The University of Nottingham was founded on a vision that education can transform people’s lives, has great social and economic value and should be accessible to everyone who can benefit from it.
On 2 June 1928, as King George V and Queen Mary were set to open the Trent Building and declare University Park our new home, Sir Jesse Boot wrote:

“At the moment of the opening by His Majesty the King, when the stones of the coming University are still un-weathered by time, it is difficult to appreciate the full significance of this educational development. Thousands of students as yet unborn will pass along the corridors and learn in the lecture rooms, and wrest the secrets from nature in the laboratories. Their work will link still more closely industry with science, add to the honour of our city and help to increase the well-being of our nation.

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.”
Introduction

This vision still applies. It speaks of ambition, engagement, partnership, civic responsibility and longevity, and the values on which it is built remain at the heart of our university. However, while our core values stay the same, almost 90 years of globalisation and technological developments make the world a very different place and our vision for 2020 needs to reflect these changes.

We recognise in our vision for 2020 and in our strategy that the Higher Education environment is evolving rapidly and the pace of change will only get faster. Changing student expectations, the globalisation of Higher Education, disruptive new technologies and increased competition for the best talent means we must regularly review our goals and actions if we are to achieve long-term success, yet remember our values and heritage.

Overall, the University is in a strong position globally having increased our student population, invested in priority areas of research and established two international campuses over the last two decades. Informed by analysis, reflection and broad dialogue about our current performance, strengths and areas of challenge, we will focus on consolidating and enhancing our position as a world-leading university and direct resources towards:

- 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

This strategy will deliver our ambitions over the medium term while laying the foundations for success beyond 2020.

We will keep these goals and actions under constant review and make sure that we continue to respond to future challenges and competition, are dynamic and ambitious in our responses, and always try to act in the best long-term interests of our university.

Professor Sir David Greenaway
Vice-Chancellor
The University of Nottingham

The University provides innovative and top quality teaching, undertakes world-changing research, and attracts talented staff and students from 150 nations.
Our Vision for 2020

The University of Nottingham is an inspiring place of learning and scholarship that transforms lives through:

• Offering an outstanding, broad-based, international education to talented students
• Developing skilled, reflective global citizens and leaders
• Undertaking fundamental and transformative discovery
• Being committed to excellence, enterprise and social responsibility
• Sustaining and improving the places and communities in which we are located
• Being engaged internationally to enhance industry, health and well-being, policy formation, culture and purposeful citizenship

Our Focus for Action

Achieving our vision for 2020 requires us to reflect on areas of current strength and challenge and identify opportunities for further development. Our focus through to 2020 will include:

• A focus on quality in all we do
• Meeting the changing expectations of our students
• Changing the way we work with our students
• Enhancing research quality and impact
• Growing external partnerships to support teaching and learning, research and student employability
• Embedding internationalisation
• Ensuring financial sustainability

Core Principles and Values

To deliver our vision for 2020 we will:

• Put students at the heart of the University
• Value all staff and support them to excel
• Focus on quality and excellence
• Value diversity and promote equality
• Think globally, deliver locally, and engage personally
• Take an international view across all our activities
• Sustain our commitment to being comprehensive, research intensive and socially responsible
• Enrich our heritage and build on the legacy of Sir Jesse Boot, to honour our public obligations to current and future generations of students, alumni and staff, and the communities in which we are embedded
Excellence in Education and Student Life

The University of Nottingham was founded on a vision that education can transform people’s lives, has great social and economic value and should be accessible to everyone who can benefit from it.

A Nottingham education and experience is shaped by:

- A wide range of courses with superb potential for combining different subjects to foster interdisciplinary learning and understanding
- A unique international dimension, with a large international student and staff community
- Our outstanding parkland campuses in the UK, Malaysia and China

Students are at the heart of our community, with active and enterprising Students’ Unions and Associations promoting opportunities for leadership, volunteering and community action.

Nottingham graduates from all of our campuses emerge as global citizens, highly sought after due to their blend of knowledge and skills, and a strong sense of entrepreneurship, community and social responsibility.

We will further improve our students’ experience, with an emphasis on partnership working and personalising learning, to make sure we attract talented students and that our graduates are highly employable.

