIAL, PARTNERSHIP, SUPPORTIVE, TRUST, EMPOWERING, QUALITY, RESPECT
Transparent, Excel, worldclass,Challenging

ambitious, caring, collaborative, courageous, diverse, empathy, empowering, fair, excellence, inclusive, innovative, inspiring,
Bold; Challenging; Collaborative; Empowering; Transparent; Quality; Inclusive

Caring; Collaborative; Diverse; Empowering; Inclusive; Respect;

Caring / Challenging / Collaborative / Creative / Empowering / Excellence / Inclusive / Respect / Tolerant / Empathy
Honest; Innovative; Sustainable; Accessible; Respect; Curious; Supportive
Bold, Challenging, Inspiring, Tolerant, Hard-working, Freedom, Sustainable, Ethical, Diverse, Successful
Integrity, Trust, Collaborative, Diverse, Respectful, Inspiring, Curious, Compassionate, pioneering, brave

Caring, Challenging, Collaborative, Curious, Empowering, Fair, Respect, Supportive, Sustainable, Transformative
Ambitious Sustainable Challenging Curious Scholarly Excellence Honest Inclusive Inspiring Integrity
Collaborative Inclusive Innovative Transparent Trust Value Honest Sustainable Fair
Ambitious, Collaborative, Curious,Excellence, Fair, Scholarly.

Ambitious, bold, challenging, courageous, disruptive, entrepreneurial, quality, pioneering
Collaborative Connected Creative Diverse Empowering Excellence Freedom Inclusive Innovative Quality
Caring, collaborative, sustainable, supportive, empathetic, inclusive, responsible, equal, democratic, fair

Ambitious, Collaborative, Connected, Creative, Curious, Diverse, Excellence, Inclusive, Innovative, Inspiring, Pioneering, Quality, Sustainable, Transformative, Trust, Value

Ambitious; Bold; Collaborative; Creative;Innovative; Inspiring; Pioneering; Potential; Scholarly; Tolerant;Excellence;

Challenging;Connected;Fair; Freedom; Supportive; Collaborative; Potential;

Ambitious, challenging, entrepreneurial, honest, quality, respect, supportive. trust, value, partnership, inspiring

Ambitious, excellence, freedom, inspiring, inventive, pioneering, sustainable, tolerant
Ambitious; Caring; Collaborative; Constructive; Creative; Curious; Fair; Freedom; Integrity; Quality;
Caring, collaborative, diverse, excellence, innovative, sustainable, transparent, value, investing

Connected; Curious; Diverse; Empathy; Inventive; Supportive; Sustainable; Transparent; Trust; Value

Honest

Caring, Creative, Diverse, Empathy, Honest, Respect, Supportive, Trust, Transparent & Fair
Ambitious Courageous Excellence; Honest Quality;Respect Entrepreneurial; Tolerant; Trust; Inclusive

Collaborative Creative Diverse Honest Pioneering Scholarly Tolerant

Ambitious; Caring; Collaborative; Creative; Inspiring; Nurturing; Scholarly; Tolerant; Honest;

Ambitious; Caring; Honest; Inspiring; Integrity; Potential; Excellence;

Collaborative; Creative; Fair; Sustainable; Inspiring; Integrity;
Non-conformism; radicalism; innovation; friendly; fair; egalitarian; diverse.
collaborative; respect; sustainable; tolerant; fair; honest; integrity; curious; scholarly; connected.

challenging, caring, collaborative, excellence, inspiring, partnership, potential, value, scholarly and supportive
Ambitious, Collaborative, Creative, Excellence, Honest, Innovative, Quality, Scholarly, Sustainable, Integrity
Caring, Honest, Inclusive, Inspiring, Scholarly, Curious, Empowering

Ambitious, constructive, partnership, honest, freedom
ambitious; connected; diverse, empowering, inspiring, quality, integrity, tolerant, trans formative, curious,
Excellence, Innovative, Quality, Respect, Transparent, Value
Collaborative Connected Pace Sustainable Innovative
Sustainable, Open, Tolerant, Supportive, Inspiring, Diverse, Ambitious, Collaborative, Constructive, Bold
Respect Transformative Honest Diverse Bold Curious Pioneering Scholarly Sustainable
Caring; Challenging; Collaborative; Creative; Curious; Diverse; Empathy; Excellence; Freedom; Integrity; Scholarly
Sustainable, Caring; Inclusive; Respect; Nurturing; Reflection; Challenging; Entrepreneurial; Innovative; Pioneering;
Collaborative; Creative; Empowering; Fair; Freedom; Honest; Inspiring; Integrity; Quality; Respect
Quality, Value, Scholarly
Ambitious; Caring; Curious; Diverse; Inclusive; Innovative; Pioneering; Respect; Scholarly; Trust
Caring, Collaborative, Diverse, Enpowering, Fair, Inclusive, Inspiring, Quality, Supportive, Value
Ambitious Challenging; Collaborative Creative Inclusive; Innovative Sustainable Quality Partnership; Pioneering;
Ambitious; Bold; Caring; Pioneering;Transformative Inspiring; Supportive
Inclusive; Innovative; Inspiring; Integrity; Pioneering; Supportive
Entrepreneurial, pioneering, innovative, Value
Caring; Collaborative; Creative; Empowering; Entrepreneurial; Fair; Honest; Inclusive; Innovative; Respect;
Caring, Challenging, Collaborative,, Empathy, Honest, Inclusive, Innovative, Quality, Scholarly, Tolerant
Ambitious; Caring; Collaborative; Curious; Diverse; Empathy; Entrepreneurial; Fair; Honest; Potential; Supportive; Transformative; Value

Connected, Caring, Empowering, Fair, Honest, Inclusive, Supportive, Trust, Value
Caring; Collaborative; Courageous; Curious; Diverse; Inclusive; Inspiring; Open; Transparent; Transformative

Passionate, integrated, collaborative
Ambitious, challenging, diverse, freedom, innovative, inspiring, inventive, nurturing, supportive, transformative.
Excellence

Ambitious; Bold; Creative; Curious; Empathy; Empowering; Entrepreneurial; Respect;Transparent; Supportive
Fair, integrity, nurturing, open, respect, empathy, excellence, freedom, making well informed decisions that actually serve the university and not a select few
Caring, Connected, Courageous, Diverse, Excellence, Nurturing, Respect, Sustainable, Transparent, Transformative
Caring, Collaborative, Empowering, Fair, Open, Trust, Tolerant, Quality, Ambitious, Connected

Challenging; Collaborative; Connected; Creative; Curious; Diverse; Empathy; Empowering; Excellence; Inclusive; Innovative; Inspiring; Quality; Trust; Value

Collaborative, Creative, Tolerant, Diverse, Trust, Sustainable, Supportive, Inclusive, Empowering, Innovative

Ambitious; Bold; Caring; Empowering; Fair; Freedom; Innovative; Inspiring; Potential; Trust;

Caring; Challenging; Creative; Empowering; Nurturing; Quality; Respect; Supportive; Tolerant; Transparent;
Honest Transparent
Diverse Innovative Creative Excellence Sustainable Honest Scholarly Caring Inspiring Pioneering
Ambitious; Collaborative; Empowering; Inclusive; Innovative; Integrity; Sustainable;
Bold, Challenging, Collaborative, Courageous, Diverse, Empowering, Inclusive, Nurturing, Pioneering, Transformative
Pioneering, Empowering, Quality, Respect, Curious, Diverse, Empathy, Collaborative, Honest, Excellence.
Caring; Collaborative; Fair; Honest; Inclusive Scholarly; Supportive; Tolerant; Trust
Caring, Creative, Curious, Freedom, Honest, Inclusive, Inspiring, Nurturing, Sustainable, Tolerant
Ambitious;Courageous; Creative; Partnership; Pioneering;Empathy; Disruptive;Scholarly; Honest; Transparent;

Ambitious Collaborative Creative Curious Diverse Excellence Honest Scholarly Tolerant Sustainable
Collaborative; Connected; Inclusive; Potential; Quality; Reflection; Respect; Scholarly; Supportive; Ambitious;
Trust; Transparent; Sustainable; Respect; Quality; Diverse; Curious; Collaborative; Caring

Caring Diverse Excellence Fair Freedom Honest Integrity Transparent Value
Ambitious, collaborative, diverse, empowering, excellence, inspiring, nurturing, quality, tolerant, transformative

Bold; Caring; Challenging; Collaborative; Empowering; Honest; Innovative; Quality; Supportive; Sustainable

Creative; Collaborative
ethical, moral, fair, freedom, transparent, challenging, innovative, courageous, collaborative, not compromising, respect, sustainable, trustworthy, honest
Ambitious Bold; Caring; Challenging Collaborative Honest Excellence; Fair Sustainable Integrity

Transparent, Ambitious, Honest.
Caring, Challenging,Empowering,Fair,Innovative, Inspiring, Inventive, Pioneering, Sustainable, ambitious
Caring, Excellence, Honest; Inclusive; Innovative; Integrity; Inventive; Quality;

Fair; Honest;Transparent; Integrity; Open; Ambitious; Bold; Scholarly; Diverse;Excellence;
Collaborative, creative, empowering, excellence, innovative, pioneering.

