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RE: University of Nottingham Global strategy 2020. Green paper consultation

On behalf of the Research and Knowledge Exchange Committee on the Malaysia campus, I would like to submit the following comments for consideration by the University Executive Board.

Our international geography: It is refreshing to see that the strategy document makes an explicit acknowledgement of the real opportunities to expand our range of international partnerships and doing more within our current university geography. However, the 'devil will be in the detail'.

There is a sense at UNM that historically the value of the research activity is poorly recognised across the UK campus and, with more limited resources at UNM, ambition has been stifled somewhat. The new research strategy at UNM seeks to reverse this trend.

In the past, each campus has developed its own 'internationalisation strategy', which in hindsight seems somewhat nonsensical. With respect to research and knowledge exchange activities on a tri-campus level, progress in this area should be mutually respectful of the different expertise and strengths across each campus. This should be backed up by a deeper and shared understanding of local, national and regional environments (and their corresponding political agendas) in order to identify best ways of working collaboratively on a tri-campus level. Such shared understanding could be facilitated through a tri-campus working party to define a strategic action plan that considers how to maximise those strengths (and address those weaknesses) across each campus.

Moreover, any Office for Global Engagement should truly be 'global' in its structure, personnel and remit, and should have governance and decision-making authority across a range of professional and academic services on all three campuses to deliver a truly 'single university' strategy.

Research and knowledge exchange: At present, our sense is that the UNM and UNNC facing presence seems highly dependent on the personal motivation and interest of the Beacon Director, instead of being driven by an over-arching strategic intent. As part of the Research Vision, the six Beacons of Excellence based in the UK should have designated champions to promote the internationalisation agenda at the China and Malaysia campuses.



Where corresponding Beacons exist at the China and Malaysia campus, they should also have counterparts acting as designated champions too. Their role should be to purposively explore and develop partnerships across the international campuses in China and Malaysia with some mission-driven pump-priming initiatives. This could help the University of Nottingham to gain maximum benefit from our global footprint.

The landscapes for developing research and knowledge exchange opportunities differ across countries. In Malaysia, we note that the government is driving initiatives towards improving the real world skills of graduates, to enhance employability. With rapidly changing demands within the commercial world, UNM is responding by building closer links between teaching and commercial partners, through internships for example. Here this is where students get exposed to the concepts and problems facing industry. This is also a great way to bring industry closer to research as well as teaching, and many of our industry partners work with us in both teaching and research initiatives.

Best wishes,

A handwritten signature in black ink that reads "D. Hall".

Prof Deborah Hall
Vice-Provost,
Research and Knowledge Exchange