The review and refresh work undertaken this year has resulted in a continued commitment to the vision and mission set out in Global Strategy 2020. In order to deliver we need to continually review our goals and actions to secure our long-term success. This guide gives a brief overview of just some of our achievements and plans for the future, more detailed information is available on the Global Strategy 2020 Workspace.

Following the review and refresh, we have renewed our focus, resources and commitment so that we can work together as an entire University community, to deliver on the ever-greater ambitions we seek to achieve.

We recognise your commitment and dedication that has helped us to accomplish many of our ambitions. We should all feel proud of what we have collectively achieved.

“This pioneering spirit and ambitious vision still resonates and drives our University today, as we strive to deliver the very best teaching to our students and transform lives around the globe through our world-changing research.

It is this vision that drives Global Strategy 2020, encouraging us to collectively achieve our ambitions and deliver our goals of:

- strengthening and enriching our core activities of education and research
- meeting the changing expectations of our students
- targeting investment in research strengths
- focusing on improving quality
- standing out from our competitors in terms of student experience and our approach to internationalisation

We've made great progress since we launched our strategy in 2015, but we cannot stand still and must plan to secure our future.

“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.”

Sir Jesse Boot
Benefactor to the University
An incredible £242m raised by The Impact Campaign as of 29 September 2017

Snapshot of some of our achievements

Excellence in education and student life

- Our best ever National Student Survey results in 2016 – 89% overall satisfaction
- University of the Year for Graduate Employment 2017
- Teaching Excellence Framework Gold Award 2017
- 4th in the all-time British Universities and Colleges Sports (BUCS) league tables

World-changing research

- Research awards increased year-on-year to £161m in 2016/17
- Developed transformative research vision and investment plan to signal a step-change for our world-changing research
- Funding six Beacons of Excellence – multi-disciplinary research groups focused on finding solutions to global challenges
- Ambition to place us in the top five universities in the UK and top 60 globally

Outstanding people

We have focused on developing the talent of our staff and engaging them in the future development of our University.

Our infrastructure

Investment in our award-winning buildings (GSK Carbon Neutral Laboratory, David Ross Sports Village, George Green Library, Portland Building, Teaching and Learning Building, Student Service Centres), supporting the student experience and our world-class research.

Global engagement

Our internationalisation strategy continues apace with further growth and development at UNNC and UNMC, and we have again won International Strategy of the Year at the 2017 Times Higher Education Leadership & Management Awards (THELMAs).

The Impact Campaign

As at 29 September 2017, £242m funds have been raised for our Impact Campaign, our most successful development campaign to date.

Reputation

We have reviewed our reputation and positioning and launched a fresh and exciting new brand campaign raising the profile of the University nationally and internationally.

Global Strategy 2020

Significant investment in our vision for research

Teaching Excellence Framework
Gold Award in 2017

Our achievements so far
We are experiencing a period of unprecedented change and uncertainty throughout the world. The higher education environment continues to evolve rapidly as the pace of change accelerates. Changing student expectations, the globalisation of higher education, disruptive new technologies and increased competition for the very best talent requires us to regularly review our goals and actions – to continue to secure the University’s long-term success.

The changing environment

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Refreshing our global strategy

To deliver on our vision we must regularly review and refresh our aims and objectives.

We must adapt to the external environment, and deliver the inspiring place of learning and scholarship that transforms the lives of our staff and students. A place where our pioneering research solves today’s global challenges, and where we ensure our University is ready for the future.

Our vision, mission and principles hold true now just as they did in the days of Sir Jesse Boot, and in 2014 when we first devised this strategy.

This year, our University community came together to reflect on what we’ve achieved so far, and to detail our priorities for the years ahead.
Reviewing our progress

The review process looked at our focus and priorities for the future, and included the following consultative work:
- Global Strategy 2020 roadshows
- Student focus groups
- Senate Green Paper discussion
- Senior Leaders Forum discussion
- Council and Executive Board discussion
- Over 300 individual items of feedback

We then undertook a theme by theme review of our two core strategies:

1. Excellence in education and student life
2. World-changing research

Our underpinning strategies:
- People
- Making the most of new technology
- Building on a world-class estate
- Creating resources for long term success

Our vision, mission and principles remain current and relevant. As a result of the review we’ve adjusted our focus and priorities for the next stage.