Caring, challenging, inclusive, respect, empowering, diverse, fair, honest, inspiring, value
Caring; Constructive; Creative; Curious; Diverse; Empowering; Innovative; Inspiring; Quality; Value

Constructive;
integrity, transparency, trust, value, scholarship, considered, fair, honest, robust, inclusive.
Ambitious

Co-creation; Connected; Diverse; Excellence; Fair; Freedom; Respect; Scholarly; Sustainable; Trust, Research, Entrepreneurial, Creative, Visionary, Honest, Freedom, Tolerant, Empowering

Fair, inclusive, open, supportive, transparent, trust, value
Authentic
Sustainable, Trust, Scholarly, Empathy, Creative, Fair, Honest, Inclusive, Quality, Collaborative

Fair Quality Respect Supportive Trust Value Diverse Creative Honest Reflection

Ambitious; Caring; Empowering; Entrepreneurial; Pioneering; Quality; Supportive;
Bold Caring Curious Empathy Empowering Freedom Inclusive Innovative Inspiring Quality

Knowledgeable, integrity, caring, non-commercial, honest, supportive
Supportive, Sustainable, Diverse, Inspiring, Nurturing, Constructive, Fair
Bold, Compassionate, Creative, Inspiring, Integrity, Quality, Adaptable, Pioneering, Respect, Empowering
Empathy; Empowering; Excellence; Honest; Inclusive; Innovative; Inspiring;Transparent; Transformative; Value
Responsive, Ethical, Sustainable, Diverse, Accessible, Challenging, Empowering, Supportive, Collaborative, Transparent
Ambitious Challenging Collaborative Creative Excellence Innovative Inspiring Nurturing Pioneering Potential

Authentic, Caring, Integrity, Empowering, Trust, Supportive, Sustainable, Inclusive, Fair, Excellence
Fair Empowering Sustainable Transparent
Ambitious; Challenging; Collaborative; Empowering; Entrepreneurial; Inspiring; Integrity; Scholarly; Sustainable; Transparent
Ambitious, Quality, Excellence, Inspiring, Respect, Transparent;
Collaborative, Creative, Diverse, Empowering, Excellence, Supportive, Open, Sustainable, Respectful, Pioneering

Collaborative. Connected. Curious. Diverse. Empathy. Empowering. Fair. Inspiring. Quality. Sustainable.

bold, connected, sustainable, productive, quality, respect, supportive, fair, innovative

ambitious, co-creation, creative, empowering, entrepreneurial, inclusive, nurturing, pioneering, potential, transformative
Trust-Integrity-Honest-Empathy-Diverse
Ambitious; Constructive; Empowering; Fair; Inclusive; Integrity; Open; Respect; Supportive; Transparent
Caring, empathy, supportive, sustainable, green, inclusive, diverse
Ambitious, collaborative, diverse, entrepreneurial, freedom, inclusive, quality, tolerant, caring, empowering
Collaborative, connected, diverse, empathy, excellence, quality, respect, supportive, inclusive, transformative
Caring, Constructive, Creative, Fair, Honest, Integrity, Nurturing, Scholarly, Supportive, Transparent
Ambitious, Caring, Innovative, Excellence, Freedom, Honest, Diverse, Integrity, Inspiring, Respect
Respect, Tolerant, Honest,Fair,Curious,Co-creation,Empathy,Caring

Ambitious, Caring, Inspiring , Integrity, Nurturing , Supportive, Respect, Scholarly, Tolerance, Transparent
trust, fair collaborative, challenging, diverse, innovative, quality, respect, supportive
Transparent, Challenging, Inspiring, Transformative, Creative, Empowering, Nurturing

Pioneering, Supportive, Sustainable, Innovative, Inventive, Empathy, Transparent, Connected, Inclusive, Quality

Challenging, Integrity, Reliable, Trustworthy, Caring ,Respectful, Honest, Punctual, Inventive, Constructive
Collaborative, constructive, courageous, diverse, entrepreneurial, transparent, tolerant, trust, innovative, inspiring
Caring, inclusive, inspiring, tolerant, empathy, quality, respect, diverse, inventive, sustainable
Connected, Empowering, Fair, Honest, Nurturing, Open, Pioneering, Quality, Transparent
Bold, Creative, Disruptive, Empowering, Respect,, Freedom

Committed - to staff and students, community-oriented, respect, reflective, representative, honest, true, willing to fail

Ambitious; Bold; Caring; Creative; Curious; Diverse; Pioneering; Sustainable; Transformative; Trust; Fair; Supportive; Respect; Empowering; Constructive; Value
Transparent; Fair; Honest; Connected; Collaborative; Excellence; Inspiring
Innovative;sustainable;ambitious;connected;collaborative

Diverse, Empowering, Transformative, Nurturing, Transparent, Innovative, Green
Ambitious, Diverse, Innovative, Fair, Transparent, Inspiring, Supportive
Ambitious, Caring, Supportive, Inclusive, Diverse, Empowering, Excellence, Fair, Quality, Trust
Collaborative, Connected, Creative, Curious, Diverse, Inventive, Open, Quality, Scholarly, Tolerant
Bold; Courageous; Innovative; Inspiring; Pioneering; Sustainable; Diverse; Responsibility; Diverse; Accountability
Ambitious; Collaborative; Connected; Disruptive; Empowering; Fair; Inclusive; Nurturing; Sustainable

Caring, creative, diverse, excellence, inclusive, sustainable and transparent
Collaborative; Disruptive; Empowering; Innovative; Transparent
Sustainable Innovative Excellence Pioneering Ambitious Empowering Scholarly Fair Inspiring Transformative
Creative, Innovative
Diverse, Entrepreneurial, Integrity, Inventive, Sustainable, Quality, Honest, Pioneering, Collaborative, Ambitious

Ambitious; Collaborative; Curious;Honest; Pioneering;Scholarly;
Curious, Innovative, Inventive, Pioneering, Scholarly and Transformative.
Bold; Courageous; Curious; Disruptive; Empathy; Fair; Inclusive; ; Integrity; Pioneering; Respect;
Inclusive, Constructive, Supporting, Quality, Respect, Transparent
Inclusive; Sustainable; Innovative; Integrity; Excellence

Caring, Honest, FAIR, Supportive
Bold;
Collaborative; Honest; Quality; Caring; Innovative; Nurturing
Ambitious, Collaborative, Constructive, Excellence, Innovative, Pioneering, Quality

Ambitious, Caring, Creative, Empathy, Empowering, Fair, Tolerant, Transparent, Honest, Inclusive

Supportive, Honest,
Caring; Co-creation; Collaborative; Curious; Disruptive; Diverse; Empowering; Excellence; Fair; Freedom; Honest; Inclusive; Innovative; Inspiring; Integrity; Inventive; Pioneering; Quality; Scholarly; Sustainable;
Completely dis-organised; Non-collaborative; Too academic; Diverse; Caring

Inclusive; Innovative; Inspiring; ; ; Pioneering;; Respect; Scholarly; Supportive; Sustainable; ; Transformative; Value

Ambitious, Collaborative, Creative,Excellence, Fair, Quality,Inspiring, Freedom, Transparent, Supportive

Ambitious; Caring; Collaborative; Excellence; Freedom; Honest; Inclusive; Innovative; Inspiring; Quality;

Freedom; Fair; Transparent; Scholarly; Quality; Sustainable; Innovative; Open; Courageous; Diverse

Ambitious; Bold; Challenging; Creative; Curious; Disruptive; Entrepreneurial; Excellence; Honest;Innovative;

Tolerant; Creative; Curious; Excellence; Fair; Freedom; Ambitious; Innovative; Quality;

Collaborative;
Connected;Courageous;Empowering;Fair;Nurturing;Potential;Transparent;Trust;Value

Entrepreneurial; Innovative; Inspiring;
Caring; Challenging; Collaborative ;Constructive; Fair; Respect; Supportive; Sustainable; Transparent; Trust;

Ambitious; Bold; Collaborative; Connected;Excellence;Innovative; Inspiring; Integrity; Transformative;
Challenging, Creative, Diverse, Inclusive , Innovative, Integrity, Potential, Transparent
Ambitious, excellence, freedom, transparent, trust, creative, curious,
Ambitious; Bold; Caring; Challenging; Collaborative; Connected; Empowering; Fair; Entrepreneurial; Honest; Open; Respect; Supportive

Integrity, Excellence, Honesty, pioneering, inventive, open.
Caring,Collaborative; Connected; Empathy; Empowering, Fair; Honest; Inclusive; Supportive; Transparent
Challenging Connected; Constructive; Fair; Freedom; Trust; Value; Sustainable; Transparent; Constructive; Disruptive; Entrepreneurial; Inclusive; Innovative; Quality; Scholarly; Supportive; Sustainable
Ambitious, collaborative, creative, diverse, entrepreneurial, excellence, innovative, inclusive, pioneering, sustainable
Innovative, honest, ambitious, curious, empowering, integrity, respect, quality, transparent, inspiring, freedom

Collaborative, Connected, Honest, Inspiring, Empowering, Scholarly, Inclusive
Co-creation; Collaborative; Creative; Empowering; Entrepreneurial; Honest; Inclusive; Innovative; Sustainable; Safe

curious, inclusive, innovative, nurturing, collaborative, aspirational
Fair; Freedom; Honest; Inclusive; Innovative; Inspiring; Collaborative; Connected; Constructive; Diverse;
Ambitious, Courageous, Excellence, Sustainable, Transparent, Honest, Scholarly
Fair; Freedom;Innovative; Inspiring; Challenging;
Creative, curious, pioneering, quality, scholarly, challenging, diverse

collaborative, fair, potential, tolerant

Trust; Value;Excellence;Nurturing;
Empathy, inclusive, transformative, nurturing, transparent, fair, excellence, collaborative, empowering, innovate e.
ambitious, bold, collaborative, curious, diverse, empowering, innovative, integrity, transformative, trust

Ambitious, Diverse, Caring, Honest, Transparent, Excellence, Inclusive, Pioneering, Quality, Supportive

Collegial, Collaborative, Trust, Tolerant, Sustainable, Supportive, Elite but not elitist, Excellence, Integrity

Respect Transparent Caring Fair;Honest Inclusive Inspiring

Creative; Curious; Innovative; Inspiring; Quality; Excellence; Bold; Empowering; Fair; Honest

Caring; Fair; Freedom; Honest; Integrity; Nurturing; Transparent; Trust;Scholarly; Sustainable;

All of the above, but I don't think the university should be disruptive, I think the better way is to educate and empower students and staff about how to influence, negotiate where the power is, in a democratic way, through policy change, working closely with government channels, local and national and international.