"Nottingham graduates from all of our campuses emerge as global citizens, highly sought after due to their blend of knowledge and skills and a strong sense of entrepreneurship, community and social responsibility."

The University was commended for its teaching standards in the latest Quality Assurance Agency (QAA) audit.
Core Strategies
Excellence in Education and Student Life

1. **Put students at the heart of our university and make them active partners in their own education**
   - Establish a set of principles as the basis for partnership working between students and staff.
   - Involve students in making decisions about teaching and learning policy and practice.
   - Ask our students for feedback on their educational experience, and respond to and act on it.

2. **Personalise students’ learning experiences**
   - Promote, support and provide the necessary resources for small-group teaching.
   - Provide all students with regular focused feedback on their progress and attainment.
   - Create teaching, research and social spaces that foster belonging to an academic community.
   - Support students’ academic and personal development to help them move into Higher Education, through their programme with the highest prospects for attainment and success, and into work.

3. **Make sure teaching is of the highest quality and held in high esteem**
   - Use feedback on teaching to recognise and promote excellent teachers and assess the quality of taught programmes.
   - Support teachers to reach their full potential through ongoing professional development and invest in leadership development programmes for emerging and senior educational leaders.
   - Recruit senior educators to be catalysts for improving the quality of teaching, supporting innovation and developing technology-enhanced learning.

4. **Provide students with opportunities to develop the skills, qualities, knowledge and experience to prepare them for high-value employment in their chosen field**
   - Create more work experience, placement and internship opportunities for students locally, nationally and internationally.
   - Provide opportunities for all students to improve their knowledge and skills in research, leadership, internationalisation and sustainability across a wide range of fields.
   - Provide expert careers guidance and develop employability skills in a way that is accessible to all students throughout their time with us.

5. **Offer a wide range of taught programmes that are relevant, research-based and attractive to students, with the potential to achieve academic excellence**
   - Review and adjust our portfolio of taught programmes to make sure they are high-quality, relevant and attractive to students and employers.
   - Review our postgraduate taught programmes, looking to new markets and opportunities for growth in the online environment.
   - Focus recruitment and admission activities on improving the quality of the students who apply to us and attracting the best students with the potential to achieve academic excellence.

6. **Support students to take part in wider university life and other communities**
   - Work with the Students’ Union to provide a range of social, sporting, arts, cultural and other activities and environments.
   - Support and encourage students to be fully involved in university life through halls of residence, student societies and academic and social events.
   - Promote activities which bring together different groups of students, including events involving our campuses in the UK, China and Malaysia (‘Tri-Campus’ events).
   - Support and encourage students to volunteer and take part in other activities within local communities around our campuses using the Nottingham Advantage Award to support and recognise learning and development.
   - Provide facilities – physical and digital – which support students in actively taking part in university life.
World- Changing Research

Nottingham has a long history of delivering world-changing and world-leading fundamental and translational research, taking findings and discoveries from the desk or laboratory to practical uses and products that improve people’s lives. The Nobel Prize-winning work of Sir Peter Mansfield on imaging and developing and using MRI is a fine example of both. We have also enjoyed record levels of continued success in gaining grant funding, alongside a superb track record in doctoral training.

We now need to build on this success and further raise the quality of research across all of our research priorities, supporting research leaders, building international and industrial collaborations and delivering high-impact research along with an increased focus on commercialising our research and intellectual property and working with industry partners to gain access to increasingly competitive funding.

“We will invest in co-ordinated research leadership programmes at University, Faculty and School level, involving established researchers and those at an early stage in their careers.”

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Goals and Actions

1. Recruit and develop outstanding researchers at all career stages
   - We will search internationally for the most talented researchers.
   - We will invest in co-ordinated research leadership programmes at University, Faculty and School level, involving established researchers and those at an early stage in their careers.
   - We will value effective mentoring as a key part of managing research and put it in place across our university.
   - We will create more opportunities for undergraduates to work with world-leading researchers and research activities as part of their taught programmes.
   - We will recognise and reward the highest levels of research excellence.