We also commissioned a report to reflect on the economic, societal and scientific forces which will impact on the University’s future through to 2020 and beyond – entitled Megatrends. These are the global issues that will impact on our work and position, and help to support our strategic decision-making in the years to come.

Lastly, we reviewed our institutional key performance indicators (KPIs), in relation to what we monitor, what we report on, and the targets which we set.

The full Megatrends report can be accessed via the Global Strategy 2020 Workspace: nottingham.ac.uk/go/2020refresh

The headlines

This review has helped to cement and confirm our priorities to 2020 and beyond.

To realise our ambitions we must:
- Ensure a student experience that is world-class and continues to place students at the heart of all we do
- Deliver our transformational vision for research, secure external investment and attract talent to enable a step change in our approach to how we research
- Engage digitally – become a digital University and support our staff and students through this transition
- Prioritise and deliver on our People Strategy
- Make a renewed commitment to greater engagement with you, our University community, on the future of our great institution
- Ensure further integration and alignment between our three campuses
- Deliver on our ‘size and shape’ to meet our student recruitment targets

These are the areas we must focus on now and in the years to come in order to secure the future of our University.
Thank you for feeding into the review.
You told us we need to:

- be innovative
- continue to focus on our students
- work better with our partnerships and enhance our links with industry
- develop digitally, and better use systems and technology to our advantage
- increase the opportunity to study or work abroad
- set realistic targets in our research environment, and allow you the time and space to enable creativity
- understand our students better
- improve our older buildings, and ensure more central and shared spaces for both you and our students
- ensure deeper integration and alignment between our three campuses
- prioritise and stabilise our finance position in light of Brexit, fees and inflation
- significantly enhance how we engage with you and how you engage with our strategy, so together we can achieve our ambitions
- invest more in training and development, particularly coaching
- ensure you feel valued and supported, with opportunities to develop
- look at the Personal Development and Performance Reviews and the Academic Profile Tool, as these are viewed as both restrictive and challenging

In your words...

“We feel that ‘students at the heart’ needs to be defined more clearly and spell out the dynamic relationship between students and staff which ranges from teaching to mentoring to co-creating, so students are the core of what we do…”

“…academics also need the ‘brain space’ to develop more innovative, adventurous and novel research ideas.”

“The University’s uniqueness lies not in any of its qualities taken separately, but in their successful combination.”

“While excellence in education and providing world-class research are vital, we also need to focus more on the People Strategy over the next few years – our people, after all, are the ones who will deliver the excellent education and produce world-leading research.”
We are gold!

Our educational ethos is built on the premise that education can transform lives.

This drives our commitment to teaching and learning of the very highest quality – the gold standard. We put our students at the heart of our University, to unlock their potential and prepare them to shape the world for the better.

We've ensured excellence in education, and continue to provide an unrivalled student experience as our recent NSS and NSES scores demonstrate.

We've invested significantly in our facilities and infrastructure to create the best possible student experience, transforming our spaces, places and programmes. This includes the new Student Service Centres, which support our students on their journey with us, and the David Ross Sports Village which provides a superb platform for an improved sporting reputation whilst enhancing our students' sporting experience.

Most significantly, we've been awarded a gold in the inaugural Teaching Excellence Framework (TEF). This gold award reflects the huge amount of hard work that ensures our students have the best possible experience during their time with us. The TEF panel judged that “we deliver consistently outstanding teaching, learning and outcomes for our students... of the highest quality found in the UK.”

We are very proud of this fantastic achievement which fully supports the delivery of our core strategy: excellence in education.

Next, we will be focusing on our digital learning programmes, the delivery of Higher Degree Apprenticeships, the development of global programmes for undergraduates at all three locations, and the implementation of a global Nottingham Advantage Award.

We have exciting times ahead as we continue to deliver the gold standard in our teaching and learning.

“We’re absolutely delighted that we have received a TEF Gold rating. This reflects the hard work and creativity of our teaching staff and support colleagues across our UK campuses. Every single one of them has contributed to this institutional award, and I want to thank you all.”