Entrepreneurial; Sustainable; Tolerant; Transparent; Innovative; Inspiring

Sustainable, Collaborative, Inclusive, Diverse, Caring, Constructive, Entrepreneurial, Empowering, Nurturing, Fair

Challenging; Collaborative; Connected; Constructive, Creative, Inclusive; Innovative, Empowering; Entrepreneurial, Supportive

Collaborative, Diverse, Entrepreneurial, Inclusive, Respect, Sustainable, Quality, Connected, Creative, Supportive

Ambitious Empowering Potential Quality Trust Value Excellence

Ambitious; Bold; Caring; Collaborative; Curious;Excellence; Innovative; Inspiring; Inventive; Open; Pioneering; Potential;Transparent; Transformative; Trust

Ambitious, pioneering, partnership, excellence, connected, inspiring, entrepreneurial, collborative, inclusive, respect, quality

Ambitious; Empowering; Fair; Honest; Inclusive; Innovative; Pioneering; Quality; Supportive; Sustainable; Transparent;

Pioneering; Scholarly; Partnership; Tolerant; Transformative; Empowering; Excellence; Integrity; Supportive; Trust

Co-creation; collaborative; courageous; disruptive; diverse; empowering; inclusive; pioneering

Ambitious, collaborative, excellence, inspiring, respect, tolerant

Compassionate; inspiring; inclusive; supportive; tolerant;inspiring;

ambitious, caring, collaborative, creative, excellence, honest, inclusive, open, respect, sustainable

connected, empathy, fair, inspiring, integrity, quality, respect, supportive, transparent, trust, value

Transparent,Creative,Inclusive,Inspiring,Sustainable,Supportive,Integrity

Bold; Caring; Collaborative; Connected; Constructive; ; Empathy; Empowering;Nurturing; Open; Partnership

Caring, connected, diverse, honest, innovative, sustainable, tolerant, transformative, transparent and freedom

Caring, Creative, Curious, Diverse, Empowering, Nurturing, Respect, Trust, Value

Inspiring

caring, collaborative, connected, empowering, excellence, freedom, integrity, nurturing, respect, scholarly, supportive, transparent

none of the above

Caring, collaborative, creative, empathy, fair, freedom, honest, integrity, nurturing, pioneering, quality, supportive, respect, transparent

Caring, collaborative, constructive, diverse, empathy, fair, inclusive, nurturing, respect, supportive.

Caring, Empathy, Respect, Diverse, Integrity, Tolerant, Supportive,
Creative, Value, Supportive, Connected, Diverse, Freedom, Innovative, Quality, Respect,
Sustainable

Fair, Creative, patnership, Nurturing, diverse, excellence, collaborative, transparent, trust.
Co-creation

Challenging, Collaborative, Freedom, Entrepreneurial, Diverse, Curious, Scholarly, Open, Potential,
Respect.
Caring; Collaborative; Inclusive; Nurturing; Empowering;Entrepreneurial; Supportive; Transparent;
Valuing People;Trust

Ambitious, Caring, Connected, Constructive, Excellence, Innovative, Inspiring, Integrity, Inventive,
Trust
Supportive; Integrity; Excellence; Sustainable; Transparent; Fair; Open; Quality;
Caring; ChallengingEmpathy; Empowering; Entrepreneurial; Excellence; FairInspiring;
IntegritySustainable; Tolerant; Transparent;
Ambitious Challenging collaborative entrepreneurial honest integrity potential partnership tolerant
trust

Passionate, Trust, Respect, Consultative, Empowering, Entrepreneurial, Innovative, Inspiring,
Respect, Trust
Ambitious;Respect;Constructive; Courageous; Creative; Empowering;Excellence; Fair; Freedom;
Honest;Trust; Supportive

Transparent; Transformative; Connected; Constructive; Ambitious; Fair; Partnership; Quality;
Respect; Scholarly; Excellence;
Collaborative, inspiring, fair, integrity, transparency

Freedom, transparent, excellent, quality, collaborative, quality, scholarly, sustainable, respect,
empowering
Inspiring; Nurturing; Collaborative; Diverse; Inventive; Pioneering; Honest; Quality; Excellence;
Creative;
Supportive;,Potential; Inspiring, Open, Respect,Tolerant, Fair, Caring, Freedom; Honest;
Ambitious Bold Inclusive Quality Open Sustainable Curious

Challenging; Collaborative;Connected;Diverse;Inventive; Quality;Scholarly;Sustainable;
Freedom;Entrepreneurial;
Inspiring, collaborative, co-creation, connected, constructive, empathy, honest, reflection, tolerant,
trust
Caring; Courageous; Disruptive; Diverse; Empathy; Pioneering; Respect; Scholarly; Transparent
Diverse integrity partnership transparency freedom honesty inclusive excellence

Quality, Respect, Scholary, Value, Empathy, Empowering, Nurturing, Supportive.

Caring; Challenging; Co-creation; Collaborative, Diverse, Empathy, Integrity, Value, Fair, Supportive
Connected; Constructive; Excellence; Inclusive; Innovative; Inspiring; Integrity; Creative;
Empowering; Transparent

Integrity, Collaborative, Creative; Curious; Diverse; Empowering;Excellence; Fair; Scholarly;
Sustainable
Diverse, Partnership, Quality, Connected, Creative, Innovative

Ambitious; Caring; Collaborative; Entrepreneurial; Excellence; Inclusive; Innovative; Inspiring; Partnership; Sustainable;

Caring, diverse, efficient, collaborative, creative, transparent, principled
 Empowering; Entrepreneurial; Excellence;Ambitious; Bold;Innovative; Challenging; Co-creation; Collaborative; Connected;
Caring Collaborative Fair Respect Supportive Value
forward thinking, decent, honest, transparent, open, supportive, caring, sustainable, diverse, creative

caring, connected, curious, innovative, quality, sustainable

Ambitious; Collaborative; Curious; Entrepreneurial; Quality; Sustainable; Transformative; visionary; responsive

Ambitious, creative, diverse, inventive, nurturing, pioneering, transformative, quality, inspiring, innovative
Ambitious; Caring; Collaborative; Diverse; Empowering; Honest; Inspiring; Nurturing; Reflection; Sustainable

Respect; Excellence; Fair; Honest; Innovative; Inspiring; Scholarly; Sustainable; Connected; Creative;
Collaborative; Scholarly; Transparent; Tolerant; Sustainable; Trust; Supportive; Curious; Creative; Empowering

Collaborative, connected, empower, sustain, innovative, excellence
Caring, Connected, Sustainable, Scholarly, Quality, Freedom, Curious, Transparent, Supportive and Inspiring
Caring, Connected, Sustainable, Scholarly, Quality, Freedom, Curious, Transparent, Supportive and Inspiring
Ambitious; collaborative; creative; curious; disruptive; nurturing; integrity; inventive; sustainable.
Diverse, Constructive, Fair, Freedom, Tolerant, Trust, Open, Sustainable, Inclusive, Honest
Caring, collaborative, creative, diverse, fair, quality, sustainable
Caring, collaborative, creative, empathy, entrepreneurial, integrity, transparent, respect, fair, trust
 Creative; Diverse; Empowering; Entrepreneurial; Excellence; Fair; Freedom; Innovative; Inspiring; Integrity; Inventive; Partnership; Quality; Respect; Scholarly; Supportive; Transparent; Transformative;
Collaborative, Transformative, Partnership, Trust; Value, Excellence, Inspiring; Integrity; Inventive; Nurturing
Open; Transparent; Integrity; Creative; Curious
corrupt, un-accountability, unstainable, dishonest, mechavillian approach to leadership, intolerant, distrust, discouraging

Challenging, Creative, Empathy, Empowering, Fair, Freedom, Inclusive, Transparent, Transformative, Scholarly.
Challenging, creative, diverse, entrepreneurial, excellence, honest, inclusive, inspiring,nurturing, pioneering,transparent,trust

Collaborative fair scholarly transparent sustainable honest integrity open

Collaborative; Curious; Diverse; Integrity; Nurturing; Quality; Scholarly; Sustainable; Transparent; Honest.

Caring; Challenging; Creative; Collaborative;
Connected;Innovative;Potential;Respect;Supportive;Trust

Caring; Co-creation; Creative; Empowering; Entrepreneurial; Excellence; Innovative; Quality; Sustainable; Transformative.

Caring Diverse Tolerant Inspiring Self-aware Respect Quality

Empowering, respect, caring, value, researching, personality, pioneering, supportive, challenging
Honest, transparent, quality, potential, innovative. Empowering, caring, connected
Caring, collaborative, creative, diverse, empowering, inclusive, integrity, quality, transparent, transformation.

Quality supportive Transparent Respect Transformative Inspiring Inventive excellence Nurturing Connected Collaborative
Empowering; Entrepreneurial; Transformative; Innovative; Inspiring; Inclusive; Excellence; Integrity; Honest; Fair.

