

Proposed content for the new University strategy

Vision and mission

We are a university with beautiful campuses in three countries, inspiring a global outlook.
We empower and support talented people – students and staff - to collaborate in learning, scholarship and discovery across the full breadth of human experience, solving problems and improving lives.
We are stewards of a pioneering and entrepreneurial tradition of creativity and innovation.

Our vision is:
To be a university without borders, where disruption is seen as opportunity and where ambitious people and a creative culture will enable us to thrive.

Values

- **Collaboration, inclusivity** - open but challenging debate and mutual respect
- **Ambition, creativity, innovation, entrepreneurialism, pioneering spirit** – a culture of experimenting which recognises that experiments do not always succeed
- **Fairness, transparency, integrity** – a covenant between all members of our community
- **Health and wellbeing** – a caring community within which each individual is able to thrive in a safe and supportive environment
- **An international mind-set** – facing global challenges which stretch beyond our campuses in three countries
- **Quality in all we do** – holding ourselves to high standards, and supporting each other to achieve them

Goals (see page two for illustrative examples)

We will...

Nurture potential by recruiting, and supporting individuals with the highest potential to succeed as students and staff.

We will...

Future-proof our students to excel in the working world and contribute to society – building a lifelong learning partnership with our students, our alumni and with employers.

We will...

Solve problems and improve lives through education, research and knowledge exchange of the highest quality and through its application to local and global challenges.

We will...

Prioritise environmental sustainability in the focus of our research and teaching as well as in our own behaviour as an organisation. To this end we will ensure that we achieve net carbon neutrality by 20XX¹.

We will...

Pursue our mission through collaboration and partnership – between academic subjects and disciplines; between staff in different types of role; between teaching and research; between organisations and nationalities; between the University and the communities in which we are situated.

We will...

Bring an international mind-set to all our activities, acting as a force for international understanding and collaboration, and ensuring that every student and staff member has a global experience, to foster a world without borders.

Enablers

- **People** – students and staff – an inclusive environment which supports wellbeing and empowers people to achieve their potential
- **Decision-making** - transparent, agile arrangements which ensure we live up to our values and which reflect the right balance between central and local
- **Financial responsibility** – new income streams and reducing waste so that we can continue to fund ambitious investments to further our charitable purpose
- **Infrastructure** - use and develop our assets more effectively in ways that enhance teaching, research and the student experience, creating the right conditions for creative collaboration
- **Get the fundamentals right in all aspects of our environment and our processes** – with health and safety paramount and partnership working to promoting continuous improvement
- **Risk management** – encourage innovation whilst keeping our community safe in both the physical and virtual worlds

¹We want to commit to a date which is based on a proper understanding of what this will take, bearing in mind that the target will be for all our operations globally.

Illustrative examples of what we are already doing and what we could do in the future

Goals from the proposed content (see page one)

<p>We will...</p> <p>Nurture potential by recruiting, and supporting individuals with the highest potential to succeed as students and staff.</p>	<p>We will...</p> <p>Future-proof our students to excel in the working world and contribute to society – building a lifelong learning partnership with our students, our alumni and with employers.</p>	<p>We will...</p> <p>Solve problems and improve lives through education, research and knowledge exchange of the highest quality and through its application to local and global challenges.</p>	<p>We will...</p> <p>Prioritise environmental sustainability in the focus of our research and teaching as well as in our own behaviour as an organisation. To this end we will ensure that we achieve net carbon neutrality by 20XX¹.</p>	<p>We will...</p> <p>Pursue our mission through collaboration and partnership – between academic subjects and disciplines; between staff in different types of role; between teaching and research; between organisations and nationalities; between the University and the communities in which we are situated.</p>	<p>We will...</p> <p>Bring an international mind-set to all our activities, acting as a force for international understanding and collaboration, and ensuring that every student and staff member has a global experience, to foster a world without borders.</p>
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Examples: What are we already doing which supports these goals?