Professor Sarah O’Hara
Pro-Vice-Chancellor for Education and Student Experience
World-changing research

We have a long-standing reputation for transformative world-class research.

We are poised to build on this reputation as we strive to be recognised as an institution that delivers research of real global significance through our discoveries and the development of solutions to today’s global challenges.

We have challenging goals to reflect this ambition.

We aim to:

- ensure a 40% increase in 4* outputs in REF
- deliver a 50% increase in our funding to £750m
- increase our impact by 25% 
- enhance our reputation

We’ve worked hard to update our Research Vision to ensure we continue to produce exceptional research of the very highest quality. We launched this vision at the Royal Society to an audience of external stakeholders, policy-makers, government, industry and research funders.

At the heart of this is the commitment to invest in specific areas of our research ecosystem including:

- six Beacons of Excellence
- world-class researchers and teams
- industrial collaborations
- international collaborations
- our transdisciplinary research
- world-class research environment
- the University of Nottingham World Institute
- greater integration between our three campuses

People are the life blood of our vision.

We’re committed to attracting and retaining the very best researchers and their teams, and we have pledged to recruit 100 fellows over the next five years to expand our prestigious fellowship schemes.

Our new Beacons of Excellence are focused on delivering transformative work of global importance, in the fields of human rights, healthcare, food, advanced materials and transport, bio manufacturing, and smart industries. Enhancing and complementing the work of our Research Priority Areas, Global Research Themes, centres, groups and institutes.

Having launched our vision for the future of research, our focus now is on delivery by: attracting and retaining outstanding researchers at all career stages; supporting our Beacons of Excellence; developing our World Institute; and preparing for our REF submissions in 2021.

We have a lot to do to realise our ambitions, and we hope you will join us on the exciting journey that lies ahead.

“Discovery is in our DNA. It inspires our people and is in the fabric of who we are.”

Professor Dame Jessica Corner
Pro-Vice-Chancellor for Research and Knowledge Exchange

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Our pioneering spirit has seen us lead the way in establishing campuses in China and Malaysia, forging lasting partnerships around the world to extend our global reach, impact and networks of education, research and industrial engagement.

We’ve recently delivered new teaching partnerships with key overseas institutions in China and Sweden, and we’ve worked hard to successfully embed the University of Nottingham International College (in partnership with Kaplan), to expand our undergraduate foundations and pre-masters provision. These partnerships help develop our world-class estate in the UK, China and Malaysia providing exceptional facilities for staff, students and stakeholders.

In addition, we’re working hard to increase our inter-campus mobility, and this year marks the largest number of UK students visiting UNNC.

We’ve also received recognition for our work in this area. We won the International Strategy of the Year category at the 2017 Times Higher Education Leadership & Management Awards (THELMAs).

Looking ahead we will be further developing our curriculum and extra-curricular activity to match our inspirations for a truly tri-campus model, and further enhancing our international employability options for all our students.

We are globally connected

“Our global connections are at the heart of what we do as a University. We are proud to be a global University, working hard to encourage collaboration and partnerships to mutual benefit.”

Professor Nick Miles OBE
Pro-Vice-Chancellor for Global Engagement

Looking ahead we will continue to improve how we target, attract and recruit the most talented students to the University, achieving student numbers and quality. In addition, we are developing coordinated recruitment plans, enhancing outreach and liaison activity, enhancing our admissions policy, and supporting the delivery of the Direct Admissions Go Live as part of Project Transform. Internally, we will develop strategies to enhance staff and student communication and engagement.

Attracting the very best

We have reviewed and refreshed our brand to confidently reposition our University in an increasingly competitive global market.

We have increased the number and quality of our campaigns as demonstrated with the new Global Student Recruitment Campaign and the Reputation Campaign – Discover Our World. This focuses on research to tell our story. Increased marketing and communications activity will ensure we enhance our profile, visibility and reputation globally. We are working hard to target, integrate, align and amplify our communications to have the greatest impact among our audiences.

