



University of
Nottingham

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University of Nottingham Ningbo China

Strategic Plan

Roadmap
to 2030





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Foreword

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In 2024, we celebrated the University of Nottingham Ningbo China's 20th anniversary. As the first Sino-Foreign University we have created an outstanding campus environment and grown to deliver an attractive range of programmes across three academic Faculties to approximately 10,000 students. Our Roadmap to 2030 constitutes our Strategic Plan for the next five years, which has been developed within the context of the University of Nottingham's over-arching strategy. Whilst setting out a strategic vision for further growth, this is a roadmap that will remain flexible, enabling us to adapt quickly to the changing world, evolving how we work to capitalise on the opportunities that are presented to us.

Over the next five years, we will grow the number of students enrolled, expanding and developing our existing academic programmes and introducing new ones. To support this growth, we remain committed to fostering a world-class academic environment that delivers exceptional education with an outstanding student experience, alongside world-leading research with real-world impact. By leveraging our position as a Sino-foreign university operating within the University of Nottingham's tri-campus footprint, we will continue to expand international collaborations, strengthening ties with international institutions, and national and multi-national companies. We will also deepen our engagement with alumni and other stakeholders, and increase mobility opportunities for students and staff.

We will further broaden the extent of the global impact of our Research and Knowledge Exchange, with an ongoing strong emphasis on quality. We will continue to develop strategic research partnerships and ensure our research aligns with the United Nations Sustainable Development Goals. Indeed, sustainability is a crucial element of our unique campus environment in Ningbo. Sustainability will continue to be embedded in all further improvements of our estate and infrastructure to ensure we make an enduring positive impact on our environment and society.

We aim to attract and develop the best talent in creating an open, collaborative and inclusive environment for all students and staff. We will continue to ensure the ongoing financial resilience of our organisation as we further invest in our digital and physical infrastructure. As we continue our journey, we remain steadfast in upholding the values of the University of Nottingham that have defined our success over the past two decades. By embracing adaptability, fostering collaboration, and driving forward with a shared vision, we will shape a future that positions us at the forefront of global higher education.

This Strategic Plan is based on the fundamental elements of the University of Nottingham strategy.

Vision

Our vision is to be a university without borders, where we embrace the opportunities presented by a changing world, and where ambitious people and a creative culture will enable us to change the world for the better.



Values In all we do, we value



Inclusivity.

We are a community where everyone can contribute and be appreciated for who they are.



Ambition.

We set the highest standards for ourselves and our work and support each other to achieve them.



Openness.

We adopt a straightforward and transparent way of communicating with each other and with the world, championing the free exchange of ideas.



Fairness.

Our decisions and actions are consistent, impartial and ethical.



Respect.

We have regard for each other's rights and feelings, and demonstrate this in our behaviour, treating each other with kindness.

Mission



We have inspiring campuses in three countries, energising us to be a globally engaged university that is also committed to making a difference in our cities and regions.



We empower and support students and staff to collaborate in learning scholarship and discovery across all realms of knowledge, solving problems and improving lives.



We are stewards of a pioneering and entrepreneurial tradition of creativity and innovation.

This Strategic Plan has been structured by incorporating the objectives and tasks that we will focus on in the coming years into six themes.

The aim for each of the six themes is provided below.



Education and Student Experience

We aim to provide an innovative and inclusive international higher educational environment in China that nurtures intellectual growth, fosters student well-being, and prepares graduates for lifelong success.



Research and Knowledge Exchange

We aim to deliver academically excellent research and innovation that leverages our unique position as a Sino-foreign collaboration to catalyse real-world impact.



Global Engagement and Reputation

We aim to position UNNC as a globally connected, forward-thinking institution that promotes a global mindset, enhances international mobility, strengthens strategic partnerships, and builds vibrant alumni networks. These efforts aim to enrich learning, advance impactful research, and promote cross-cultural exchange.



People and Culture

We aim to be recognised as the leading Sino-Foreign University employer of choice where we will continue to take pride in our diverse global community of students and staff dedicated to the highest levels of excellence in education and research.



Sustainability

We aim to become a beacon promoting sustainable development in global higher education by advancing the SDGs through sustainability in governance, operations, education, research, and partnerships.



Finance and Infrastructure

We aim to ensure the long-term financial sustainability of the University through growth in revenue, generating sufficient surpluses and cash resources, along with enhancing the physical and digital infrastructure on our campus in a way that inspires all that study, live and work here to achieve their ambitions.





Education and Student Experience

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provide an innovative and inclusive international higher educational environment in China that nurtures intellectual growth, fosters student well-being, and prepares graduates for lifelong success.



Education and Student Experience

Objective 1 :

Attract and enrol a diverse pool of high-calibre domestic and international undergraduate and postgraduate students

Task 1.1: Enhance student recruitment through showcasing the university's academic reputation, global mobility, and inclusive international community

Task 1.2: Strengthen domestic and international partnerships to further diversify recruitment channels for UG and PG students

Task 1.3: Further develop scholarship programmes to attract top quality students from domestic and international talent pools

Objective 2 :

Deliver world-class education through innovative pedagogy, experiential and interdisciplinary programmes, and promoting teaching excellence

Task 2.1: Enhance our curriculum through continuous review to ensure alignment with industry needs, emerging trends and international standards

Task 2.2: Embrace experiential and interdisciplinary learning by embedding internships, community projects, research opportunities, competitions, and global study programmes into the curriculum