Ambitious, Collaborative, Curious, Excellence, Inspiring, Pioneering, Sustainable, Transformative
Ambitious; Caring; Collaborative; Creative; Diverse; Empowering; Excellence; Integrity; Respect; Trust.
Trusting, Engaging, Empowering
Caring, Empathy, Nurturing, Supportive, Honest, Respect, Excellence, Value, Curious, Fair.
Caring; Creative; Empowering; Entrepreneurial; Freedom; Respect; Scholarly; Supportive; Tolerant; Trust;
Constructive; Challenging; Creative; Inclusive; Inspiring; Respect; Trust; Value; Supportive; Excellence;
Creative; Creative; Supportive;Tolerant; Quality; Reflection;Bold; Caring; Challenging;
Caring, connected, courageous, inclusive, inspiring, potential, supportive, transformative, trust, Value.
Challenging; Disruptive; Diverse; Freedom; Scholarly;
caring collaborative creative fair freedom open respect connected innovation transparent
collaborative, creative, empathy, excellence, freedom, inclusive, integrity, open, quality, trust
The 4 statements expressing core principles and values in the consultation document are great as they are. I don't think its about choosing a new set of values, rather making sure those that have been chosen are truly instilled. It should be crystal clear what is acceptable and what is not and follow through made no matter who is involved. Being a student can feel like being a lower form of pond life especially after talking to student services! I have even heard staff say they like it when the students aren't around! Students are evidently core to the university, as are staff, and should be treated as such.

Excellence; Innovative; Inspiring; Integrity; Inventive; Nurturing; Transparent; Transformative; Trust; Value

Sustainable, pioneering, respect, empowering, courageous, creative, collaborative, co-creation, compassionate, transparent

Caring; Challenging;Sustainable;Empathy; Empowering; Entrepreneurial; Quality; Reflection; Respect; Fair
Trust, Caring, Fair, Open, Excellence, Empowering, Integrity, Quality, Transparent, Value
ambitious, creative, connected, curious, inclusive, open, trust, courageous, quality, innovative
Ambitious; Collaborative; Connected; Honest; Transformative; Trust; Value; Open; Creative; Constructive;
Quality Challenging Curious Diverse Empowering Inspiring Nurturing Open Potential Reflection
Accepting, Constructive, Diversity, Equity, Trust, Respect, Understanding, Sustainable, Excellence, Fair

Co-creation; Collaborative; Pioneering; Transparent; Trust; Sustainable; Honest; Inclusive; Diverse; Entrepreneurial

Caring; Challenging; Collaborative; Courageous; Diverse; Excellence; Supportive; Transformative; Trust; Value

Caring; Collaborative; Creative; Fair; Honest; Inspiring; Quality; Respect; Supportive; Transparent; Trust; Value

Caring Creative Freedom Honest Empowering Tolerant Trust Value Open Innovative

Ambitious; Bold; Caring; Challenging; Collaborative; Courageous; Creative; Curious; Freedom; Honest;

Caring; Challenging; Empowering; Excellence; Fair; Integrity; Open; Pioneering; Respect; Transparent;
Caring; Collaborative; Transparent; Sustainable; Diverse;

Transparent; Scholarly; Fair; Inspiring; Integrity; Quality; Pioneering; Sustainable; Creative; Collaborative;

Caring; Collaborative; Creative; Diverse; Empathy; Empowering; Fair; Trust; Value; Supportive.
Bold; Caring; Challenging;Inclusive; Innovative; Inspiring; Integrity; Collaborative; Courageous; Transparent;Diverse;Freedom; Fair; Supportive; Tolerant;

Caring; Innovative; Pioneering; Transparent; Sustainable; Value; Integrity; Excellence; Connected; Challenging;

Respectful, Responsive, Trailblazing, Ethical, Supportive, Open, Collaborative, Disruptive, Creative, Sustainable

Inclusive, Inspiring, Honest, Fair, community minded, open, positive
Entrepreneurial; Diverse; Inclusive; Partnership; Value; Challenging; Ambitious; Freedom; Inventive; Pace;

Respect, quality, trust, equality Inclusive, innovative, aspiring, inspiring, positive Inclusivity, involved in community, encouraging Inclusive, supportive, inspiring
Ambitious, Caring, Excellence, Inclusive; Innovative; Inspiring, Pioneering, Potential; Quality, Sustainable
Collaborative; Diverse; Empathy; Excellence; Freedom; Honest; Inclusive; Innovative; Open; Partnership; Supportive; Sustainable; Transparent; Trust
Inspiring, Innovative, Curious, Disruptive, Partnership, Sustainable, Familial.

Courageous, Supportive, Inclusive, Creative, Collaborative, Leading, Sensible (with money spend)
Challenging Ambitious Connected Entrepreneurial Integrity Pioneering Respect Scholarly Sustainable Tolerant Transparent

Ambitious; Bold; Caring; Challenging; Co-creation; Collaborative; Connected; Constructive; Courageous; Creative; Curious; Disruptive; Diverse; Empathy; Empowering; Entrepreneurial; Excellence; Fair; Freedom; Honest; Inclusive; Innovative; Inspiring; Integrity; Inventive; Nurturing;

Open; Pace; Partnership; Pioneering; Potential; Quality; Reflection; Respect; Scholarly; Supportive; Sustainable; Tolerant; Transparent; Transformative; Trust; Value
Fair, Sustainable, Collaborative, Challenging, Pioneering

Ambitious, creative, empowering, inclusive, pioneering, quality, sustainable, transformative, curious, connected

Trust; Connected; Bold; Creative; Empowering; Innovative; Integrity; Pace; Supportive; Quality;
Creative, Curious, Excellence, Freedom, Innovative, Pioneering, Quality, Scholarly
Innovative, nurturing, transparent, scholarly
Caring, creative, fair, freedom, honest, transparent, tolerant, diverse, empaphy,

Caring; challenging; co-creation; empathy; inspiring; nurturing; quality; supportinve; sustainable; trust
Ambitious, Caring, Connected, Fair, Honest; Inclusive, Innovative; Inspiring, Partnership, Supportive
Caring; Diverse; Empathy; Empowering; Inclusive; Integrity; Inventive; Nurturing; Respect; Sustainable
Pioneering; Quality; Scholarly; Caring; Value; Transformative; Inclusive
Trust, Caring, Creative, Excellence, Fair, Integrity, Nurturing, Open, Respect, Value
transparent, honest
Trust, inclusive, honest, empowering, creative, collaborative, caring, bold, transformative, pace
Respect Bold Collaborative Empowering Fair Inclusive Inspiring Transparent Creative Diverse
Connected, Creative, Curious, Empowering, Excellence, Innovative, Open, Pioneering, Scholarly, Transformative
Open; Scholarly; Co-creation; Collaborative; Innovative; Transparent; Sustainable; Reflection; Entrepreneurial; Diverse
Inclusive, Excellence, Nurturing, Co-creation, collaborative, creative, diverse, empathy, empowering
Creative; Inclusive; Scholarly; Diverse; Respect; Supportive; Integrity; Inspiring;

Courageous, Pioneering, Sustainable, Curious, Entrepreneurial, Inspiring, Freedom, Nurturing, Inventive, Quality
Caring; Challenging; Creative; Curious; Honest; Inclusive; Inspiring ;Fair; Respect;

Empowering, Innovative, Partnership Sustainable and Transformative
Connected;Trust; Value, Caring, Innovative; Inspiring; Integrity;Quality;Supportive, Transparent; Inventive, transformative, honest, fair, respect
Caring, challenging, co-creation, collaborative, disruptive, diverse, inclusive, innovative, nurturing, sustainable
Collaborative, diverse, respect, support, sustainable, pioneering, empowering, empathy, curious, courageous, caring, connected
Ambitious, caring, collaborative, excellence, honest, inclusive, innovative, industry focused, sustainable, trust
Caring, Diverse, Honest, Inventive, Sustainable
Challenging Collaborative Excellence Sustainable Innovative; Inspiring Quality
Bold Disruptive trust value empowering accountable friendly supportive collaborative caring
Inclusive, Bold, Curious, Credible, Respect, Nurturing, Creative, Empowering, Sustainable, Trust
Bold; Disruptive; Entrepreneurial; Innovative; Sustainable; Transformative; Quality; Integrity; Inclusive; Diverse;
Inclusive, Diverse, Collegiate, Engaging, Open, Inspirational, Empowering, Trusting, Shared Responsibility/ownership of the future
Bold, Entrepreneurial, Inclusive, Innovative, Open, Sustainable, Caring, Supportive, Fair, Quality
Ambitious; Collaborative; Curious; Empathy; Excellence; Inspiring; Partnership; Quality; Transparent; Trust
Integrity
Supportive; Sustainable; Tolerant; Inclusive; Fair; Excellence; Innovative; Caring; Diverse; Empathy;

Trust; Transparent; Quality; Inspiring; Honest; Inclusive; Empowering; Caring; Empathy; Respect;
Trust; Transparent; Quality; Inspiring; Honest; Inclusive; Empowering; Caring; Empathy; Respect;
Ambitious, Caring, Collaborative, Creative, Disruptive, Entrepreneurial, Honest, Innovative, Pioneering, Trust
Collaborative, constructive, diverse, empowering, fair, innovative, potential, value, supportive, transparent

Diverse, Honest, Integrity, Fair, Quality, Transformative, Innovative, Empathy, Ambitious
Ambitious, Pioneering, Integrity, Quality, Potential, Courageous, Tolerant, Trust
Ambitious; Collaborative; Empowering; Excellence; Innovative; Nurturing; Pioneering; Quality; Transparent
Ambitious; courageous; curious; excellence; honest; integrity; scholarly; trust
Collaborative, supportive, connected, flexible

Ambitious; Bold; Challenging; Collaborative; Connected; Constructive; Excellence; Pioneering; Sustainable; Potential

Ambitious; Bold; Caring; Challenging; Co-creation; Collaborative; Connected; Diverse; Empathy;Entrepreneurial; Excellence; Fair;

Ambitious, Caring, Creative, Curious, Excellence, Fair, Freedom, Honest, Potential, Respect

Fair, Honest, Integrity, Open, Tolerant, Trust, Diverse, Discipline, Dignity, and Flexibility.