We have reviewed the University’s ‘size and shape’ and set student recruitment targets up to 2020 with Schools, Departments and Faculties. To support the achievement of these targets we have aligned domestic and international recruitment teams to deliver both efficiency and synergy. For the first time we have implemented a Global Student Recruitment Campaign creative to be used by all three locations from 2018 entry onwards.

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Our people

You are at the heart of what we do and we remain committed to nurturing the extraordinary talents of all our staff.

To support you, we’ve launched the Academic Profile Tool to academic colleagues to measure performance, and we’ve created a Talent Dashboard to support the management of talent. We’ve launched the Leadership and Management Academy (LMA) focused on creating leaders, and we’ve embedded our new Equality Diversity and Inclusion (EDI) structures.

Brexit provided some challenges and initial uncertainty, but our commitment to attracting the very best from around the world is unwavering, and we are working hard to ensure we both attract and retain a highly talented and motivated community.

Going forward, we will be focusing on empowering you to embrace the technology changes and capabilities that the new Digital Strategy will deliver, whilst enhancing leadership capabilities.

Following our recent Staff Engagement Survey, we recognise the need to work hard to communicate and engage with all staff across the University, to support in developing successful and fulfilling careers, and to contribute to the future success of our University.

A 21st century university needs inspirational leaders.

Our digital world

We are living in the age of the digital: an era of unparalleled technology innovation.

To thrive and grow we must transform the way in which we connect, communicate, engage and collaborate via our digital strategy – creating the digital university of the future.

So far, we’ve installed Lecture Capture in 326 teaching rooms globally, our UK installation is the largest in Europe. We’ve established five Smart Bars in our libraries offering a one-stop shop for staff and students. We’re continually modernising our infrastructure to increase our network resilience and reduce the number of incidents that affect our services, and we are transforming the way staff, students and researchers can communicate and collaborate. Our Smarter Computing project completed the foundation work for upgrades to Windows 10; establishment of Office 365 online applications and the use of Skype for Business for instant messaging, online meetings and voice calls.

As the power, reach and capability of digital technologies continues to grow exponentially, we must evolve and adapt our digital capabilities to become a digital exemplar in higher education. There is much more to come as we embed a digital approach in all we do.
Beyond impact

The Impact Campaign has made a fundamental and lasting contribution to transforming lives through our world-leading research, including bold and brave thinking in breast cancer, children’s brain tumour and dementia research.

The campaign has also supported disadvantaged communities, funded scholarships for talented local students, and supported student-led volunteering projects in the East Midlands and beyond. We can be very proud of what we have achieved.

Looking ahead, we will launch a new campaign, 2020/1, with even greater ambition to secure future funding to support the student experience, develop our outreach, teaching, research and facilities. Philanthropic giving, including that from our 270,000 alumni community, will be central to this.

We are also working hard to enhance how we engage with our alumni. Locally through volunteering on our campuses, and globally through the use of technology and worldwide support from our international community. Building network and opportunities to support us in our future endeavours.

An incredible £242m has been raised by The Impact Campaign – as of 29 September 2017

Investing in our infrastructure

Our campuses, buildings and facilities are unrivalled providing stunning spaces and places to inspire our staff and students.

We are continually investing, significantly enhancing and adding to our world-class estate. Since the start of this strategy in the UK alone, we’ve delivered the following projects:

- George Green Library
- David Ross Sports Village
- GSK Carbon Neutral Laboratories for Sustainable Chemistry
- Refurbishment of the existing Chemistry building
- Sir David and Lady Susan Greenaway Building at UNNC
- Tuanku Zara Salim Teaching Centre at UNMC

To keep pace with both student and staff expectations of the physical environment in which they research, study and live we must continue to invest in our infrastructure and facilities.

Following a review of our halls of residence there will be a rolling programme of refurbishment and investment in our catered halls, improving our accommodation offer to prospective students, and supporting recruitment. We will also be working hard to ensure that both our physical and digital infrastructure is developed in partnership to ensure integration and alignment.

We are in a good position with a well-maintained estate and land available to support further development. An estates masterplan to create a 10-year roadmap is under way.

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For more information, please visit

nottingham.ac.uk/go
/2020refresh