2. Produce and effectively share high-quality research
   - We will encourage and support our researchers to develop purposeful international and industrial collaborations with the potential to improve the quality of research and lead to increased citations and impact.
   - We will put in place a thorough internal peer review to improve the quality of research.
   - We will increase the use of bibliometrics in our overall approach to promoting excellent individuals and assessing the productivity and quality of our research teams.

3. Adopt a ‘systems approach’ to managing research to establish a dynamic portfolio of research priorities associated with our five Global Research Themes
   - We will build the capacity, strength and depth of our research around five global themes: Cultures and Communication, Digital Futures, Health and Wellbeing, Sustainable Societies, and Transformative Technologies.
   - We will put in place a governance and management structure to oversee the introduction and success of these Global Research Themes and Research Priority Areas and develop links with research institutes, centres and doctoral training programmes.
   - We will improve the way we market our research to increase our visibility and impact by making the most of the Internet, advertising our research in all forms of media and at conferences and through targeted events.
   - We will invest in university-wide systems and processes to develop proposals, gain funding, manage research activities and partnerships, develop research impact and culture research excellence across our university.

4. Demonstrate the contribution our research makes to social improvement and the economy and the benefits to individuals, organisations and nations
   - We will develop a Research Impact Framework to make sure we follow a strategic and co-ordinated approach and systematically identify, capture and promote case studies showing the effect of our research.
   - We will make the best use of funding from the Research Council to speed up and demonstrate the effects of our excellent research.
   - We will increase the effect of research and innovation through the Horizon 2020 funding, work which is vital to the European Union policy directives for growth and to develop a smart and inclusive economy.
   - We will help postgraduate researchers and those at an early stage in their careers, through our Researcher Development and Training programmes, to have the knowledge, qualities and transferable skills that are necessary to have a positive effect in academic or professional environments.

“We will build our research around five Global Research Themes – Cultures and Communication, Digital Futures, Health and Wellbeing, Sustainable Societies and Transformative Technologies.”
Embedded Internationalisation in All We Do

The University of Nottingham was established for the people and City of Nottingham. Over the last 90 years, we have responded to an increasingly globalised world and successfully internationalised in distinctive ways, through expanding our international student community, recruiting staff from around the world and developing partnerships across the world and establishing two new universities in Asia — the University of Nottingham Malaysia Campus (UNMC) and University of Nottingham Ningbo China (UNNC).

This brings with it unique advantages. It exposes our students to cross-cultural ways of thinking and understanding and helps them understand other people’s perspectives. It builds networks for life which can span the globe and promotes broader understanding and social cohesion. It provides opportunities for international partnerships and networks which support and improve our education programmes and research, and the impact of that research on a much broader international stage.

We need to make sure this unique advantage is part of all our activities.

In particular it needs to enrich our students’ learning experiences and further develop UNMC and UNNC as leaders in education and research, and provide opportunities in Asia for student and staff recruitment, research and commercial partnerships.
Embedding Internationalisation in All We Do

Goals and Actions

1. Offer opportunities in our formal curriculum and the broader university experience that ensures all students experience a high-quality international education

   • Make sure all programmes clearly express the international dimension of the curriculum.
   • Promote and support international opportunities for students, including summer schools at the UK, Malaysia and China campuses.
   • Increase the number of international students and better support them by making sure they become a part of our university, sharing knowledge, providing the skills they need to become employable and creating opportunity for life-long relationships and networks.
   • Further develop online and technology-enhanced learning to build international communities of learners at undergraduate and postgraduate levels.

2. Increase the global reach and impact of our research by strengthening and increasing the number of international collaborations

   • Put in place a regionally focused, centrally coordinated strategy to allow for long-term strategic international partnerships that support research, working with businesses and sharing knowledge.
   • Encourage and facilitate our academic schools, departments and research teams to develop strong international and industrial collaborations to support high-quality research, impact and commercialisation.
   • Provide a broad range of short-term opportunities for our students to study or work elsewhere to further develop relationships with our long-term partners.

3. Build capacity, partnership links and excellence in research and teaching at University of Nottingham Malaysia Campus and University of Nottingham Ningbo China

   • Continue to develop the curriculum, quality assurance processes and shared business systems needed to deliver a joined-up global university.
   • Extend the portfolio of taught programmes at UNMC and UNNC in line with the planned growth in student numbers.
   • Identify, mentor and support the next generation of outstanding researchers and educators to make sure that they plan and deliver innovative education programmes and develop and lead research and industrial collaborations with genuine social benefit.
   • Develop a framework and associated support which encourages staff to move between our campuses for short, medium and long-term assignments.