<p>We are already...</p> <ul style="list-style-type: none"> Offering targeted development support and mentoring to staff Committing to ambitious targets for access and participation for students from under-represented backgrounds Increasing our investment in support for equality, diversity and inclusion (EDI), with dedicated Pro-Vice-Chancellor leadership 	<p>We are already...</p> <ul style="list-style-type: none"> Offering an increasing range of degree apprenticeships to prospective students and employers Continuing to invest in the Nottingham Advantage Award to give our students an edge in the employment market Working with Students as Change Agents to innovate in the delivery of learning and teaching 	<p>We are already...</p> <ul style="list-style-type: none"> Implementing an ambitious programme to increase the scale, quality and reach of our research Creating and supporting high quality space for researchers and students to work with local entrepreneurs and to partner in larger scale innovation Working in partnership with Nottingham Trent University through 'Universities for Nottingham' to develop a civic engagement plan 	<p>We are already...</p> <ul style="list-style-type: none"> Bringing together researchers through our Beacons of Excellence to address all of the United Nations Sustainable Development Goals Reducing our reliance on single-use plastics and promoting waste reduction through nudges like our 'latte levy' Ensuring that any new buildings are constructed to BREEAM² 'excellent' standard for sustainability 	<p>We are already...</p> <ul style="list-style-type: none"> Encouraging and supporting trans-disciplinary research programmes including through our Beacons of Excellence Investing in shared learning, teaching and laboratory spaces which bring together students, researchers and teachers across disciplines Raising school attainment in our local community as a successful academy sponsor 	<p>We are already...</p> <ul style="list-style-type: none"> Recruiting our students from over 150 different countries Partnering with some of the most successful universities globally through Universitas 21, which includes access to high quality international placements for undergraduates Working with top universities and research institutes worldwide, with more than half of our publications co-authored with international partners
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What ideas have been suggested during the consultation in line with these goals?

<p>We could...</p> <ul style="list-style-type: none"> Recruit all UK undergraduate students via contextualised offers Recruit to all staff posts using anonymised applications Offer a foundation year for talented students who need some extra preparation, with their final year of study offered free so that they do not pay more overall 	<p>We could...</p> <ul style="list-style-type: none"> Make all our programmes genuinely accessible on a part-time and flexible basis, using technology to support this Give all alumni lifetime access to our online learning resources Offer every student a paid placement with an employer, in one of our research teams or with an international partner 	<p>We could...</p> <ul style="list-style-type: none"> Set up a research funding support unit to deliver a step change in the external financing of our research activities including major facilities Offer all students access to support and training for setting up their own businesses Develop an innovation hub in the centre of Nottingham 	<p>We could...</p> <ul style="list-style-type: none"> Require carbon offset purchase for all business travel Conduct an environmental impact assessment for all significant proposed investments Include relevant learning on sustainability as part of all our undergraduate programmes 	<p>We could...</p> <ul style="list-style-type: none"> Create spaces designed to promote collaboration which are accessible to all students and staff Offer all Nottingham students a common module they would study with those from other subject disciplines and campuses. Options could include critical thinking, sustainability, research and business skills Promote shared professional development across all staff groups, including developing a shadowing/mentoring approach which would partner academics with professional services and technical staff and bring together staff based in different countries 	<p>We could...</p> <ul style="list-style-type: none"> Create a sabbatical leave entitlement to be used to develop new international research partnerships Offer every University of Nottingham student an international opportunity – perhaps a module studied together with students in another international location, or a study abroad option Review our curriculum content and our research narratives to ensure they are free of colonial attitudes and assumptions
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The strategy will be supported by a series of strategic delivery plans. Where these are already in place (eg the Research Vision), they will be refreshed in light of the new strategy. The application of these plans to UNUK, UNNC and UNM will vary and be determined in line with the 'one University, three countries' principle.

²<https://www.breeam.com/discover/technical-standards/newconstruction/>