Ambitious, Caring, Transformative, Sustainable, Curious, Partnership, Quality, Empowering, Diverse, Scholarly

Chaotic; Opaque; Inexperienced Management
 Caring, Challenging, Connected, Honest, Professional, Inventive, Nurturing, Creative, Supportive, Valued.
Ambitious, Honest, Inclusive, Supportive, Inspiring

fair, honest, ambitious, inclusive, inspiring, nurturing, quality, respect, supportive, transparent

collaborative, inspiring, tolerant, transparent, empowering, curious, courageous, open, sustainable, potential

Tolerant; Diverse; Caring; Open; Quality; Trust;

Fair; Freedom; Honest; Inclusive; Creative; Collaborative; Connected;Open; Respect;Empowering
Transformative; Scholarly; Courageous; Nurturing; Honest; Diverse; Collaborative; Connected; Excellence

Caring Curious Entrepreneurial Fair Scholarly Transparent

Freedom, Supportive, Trust

Challenging, Connected, Creative, Empowering, Fair, Honest, Inclusive, Potential, Supportive, Sustainable
Excellence; Creative; Inspiring; Collaborative; Caring;
Ambitious; Challenging; Collaborative; Connected; Constructive; Innovative;Integrity; Transparent; Supportive; Value
Respectful, reflective, bold, collaborative, creative, entrepreneurial, sustainable, excellence, innovative
Innovative, Quality, Diverse, Supportive, Challenging, Collaborative.

Empowering; Inclusive; Innovative; Nurturing
Caring, Challenging, Collaborative, Empowering, Fair, Honest, Inclusive, Open,
Respect,Sustainable, Transparent
Constructive, Diverse, Empowering, Inclusive, Inspiring, Integrity, Open, Respect, Supportive,
Transparent

Ambitious, Collaborative, Transparent; Transformative, Nurturing, Empowering; Entrepreneurial,
Disruptive; Diverse, Inclusive
Curious;Diverse;Empowering;Freedom; Honest; Inclusive;Innovative; Respect; Quality ；Fair;

Bold; Diverse; Inclusive; Innovative; Inspiring; Integrity; Transparent; Quality
Ambitious, Caring, Collaborative, Curious, Empowering, Fair, Freedom, Open, Quality, Sustainable
Ambitious; Co-creation; Collaborative; Diverse; Empowering; Innovative; Inspiring; Integrity; Quality;
Sustainable

Compassion (towards each other); Creative; Transformative; Supportive
Trusting, nurturing, pioneering, respect, realistic, wise,
Ambitious, empowering, connected, inclusive, honest, inventive, supportive, transparent, value
Collaborative, Insiring, Innovative, Integrity, Nurturing, Pioneering, Respect, Sustainable, Trust

Ambitious; Collaborative; Creative/ Curious Diverse; ; Empowering; Excellence; Nurturing;
Scholarly;Tolerant;Trust
Ambitious, caring, entrepreneurial, fair, inclusive, inspiring, transformative

Creative; Curious; Diverse; Empowering; Engaged; Equitable; Honest; Pioneering; Reflective;
Scholarly
ambitious, bold, collaborative, creative, entrepreneurial, integrity, inclusive, nurturing, respect,
transformative
Excellence Ambitious Inspiring Innovative Supportive Challenging Fair Pioneering Partnership
Dynamic
Ambitious, Collaborative, Connected, Fair, Inspiring, Sustainable, Transparent
Caring; Creative; Curious; Diverse; Empathy; Inclusive; Inventive; Scholarly; Supportive; Tolerant

Scholarly; Ambitious; Bold; Caring; Challenging; Quality; Constructive; Honest; Tolerant;
Sustainable;
Diverse; Empathy; Inclusive; Innovative; Inspiring; Integrity; Respect; Supportive; Transformative;
Courageous;
Creative Collaborative Curious Diverse Fair Empowering Scholarly Sustainable Transformative Bold

Challenging; Courageous; Excellence; Freedom; Honest; Integrity; Inventive; Transparent;
Scholarly; Sustainable;
Ambitious, Honest, Inspiring, Sustainable, Trust, Value, Quality
Sustainable ; Integrity ; Innovative
Collaborative; Connected; Freedom; Inclusive; Innovative; Integrity; Quality; Sustainable;
Transparent; Transformative
Ambitious and Bold, but underpinned by Respect. Too often personal ambition gets in the way of
respect. Creative, curious, innovative, integrity, nurturing, scholarly
inspiring
Caring, Curious, Empathy, Excellence, Honest, Inspiring, Respect, Supportive, Sustainable, Trust
Collaborative, Curious, Innovative, Respectful, Engaging, Inclusive and Agile
Curiosity, Inclusive, Pioneering, Caring, Integrity, Collaborative, Excellence, Fair, Scholarly, Value
Ethical

Challenging, collaborative, creative, excellence, integrity, pioneering, quality, trust, inspiring,
connected

Curious; Diverse; Inclusive; Integrity; Nurturing; Pioneering; Supportive;

Bold, Co-creation, Diverse, Excellence, Quality, Respect, Transformative, Supportive, Innovative, Fair

Transparent, Scholarly, Integrity, Nurturing, Caring, Empowering, Challenging, Disruptive, Diverse, Connected.

Democratic; communicative; co-operative; scholarly; educative; free; fair; embedded in local communities; equality.

Ambitious, Collaborative, Connected, Curious, Inclusive, Nurturing, Pioneering, Potential, Quality, Transformative

Academic Freedom, Collaboration, Caring, Diversity, Quality

I could say all, but if I must pick: Ambitious; Caring; Challenging; Collaborative; Connected; Creative; Curious; Diverse; Entrepreneurial; Inclusive; Innovative; Nurturing; Transparent.

Ambitious, Caring, Flexible, Inspiring, Excellence, Inclusive, Engaging, Welcoming, Healthy, 'Developing affinity to the institution'

If you answered 'yes' what should we do to make progress towards this/these aim(s)

Include as part of the job specification

Support and promote BME staff, female staff and international staff through promotion to senior positions, to inspire our students

Increase reach of WP activities and promote social mobility more actively

More robust recruitment processes to make selection panels blind to gender, ethnicity and other characteristics of applicants.

We should aim to apoint the best people for each job, without fear, favour or prejudice.

university should be more reflective of diversity of UK population

Try to encourage further work in widening participation and provision for staff and students who have spcific needs

support junior staff who are women, racialised, otherly abled, etc. The people who have time to apply for grants and promotions are the ones with privilege.

Anonomised data during recruitment process, review who recruits, should be a variety of people from within a job family, review the criteria used in recruitment process (less emphasis on experience more on potential), challenge senior managers to match composition of local community starting with UEB

Ensure shortlists and panels for recruitment and promotion match diversity targets. Raise the profile of staff and researchers from diverse backgrounds

Rebrand so that we aren't viewed as an archaic, hierarchical institution that is only for the 'elite', that we value and want to attract talent and input from all walks of life. Start to focus more on being flexible to an individuals talent rather than making them to fit to a specific role.

When recruiting O&F staff (from the lowest-paid part-time cleaner to the top levels of management), people who can get to work without using private motorised transport should be preferentially hired over commuters.

Offer more degree apprenticeships and employer led apprenticeships. There appears to be a distinct lack of internal training within the university and offering careers which are not degree led to the local population. Equally, there is a distinct lack of diversity in terms of gender and ethinicty in senior academic roles. More opportunities need to be available to junior staff members.
The university needs to reflect and build on national and international diversity

More needs to be done from an EDI perspective to ensure diversity in senior roles - in all job families. People need to have role models that they can identify with to look up to in an organisation. I believe this can help from a recruitment perspective, as it can help to create a sense that this is an organisation where people "like me" can succeed.

Our focus should on eliminating all discrimination, conscious or unconscious, so that we recruit the best staff and students in a properly fair way regardless of who they are. If we recruit nationally and internationally there is no reason to try to reflect the composition of the local community.

The above question needs to be split out to better answer... all diversity is encouraged although not sure which answer above would convey my opinion. Confusing question.

I answered 'no' because I think we should work closely with a our students and communities, and over time will will reflect each other - but that would be a good side affect of being part of those communities not the reason for, for example, hiring fewer overseas staff. I might add that integrating our students and staff more with local communities means we ARE those communities...

All posts should have external candidates or should be readveretised until they do (Notts has a reputation for promoting from within but this leads to reinforcing status quo) and EDI rules should widen the field receiving interview (class, gender etc).

Extend Diversity by Design principles, introducing mechanisms which challenge or exclude unconscious bias.
Have recruitment approaches that encourage greater applications from those living in the locality, including from diverse communities - positive action approach. This is likely to also mirror our student profile. The other change could be to remove what could be seen as very 'traditional' and out-of-date recruitment barriers e.g. essential requirement for a degree (even for L3/L4 admin roles), having to be a L7 before can apply for a certain role. I think we should look more broadly at the quality, depth and breadth of people's experiences and personal/behavioural qualities, moving away from very traditional perspectives that people only have a certain level of aptitude of the have a degree.
Pro-active in recruitment local workforce and students

Take better staff of staff of colour and of women staff. Provide proper recruitment and mentoring systems for staff of colour and women. If you want to know what those would look like, ask them. If you think you're doing enough, you're not (again, ask them). Put funds into supporting them. Understand the things which attract staff from a more diverse background to come to the University - understand the provision of facilities they require - faith, religion, cusine, culture, language/signage etc, how do we make it an easy place for overseas staff to have a soft landing?