“The distinctive way we have internationalised brings unique advantages. It exposes our students to cross-cultural ways of thinking and understanding, helps them understand other people’s perspectives, builds networks for life which can span the globe and promotes broader understanding and social cohesion.”
Partnerships for Growth – Working with Organisations Outside our University

The University of Nottingham was founded on the philanthropy of Sir Jesse Boot and his inspiring vision that science and industry should combine for social and economic benefit. Working with organisations outside our university and building partnerships is vital to achieving this vision. We are known for being entrepreneurial and innovative and for working in partnership with a range of businesses to do research and commercialise discoveries.

We enjoy relationships with local, regional and national employers across a range of sectors, who offer work experience opportunities to our students and employment opportunities to our graduates, and these relationships benefit us and employers. We have an expanding alumni community of over 230,000, many of whom are loyal supporters of our university, and by 2020 17% of our alumni will live in Asia. In 2011 we launched 'Impact: the Nottingham Campaign' to raise £150 million to further support our university’s work.

We now need to increase our work with a broader variety of public, private and voluntary organisations and with our past students to contribute to our educational mission, commercialise and share our research, identify future funding priorities for research and education and promote philanthropy to generate resources to support our core activities.

Our strong links with employers in a variety of sectors mean that employment statistics for our graduates are consistently high.
Enabling Strategies
Partnerships for Growth – Working with Organisations Outside our University

Goals and Actions

1 Develop a broad range of high-value partnerships with public, private and voluntary sector organisations to make sure our courses continue to be relevant and to create employment opportunities for our students.

• We will target partners whose strengths and ambitions are in line with ours to increase experience-based learning and employment opportunities for our students.
• We will make sure our programmes are relevant to employers and professional bodies.
• We will expand professional development and executive education opportunities locally, nationally and internationally to support sharing knowledge, building partnerships and generating income.

2 Strengthen and increase the number of local, national and international research partnerships

• We will target and then grow industry partners that align with our research strengths and ambitions.
• We will target high-performing Higher Education institutions and research partners that align with and support our research strengths and can increase the value and impact of our research.
• We will adopt consistent approaches to our partners, in terms of management and services offered.
• We will work with governments and their agencies, including research funders, at an early stage to help shape thinking and achieve better representation on working groups and decision-making panels.
• We will make sure that regular and consistent horizon scanning is a basic part of our work to capture important and relevant research and wider funding opportunities as early as possible.

3 Develop and increase commercial partnerships to make the most of our intellectual property, establish joint ventures and support local businesses and our own spin-out companies

• We will increase the percentage of external funding to support translational research targeted at generating or further developing research and its associated intellectual property.
• We will encourage organisations and community groups to use the research knowledge, facilities and equipment available within our university to help meet their development needs.
• We will support student enterprise and business ventures by offering access to resources and facilities.
• We will develop relationships with local small and medium-sized enterprises, particularly those interested in product and process innovation and developing talent.
• We will further invest in and promote our successful Innovation Park model, to support new businesses in key national and local priority sectors.

4 Develop strong local and global networks of engaged alumni who act as ambassadors for us, supporting education and research by contributing time, expertise, networks and financial support

• We will increase our work with alumni, establishing relationships and building awareness with students while they are studying with us.
• We will draw on the influence and skills of our alumni to support our main business of education and research.
• We will identify, map and track our alumni more effectively and make sure our partnerships with them aim to match up their interests with our priorities.
• We will increase the level of philanthropic giving to our university, including from alumni, through a new campaign with even greater ambition than Impact: The Nottingham Campaign, which recognises the essential role this funding plays in developing our outreach, teaching, research and facilities.

“We will target partners whose strengths and ambitions are in line with ours to increase experience-based learning and employment opportunities for our students.”
Foundations

To achieve our goals we will need to make fundamental changes to some aspects of the organisation.

**People**

We will need to change how we enable, support and motivate our staff to deliver our strategy. We also need clear leadership and a capable community who work together to deliver our shared goals and ambitions.