Teaching fellowships or Postdoc funding

recruit more PhD students on scholarship in Malaysia to be teaching staff

[text redacted] The thing about transparency is that things are out in the open and it forces people to do better and be held accountable. That will help. Let's stop pretending that opportunities are equal: if a colleague gets approached about funding because of their area or because of some trend or fashion, then that is not an opportunity open to all. It happens, and should stop.

We need a talent attraction strategy that captures a more diverse staff pool. We need to change our student recuritment strategies to really challenges ourselve on diversty, partiularly BME and international

do this but without compromising quality

Again the questions are limited. We need to have academic excellence as our key focus. Other demographics therefore are less important EXCEPT to ensure we are fair and diverse, ie to ensure gender, BME, disability etc are not discriminated against

I've answer 'no' because this question needs an nuanced answer! I think we should be moving in the direction of reflecting local community/student body, but only insofar as this is reasonable given all the other factors that need to be considered.

Its important to reflect the local community to ensure that local people are employed, and its important to have diverse staff.

Engage much better with all parts of local community - not just the well-heeled and those considering sending their children here. Research needs to connect better withy local as well as global issues and have a dedicated resource for achieving this
We're never going to match exactly and our international reach makes it likely that ultimately we should be more diverse than our local community, but it is likely that more people from nearby than from far away will want to work here permanently. Let's just start somewhere. Much is already being done, let's see what works.

Hire people of color

Don't reduce the ethnic/religious/cultural diversity of the staff population - instead make sure that women are being treated fairly and that staff are recruited from low income, working class backgrounds
Invest in programmes to encourage disadvantaged groups to explore university employment, take seriously the concerns of staff who are also members of underrepresented groups (e.g. female staff member concerns about inappropriate behaviour, Chinese staff concerns about racial stereotyping, etc).

Bias training, code of practice for recruitment panels, still recruit based on excellence and/or potential for excellence

n/a

attract national and international diverse and qualify staff with good payment and benefits.

Value staff, including APM staff

Apprenticeships, mentoring, training, clear career progression routes to senior positions for non-academic staff.

What gets learners engaged are teachers and staff that they can relate to. The era of old, crazy-haired professors are long gone, and we should be recruiting staff who are tested on their ability to interact with their learners, not just focus on their research all the time.

Whilst employing the right person for the job, we should also ensure that we seek out and encourage applicants from backgrounds not usually associated with the University and also encourage our own existing staff to learn and aspire to promotions.

Stay same
Our professional services staff should reflect the local community. We should make the issue more visible by producing an annual 'gap report' like the gender pay gap report.

Still have to maintain our high standards of delivery as we cant drop those just to reflect the composition
[text redacted]

If we want to one of the world's best universities then we should access a global talent pool to recruit the best. We wouldn't expect a premier league football team to reflect the demographics of the city in which it is located, though it would be good if some local players reached the first team

More use of 'Diversity by Design' in the recruitment process

allow students to aid with recruitment processes.

Promote and celebrate the staff in positions of responsibility, from underrepresented backgrounds. Review promotion pathways, PDPR and recruitment processes - looking at what barriers currently exist that we may need to overcome.

Encourage ethnic minorities that careers in academia are attainable

seek to employ different ethnicities and classes of people.
Encourage more diversity

Push harder to ensure staff and student bodies accommodate BME, all genders including non-binary, differently abled people, and people from lower socioeconomic backgrounds (which is harder to define but just as important).

Engage more with local community groups

We should not be driven by quotas just by the best people for the job who ever they are
More women and people from ethnic minority backgrounds
We must ask the staff from more diverse backgrounds both what made them want to work here, and what gave them reason for pause. Find out what their barriers to entry were, and how they overcame them. Our campuses are not remotely disability-friendly, so that's an obvious barrier for physically disabled staff. We need to work with people from the backgrounds we want to target, and ask them how we can help them get into the kinds of jobs we're recruiting for

Strive to retain those we have who represent under-represented groups relative to the local community.

I answered no. Diversity can mean diversity across groups

I don't think the student body is diverse enough, but it's not realistic to reflect the local community, given age differences and socio-economic differences. I would like to see a more diverse body of

both students and staff and a more educated local community. It would be great if we could get into adult/further education.

Whilst Athena Swan is a good marker, don't be lead by "charter marks" we are all aware of what diversity is - a fair recruitment process, a strong and rewarding PDPR process, the move away from "Traditional" recruitment methods, anonymity during the application process and an understanding of the benefits of diversity, with people being held to account for actions (at all levels) - Senior Appointments need to run the same process as all other recruitment

No. Choice of staff should be based on ability, not biased towards meeting pre-set criteria.

Have more people on staff that look like the students and the wider community is obviously beneficial, not just in student facing roles but in all areas of the University, because then we will have people who understand how the student thinks and feels and we will be able to better serve them. If we had more tutors or higher level staff members that represented the composition of students/local community that we have then I think students would be inspired to work and strive for excellence: if you see no one like you represented (not just someone who looks like you printed on a banner that's stuck on a fence) you are more likely to exceed because you have a living example showing your it's possible. I would suggest more informal talks from upper management, research team members and those that are really making a difference in the University, not just those in the Service Centres. Different points of view must surely be encouraged otherwise we are in danger of becoming an echo chamber for one voice, not a collective.

Stronger local ties and collaboration with councils, schools, businesses etc.

Competency based recruitment, or measures against a pre defined matrix would help. Understand the cultural biases that exist. There is an over-rating of a certain character type that shows a specific deference to authority, and has a particular form of expression. I think this excludes some types of the population such as lower socio-economic groups, which are often also from BME groups. However, I am sure you have research groups at the university that know more about this than I do. Have they been utilised?

The student body has a higher proportion of private school-educated individuals than the staff population.

Support hiring within these groups, but not with quotas.

Use bme lgbt and disability networks and ad agencies for jobs

Be honest and communicate with the community; create working relation ships with the community

Be more inclusive and offer spaces where students and staff and conversate about their diversity and sharr their experiences

Where I work many of the more senior staff are all over 45 to 50yrs old. We are all white and no one has a disability as the way work is organised make it hard to impossible for additional needs to be supported. It is a 'traditional' area and many posts are filled internally. External recruitment of fresh, younger staff needs to emphasised more. I'm not sure how you can do this though when staff turnover is slow and low.

Instill the true value of Equality in our statutes
Offer more international national posts.

We need to diversify where we advertise, how we recruit, what support is put in place to train staff with potential; and greater recognition of unconscious bias.

Employ people for their personality and cultural fit within the University, rather than just looking at skills. Skills can be taught, behaviours not to much.

Forge closer ties with local schools and community groups. Recruitment events / career pathways to retain more PGRs as staff

More BAME staff, better gender equality
Involve the local community, including school/ college pupils, as much as possible so they are aware of opportunities.

We should be recruiting the best people to do the job irrespective of community, gender, ethnicity or disability.

Hire staff who are competent and not based on race and religion.
I'm answering no purely because I think we need to pick the right people for the jobs we advertise. If that means that appointments reflect the student body better then that is fantastic, however competency should always be placed first.
More targetted recruitment campaigns. Also more baby changing facilities would be useful for parents.

Think about EDI carefully. Implement in everyday decision making, not simply for athena swan or tick-box.
Identify the barriers and develop and action plan
More ethnic and social diversity

Engage more with the local community, including NUAST and NUSA. Initiate progressive recruitment activity to appeal to the people of Nottingham, Semenyih and Ningbo.

look carefully at how we make our appointments - diversity is key

When advertising for positions at the university, post the availability on more platforms so many more people can have the opportunity to apply for these positions.

Understand the composition and capability of the staff in comparison to the local community and student body. Target to fill the gaps, look ahead to understand the potential profile of the student body so the staff composition is adjusted accordingly and is forward looking

outreach to school students who are less likely to attend university and providing financial means for students from under-privileged backgrounds

Although I answered no, the university should aim to handpick staff best suited for the job. It would be an insult to hire someone based on their ethnicity or gender in order to 'reflect composition' as opposed to hiring someone based on their skill and enthusiasm.

Still focus on hiring the most suitable for the job but think how the students would feel towards it to. For example a friend studies history at another uni and was confused that she was never taught about Black History from anyone other than a white British person. Maybe the teaching should reflect the subject better to show more empathy. This can be translated across all different subjects but that was just one example.

staff mobility/ exchange

Ask the faculty.

Providing them with proper understanding to be more culturally aware

This should not be achieved by setting targets or positive discrimination; it should be achieved by thinking why, for example, more women do not attain chairs or why there are so few BAME staff. Some of this represents broader structural problems that cannot be tweaked by pushing quotas. There is a lot of evidence that this is counterproductive. I would like to see a target of at least 50% of academic R&T staff going into schools in areas in deprived areas at least twice a year to try to break the notion that the UoN is not for students from such backgrounds, as well as massive investment in Foundation Year programmes. Within a few years this would begin to change our wider image, the ethos of the university, and feed into PhDs, postdocs, and eventually staffing. You cannot change centuries of patriarchy and discrimination by setting quotas or 'decolonising' the curriculum. These end up creating bad education, resentment, and often lead to the appointment of weaker candidates. We need to think long term and structurally NOT cosmetically about these changes.

I think the University is trying very hard to make progress towards this

work in local communities to encourage students and staff from these areas,. Permanent presence in the city centre

We have a broadly white and middle class staff. I would like to see more mentoring and encouragement for members of staff and PhD / fellowship applicants from non-middle class backgrounds and people from BME (especially black) backgrounds.
This is a loaded question. The ideals are great, but this cannot come at the expense of academic integrity and quality scholarship. The university is constrained by who applies for job posts, and you want to get the best people in post who are able to deliver the university's mission statement, and their background may or may not reflect the ever-changing student demographics of the time. Focus on what local problems are to be solved and support relevant research. Offer stable employment for staff and offer a career path for all. Don't exclude people because of their life experiences, look at their skills and contribution to the university. If staff are retained, they are more likely to belong to local communities and pay taxes to support universities and students tuition fees, of which most will be put back to taxpayer as it stands now.

Continue developing mentoring programs for junior staff. Develop training for MA and PhD students to encourage underrepresented groups to progress to higher levels of study. Provide more scholarships and hardship funds.

Our base @ Nottingham is within some of the poorest areas in Notts and the Midlands. Create courses that are for non-academics and reflect a broad work population such as VQs and similar. The ratiopnale being to develop confidence to study and aspire to the academic activity

Hire more people from different backgrounds and BME

We need a programme of action to recruit, promote and retain a more diverse workforce, particularly in senior academic roles where the over-representation of old, white men (like me) is both shameful and, in the long term, unsustainable.

Have more people from the university senior leadership from BME backgrounds. There seems to be only one from a BME background in your senior leadership team.
Employ from more diverse pools of population, and less cishet white males.

More international or at least open minded staff

Whilst efforts should be made to ensure we don't miss underrepresented groups locally, I would have thought the student demographic was more indicative of the spread of staff we should aim at. As to how, I wish I knew.

Firstly, UK domiciled student body should reflect - or be MORE diverse - than UK participation in HEI. Nottingham could lead the way in doing this. How? To do this we need to remove barriers, challenge existing practices/assumptions and actively value diversity.
Engage more with our local community in ways that enable them to build a relationship with UoN.
?
Outreach projects at local schools and colleges, as well as apprenticeship programmes, access courses and foundation degree courses for people to enter the University as students before they become staff
Understand local and peer practice instead of just focus internally

Students come from far and wide to Nottingham it is important that they understand the local community and there ways, these may differ from there own views but they must understand that there view is not the only one and is not necessarily right, and they will find as they grow older their priorities will change.

Set up much better support for disabled staff, promote better inclusivity and look in more depth at why we have such poor representation to identify and overcome the visible and invisible barriers. We need to ensure focus is on all staff not just on managers and APM 4+.

Jobs should be given to the best candidate for the role

We need to see a vast improvement of diversity of staff members in terms or ethnicity, we are doing well and progressing in terms of gender however I see no progress in terms of creating an ethnically diverse staff force

More secondments and short-term posts between the campuses?

Internship opportunities for specifically BAME or disabled applicants, improve facilities and courses for people with access needs.

In one sense this doesn't matter if all staff and students are well-informed, empowered, unburdened of fear and strive to break down barriers. Artificially imposing composition changes won't necessarily work.

I didn't answer yes but think it is an error not to ask why. To insist that the staff composition should artificially match that of another group is to push ideology to the fore over quality staff. The University should be as welcoming and inclusive as possible (and on the whole I think it is) but should not force an outcome in the interests of appearance. In a nutshell forced representation. should not win out over quality.

We should reflect not just Nottingham, but the wider local community. We should reflect the diversity of home and overseas students but clearly cannot be entirely reflective of our whole international student community

Engage local communities in activities by liaising with the diverse staff members who can link you to these communities

Increase widening participation. Focus less on elite students
Should be the best person for the role irrespective of gender and ethnicity
Look beyond School qualifications when picking candidates- stop asking for 'previous experience' in very specific fields or areas bespoke to University, automatically ruling out candidates from some roles.

Overhaul recruitment, educate long-standing colleagues on why diversity is important, and how their privilege protects them

Encourage inter-campus job switches (UK staff have option to work for Malaysia/China campus and vice versa)
Consider where you advertise positions when they appear.

Introdcue exchange/secondment/progression opportunities for staff within and between departments, UK, China and Malaysia campuses. Mandate Unconscious Bias training among all APM staff in all departments (not just in schools and faculties), review recruitment and interview practices to ensure fairness for job candidates without UK qualifications and UK work experience.

Actively seek to recruit academic staff from the UK BME population
It is more nuanced than that, I think we should be reflecting the regional population for AGM staff and the national population for Academic staff. However, we should still be noting that lots of academic staff are actually hired from overseas so this may still not be a perfect benchmark. Depends on the composition of the student body and/or local community

We shouldn't try and engineer a staff population by positive discrimination, but recruit the best people - those people should have understanding and empathy among their qualities. An ideal staff population will include these as part of a natural process.
Increase diversity - staff are not reflective of the local community at all.

make mandatory reirment to give space for the university to grow

Understand what our 'local community' is.   I.e. is it the cities in which the campus' are located, the populations our students are drawn from (including online) or the world stage in which we compete and are measured.

make changes in the workplace to make retention of minority staff better before trying to hire more

it's a slow process - encouraging a more diverse student population into university so they become qualified to work at a university

I think we ought to aim, ultimately for the staff population to reflect the student population. However, the student population ought to the reflect the community. To achieve the second part I think better public engagement, to all ages and social groups, is vital. Teaching the students who to interact with people of different backgrounds to themselves so that they might better communicate their work and demonstrate the value of education.

Create job opportunities for staff from all social backgrounds

Identify underlying reasons for failure to recruit/retain staff in under-represented groups and eliminate these.
Not sure because I wouldn't want to be positively discriminatory towards people.

hard to say without knowing how it currently differs? perhaps place less emphasis on formal qualifications as prerequisites for entry level positions?

Affirmative action in recruitment, greater diversity in public presentation of the university

break down barriers to progression and dispel myths around working at a HEI
This question is steering us towards an answer it wants to hear and is wrong! No should be able to comment. We should simply be employing the best people for the roles we have irrespective of gender, race or if they come from the local community. If we feel being more inclusive benefits a

particular role then of course it is worth considering. However, the key recruitment policy should be about who can perform the role the best and offer the most to the University overall objectives.

take a more supportive approach to research staff

I think this will need a long term planned change working with local schools as said previously. Regarding staff, UoN could take on many more apprentices from locally (a widening participation scheme for staff) and educate and train them up to mould them to be what we need for tomorrow's professional and support staff, as well as leaders and educators.

Change UoN's staff structure. Recruitment processes are often symbolic with the final candiate already chosen in advance. Introducing group/team managers, could create a counter-balance to the currently purely academic led process.
More apprenticeships and genuine permanent jobs advertised at Job Centres/ Employment Service

Regularly engage with local groups that work with under represented communities and make them aware of the opportunities available at the University.

Need to consider BME and ethnicity in recruitment e.g. Blind recruitment

Diversity among staff is important to create a more inclusive, welcoming environment for the student body

Unite both bodies and eliminate discrimination
Increase public engagement with stakeholders and be mindful before making drastic decision that will affect them.

Colloboration and understanding the needs.

Faier treatemnt of all staff, regardless of job family

Recruit more diverse staff so students see tangible change and prospect for progression in a university environment.
Offering VSS Voluntary Separation Scheme (VSS) is a scheme where employees are allowed to resign voluntarily from an organization by receiving fair compensation. This can reduce the staff number.
Organisational targets. Coopted Council/UEB members. Upwards mentoring. Specific focus on management level diversity.

The Campus should become more like a US Community college in the sense it acts as an anchor for the community e.g. lectures; sport; event; culture
Hire 60% local staffs and 40% International staffs

Recruit (internationally) qualified staff fairly
Value and respect diversity; Do not use local culture as an excuse to curb freedom of speech

Apprenticeship schemes aiming to increase diversity, increase of summer schools; broad foundation years that allow students to get a taster of university education and potential and eases the transition; better financial support in longer term financial crisis situations; Offering work-based placements to ensure career prospects in less occupational focused degrees and bursaries form internships so anyone can afford to be an intern in industries where SMEs can not afford pay for interns while at the same time lobbying for larger companies to stop unpaid internships

Change where we market the University but still only recruit the best staff.

Provide a platform for debate and discussion between minority and majority groups.
It would be good to know how 'different' the staff community are from the student and local community. To 'reflect' shouldn't be a number game. As long as the communities are represented (again not just the number but the quality) and there are mechanism and channels for the representation.

please DO NOT bring in quotas for women or ethnic minorities, discrimination never works, even if it's meant to be 'positive'

Encourage our local community to consider employment at the University by promoting opportunities and expanding our offering through the likes of apprenticeships.

Recognise that these are different and that the composition of the staff population varies considerably depending on job family and level, with lower level jobs generally being more reflective of the local community - make it clear that everyone is welcome - the University can seem like an elitist establishment to those not familiar with the environment
Think more creatively about recruitment strategies

Better advertisement of roles to the local community

Hire a more representative staff.

There should be more diversity in the staff employability

In Malaysia does is not really the case.
Recruit a proper number of staffs in line with student number, and then give enough training

unfortunately, the reality is the opposite of what you describe. As described by former Provost, UNNC has become Chinese.

I think we currently have a good international mix of international staff population but we need to do more to attract more talented staff - both international and local.

Hire more competent and qualified staff
Employ more international lecturers and academicians from a wider range of countries.

Recruit the staff from various background rather than just local ones.
I can't answer question 13 with any nuance, which it needs, but to improve the composition of the staff population we just need to make sure Nottingham is the place everyone wants to go and work.