We will deliver the following actions as priorities within our people strategy:

- **We will appoint people to all our leadership posts from a diverse pool of talent, on a competitive basis.**
- **We will prepare staff for leadership and management roles early in their careers so they have the wide experience needed to take on roles with greater responsibility, with equal commitment to building the next generation of academic, professional services, technical services and operations and facilities leaders.**
- **We will provide tailored programmes for leaders in education and research and clarify leadership roles and responsibilities with appropriate accountability.**
- **We will support the continuous professional development of all staff so they can be effective in their current roles and develop and progress within our university.**
- **We will develop a culture and working environment that encourages people to challenge themselves and others — openly, constructively and with respect — to raise the quality of all we do together. This environment will support staff in the important aspects of their roles and careers.**
- **We will provide robust support for effective people and operational management, by promoting fair and transparent workload, research and teaching performance measures, and performance management systems.**
- **We will review the reward and incentive structures to recruit and keep a highly talented workforce, support team and partners and drive excellence in education, research and the student experience.**

**Making the most of new technology**

Our IT systems will provide a responsive and global service which supports education and research.

- **We will support physical and virtual spaces which are appropriate for effective teaching, learning and for enabling our partnerships.**
- **We will renew and re-structure into an agile information services organisation that can continuously respond to support our ambitions.**
- **We will provide joined-up information systems to support business processes for managing the student journey through our university. We will review all business systems by 2020.**
- **We will redesign workplace computing services to make them easier to use, more reliable, secure and cost-effective.**
- **We will make it possible for meetings between our three campuses to be held online, allowing them to communicate clearly and effectively.**
- **We will provide an internal communications system which allows staff to find all the information they need quickly and to do their jobs efficiently and effectively.**

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“We will develop a culture and working environment that encourages people to challenge themselves and others — openly, constructively and with respect — to raise the quality of all we do together.”
Building on a world-class estate
This global strategy 2020 will be supported through a prioritised capital investment programme, which will include:
• Further improving our unparalleled parkland campuses
• Innovative facilities to improve the student experience
• Providing sector-leading library and social learning spaces
• Providing flexible high-quality teaching spaces to support changing learning needs and methods of delivering this learning
• Refurbishing and remodelling existing premises to improve high-quality spaces for education and research
• Buying land to further develop our campuses
• Making strategic investments to support research through partnerships
• Developing 10-year ‘master plans’ for all of our campuses

Effective organisation and governance
Effective organisational design and governance is vital. We need to know we have the right leadership, decision-making processes and local accountability in place to deliver this strategy.
The changes we need to make include:
• Improving support for business-related decision making
• Designing professional services from the perspective of the user, supporting the delivery of excellence in education and world-changing research
• Working together across both our departmental and international boundaries to improve the student experience
• Making sure that simplified, standardised and joined-up business processes support the student experience, the way education is provided and the way research and knowledge is exchanged

Creating resources for long-term success
Delivering this global strategy 2020 will require long-term investment supported by a strong financial plan. This will focus on generating income and managing costs, increasing our profits for investing in strategic priorities.
The following broad objectives contribute to the context and shape of the financial plan.
• We will protect our main income sources and improve competitiveness through a focused and market-driven approach to our educational provision. We will rapidly adjust our programme portfolio to changes in demand.
End note

The University of Nottingham has evolved from a University College established to meet local needs to one of the world’s top Global Universities. Successive generations of staff, students and alumni have created a legacy of success and achievement. We should all be proud that we have been bequeathed a rich legacy to build on, not one to rest on. The global strategy 2020 provides the basis for doing just that; not just to grow and develop over the period to 2020, but to provide further value and strength for the next generation of staff, students and alumni to build on.

The strategy framework is the product of extensive analysis and consultation with staff, students, alumni, partners and governors. It will underpin the choices we make over the next period of our development. Those choices must be faithful to our heritage and the values it has given us, while responding to a rapidly changing context. Perhaps above all, we live in an increasingly digital world. Yet in that world, place becomes ever more important. We have exceptional places for working, learning and developing. Our places are no longer just in Nottingham and this offers opportunities for unique choices to benefit our students, staff, alumni and partners.