A general increase in diversity of staff is desirable not just to reflect student body / society but in order to get the best results. There's still a huge anount to do to be inclusive of 50% of the population (women) not to mention minorities. Despite best intentions (Athena Swan etc.) structural and cultural barriers to the full participation of women & many other groups in academic life remain. Fundamental changes are needed if we really want to crack this rather than just positive statements / lipservice. A good starting point would be to identify the barriers and then consider how these can be removed. I.e. start from the issues rather than just tweaking the status quo.

Review and consider with the knowledge and expertise of staff in considering where the gaps are. Create budget for additional posts / secondments from savings from consultants costs- culture, change etc

Have engaging events with the local community with existing resources. This is how we also train staff to be empowered and entrepreneurial to reflect back on the institution.
Equal opportunity and appreciate talents
staff-students links and staff-community-students links by more open events

more communication, connection, and replation built with local community

the composition of local community in characteristics such as gender, ethnicity and disability makes the university attractive and appealing by being inclusive and diverse.
gender, ethnicity and disability.

A better understanding of the composition of the student body.

Need to be advertising in more diverse publications and continuing to deliver outreach into communities which wouldn't turn to University as a matter of course

But not the 'local' community - more the composition of the UK. But you can't just 'employ more black/gay/trans/disabled' people, you have to work at increasing the number of applications from those people, and again, work to increase the number of people in the local community who feel they can apply to work here. Perhaps there should be a WP for prospective staff as well as for students. To actively offer work experience to local schools, to have a UoN careers adviser who goes out to local job centre/school/college/recruitment events. Perhaps you could offer free training to 'WP for prospective staff', when short course spaces aren't full, perhaps they can be filled up by local residents who want to gain skills?

Get more Involved in the local community and be more visible Look at student needs i.e. multi-lingual staff/culture etc Visible in the local community/schools/charities/community centres

Try to facilitate the Intl. students and their spouses to get the job opportunities within the University. That may incure some cost like a training or sessions for them to improve their interview handling skills, CV and application prep. etc. and if the Uni. can provide the more child care facility and with cheaper or free for students under certain circumstances (like if a female student comes with her family and self funded with having not enough funds to manage her kid/s nursery then the Uni. may offer some assistance in that case.
I think we're looking too narrowly at this: we should reflect the composition of the wider world!

Just hire the right people in the right jobs and don't worry too much about the political correctness side of things. I think we have a great diverse range of staff already.
Reflect the same mix of genders and international persons

Doing more cultural things, being more inclusive. Make the university a part of the comunity, for example, having gigs or concerts, filims, making it a public afair not just for university staff and students.

We should employ based upon the best people that can drive the university forward, but also put in the right support services to ensure that our students and local community expertise and dioversity is employed within the University....look at our job roles and minimum criteria for certain levels this as we need to make our job roles more inclusive, attract the right talent by shocasing what we do and how we do it.

Continue to monitor EDI across the University / community and the development of unconscious bias / anonymised selection screening

Ensure that students that want to be employed at the University can be through both short term contracts, longer term cotracts and also work expeeince and gap years to ensure we have the expereince possible to differencial us

We have to abide by legal framework here! Our staff should reflect the population from the available workforce, which is likely to vary according to the role.   For lower-grade positions for which people are unlikely to travel, we must recruit from the local community.   We must remove barriers to participation from all groups.   For senior roles where we recruit globally, we must reflect the global composition.   There are so many excellent practices out there for facilitating better (ie more diverse) recruitment that we're already not embracing and harnessing. Let's adopt more of those as there is already a well-ploughed furrow of successful approaches that we are yet to follow in, but which would bring us much more diverse talent.

Equal opportunity, respect and appreciate talents

honestly not sure - perhaps more women/lgbtqia/non-white people in positions of power Nevertheless, we should make every effort to ensure that factors such as unconscious bias do not lead to any form of discrimination.

Better working environment

Greater retainment of staff with under-represented charateristics. Focused/different advertising of roles.

Get closer to the community
Showcase staff that are from the composition of the local community to show the diversity of people we have working here, I think there is a misconception that you need a degree/specialism to work at a university and that is not the case for all roles.

The University should have aspirations to be representative of our local communities; but this is likely to include a balance between the local community and the student body that we support. Recognising the composition of our student body has the opportunity to change regularly the focus should be on ensuring we have the right people for roles; people who bring the skills, knowledge, behaviours and values that will enable the University community to flourish and grow. This has to be underpinned by our people policies and culture; if we walk the talk of inclusivity this alone will start to drive the changes to our staffing profile that we aspire to see.

Target non academic recruitment through councils and local partners
Becoming more inclusive
Target roles at graduates to allow for a step into working life from those that know the University best, have and seek more diverse staff members, offer those already here and future EDI training if not and start dialogue with students on what they wish staff to be like (aside from this consultation)
Target roles at graduates to allow for a step into working life from those that know the University best, have and seek more diverse staff members, offer those already here and future EDI training if not and start dialogue with students on what they wish staff to be like (aside from this consultation)

Embed EDI, have clear institutional targets and priorities that can be cascaded through the organisation, ensure we have collaborative solutions and work together on common goals. Monitor and measure to ensure progress

More international staff recruitment, remote working to open opportunities across geography
Demystifying what the University does, ie help local people see how they could be part of it, make job titles and roles less obscure so that people can see that they have the skills and would find the role interesting

A starting point would be the recruitment process and how roles are advertised and how people from the groups mentioned would be encouraged to apply.
blind applications, removing any details including name from applications that might allow for unconscious bias

We should not aim to match for the sake of matching, we should be truly open to all, not contrived to fit a set pattern

place less value on academic qualifications (which are a natural extension of white privilege) is probably the best approach - I'm a junior management level and you mandated that a degree was absolutely essential to do this job, and it really really isn't, my BSc is in Computing, I don't see how that in anyway makes me better at my job

Specific recruitment events/jobs created specifically for the local community at all levels, particularly higher levels. Perhaps training programmes/internships for the local community for career changers.

Reach out to these target potential staff; conduct fairs, orientations specifically targeting these potential staff members ..
clearly profiling role models (female, BME etc). And doing more to grow our student numbers in these areas compared to others. As our student demographic becomes increasingly diverse, I would expect more staff to be enticed to work at a university at the forefront of widening participation.
Students at any stage need role models - hopefully the student body is more cosmopolitan than the local area. We should look to use the Equality Act 2010 parameters to ensure a balance of staff are engaged and incentives if to ensure we achieve the staff/student compliment mirrored, ie if we need to recruit from outside of the area openly offer relocation packages and support for total family relocation or the use of equivalent funds for season ticket purchase, skype lectures, work from home, individual tutoring via skype to name but a few options.

Over the next 20 or so years the diversity of our student body will change significantly with the ethnic diversity of the 18 year old cohort in 2040 being significantly different than today. We should aim to have a staff body that reflects our future student body. To do this we need to think about how we recruit, the language we use, the subjects we teach. We have already seen the success of the Ann McClaren fellowships so should we think about other targeted interventions which involves the mentoring and nurturing of people with different protected characteristics. We could use 'grow your own' approaches where we mentor undergraduates, retain then for PhDs and then bring them into academia via fellowships etc.

More female scientists

We need to consider how we can support a broad range of students to join the institution and recruit and promote a broad range of talents from matching backgrounds.
Think about who and how we appoint. Be more expansive in our thinking about what excellence is and how it is recognised.

This question is difficult to answer as there is not enough explanation as to how the University's staff pollution is different. If the composition suggests inequality from a perspective of gender, ethnicity, disability and age then the University has a duty to change that.

we don't think the question is phrased right. It should aim to be inclusive but that does not necessarily mean matching local community (how defined?) nor student body (which is changing, anyway, and may not be the ideal make-up either to serve as a benchmark).

You don't allow space to explain an negative answer - that suggests that a decision has been made. If we represent the student body - which is what I've ticked - then for my school, that's primarily a particular class and gender from an area of the UK; elsewhere it will be radically different. If it's the local community, then you are erasing differences of age (which affects disability) and transience. I absolutely agree that hiring procedures need to strive as far as possible to eliminate bias, and that we might do more to see if we can also make our student body more like our local community. Review recruitment and progression strategies

Look to support all staff but if local talent, in particular those in APM roles to have a clear line of progression

I answered no because it is something that should not be forced. (There wasn't a space to qualify my answer so have used this space)
Create an EDI team and give it the budget required to make change.

End recruitment via temporary positions - where the person who did the post on a temporary basis is brought in through connections with current staff. Open recruitment for all positions.

apllication forms without prejudicial data. explore more creative locations for job adverts in underrepresented communities.

We need to update and widen our recruitment process. We need better access to data so that we can understand how our staff mix matches the student and local population.

Attract, retain and (where relevant) (re)train people from BAME and lower socio-economic backgrounds

Focus on eliminating conscious and unconscious bias
Creating a more supportive environment for staff to disclose disabilities would be a good place to start. At present this is not the case and much work is required to repair trust and signal the values and behaviours listed above.

increase diversity across race, nationality, social class, integrate the local community in a global community.
Q 13 is, of course, simplistic, as (necessarily) is my answer. We should work harder to recruit students from our localities, and particularly from less advantaged communities locally. Staff so recruited are more likely to remain here.

I disagree with employing people weighting them diverse background. Being qualified always comes first however during employment process of international staff it is important to consider them in the context that they are coming from rather than imagining them in the UK context and comparing them with the UK candidates.

Educate staff better and review the recruitment processes as people subconsciously appoint mirror images of themselves, so this needs a big shake up if we are to make a step change.