Task 2.3: Enable continuous improvement of teaching through adoption of emerging pedagogical technologies and responding to feedback from students and industry

Task 2.4: Optimise a transformative preliminary year to equip students with the English language proficiency, skills and knowledge to excel in their subsequent academic study and thrive in the international university environment

Task 2.5: Promote teaching excellence through recognition programmes that reward high quality teaching, student engagement and educational leadership

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Education and Student Experience

Objective 3 :

Modernise educational spaces and leverage cutting-edge technology to create flexible, accessible and engaging learning environments

Task 3.1: Modernise teaching and learning environments to create collaborative, accessible and inclusive spaces equipped with the latest technologies, delivering an enhanced learning and teaching experience for all students

Task 3.2: Adopt emerging technologies including virtual reality (VR), augmented reality (AR) and artificial intelligence (AI) to enhance teaching and learning

Task 3.3: Expand the availability of online learning and hybrid models to meet the needs of diverse learners

Objective 4 :

Champion a vibrant, inclusive and supportive international campus community that enhances personal growth, well-being and a sense of belonging

Task 4.1: Enrich campus life through enhancing our student clubs, arts and cultural initiatives, civic engagement and extracurricular activities

Task 4.2: Prioritise student health and wellbeing through tailored and targeted wellbeing programmes, improvement of sport and recreational facilities, and access to support services

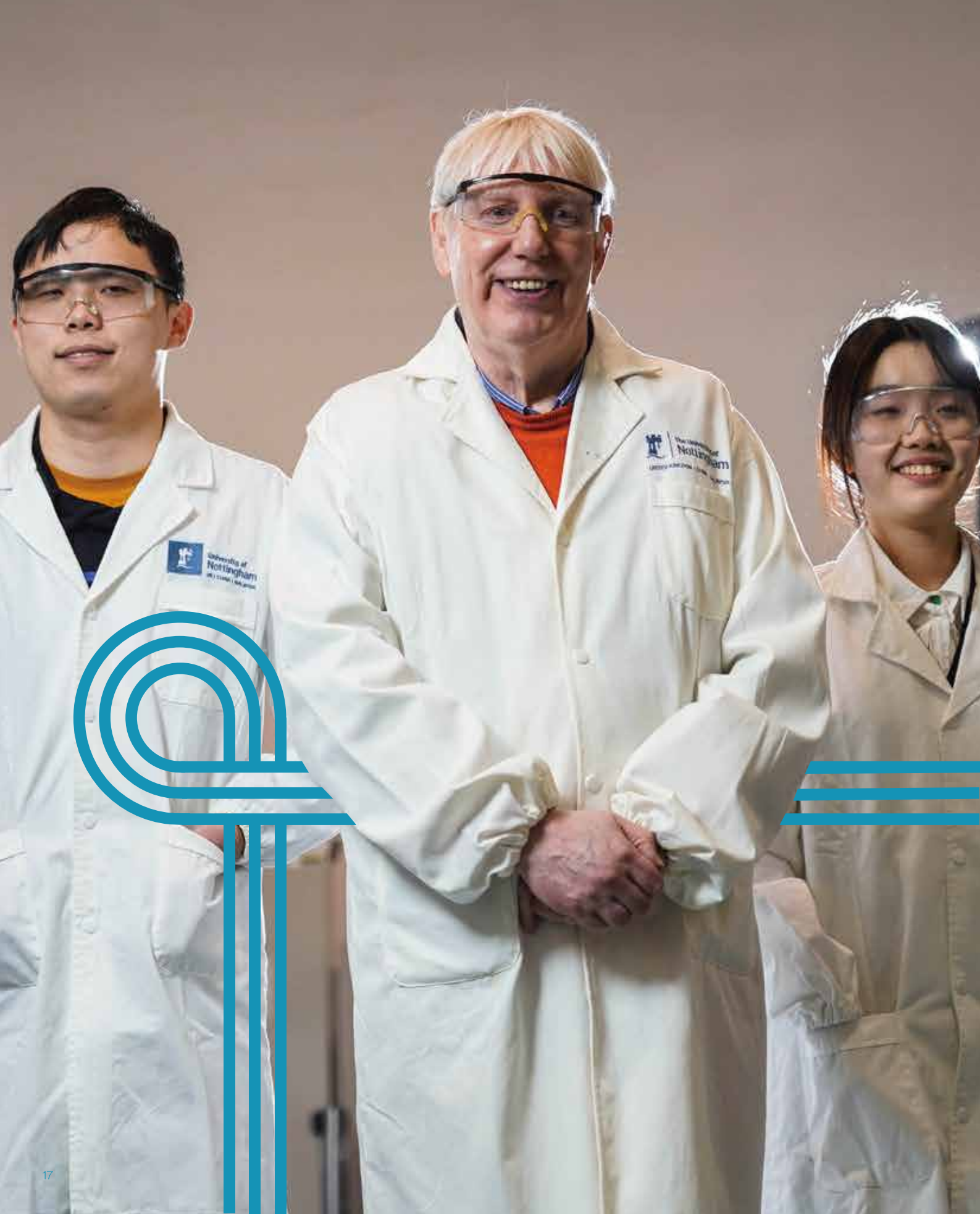
Task 4.3: Empower the Student Voice through involving students in decision-making

Task 4.4: Celebrate international cultures through regular events and initiatives, drive further tri-campus collaboration and enhance support for international students



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Research and Knowledge Exchange

We aim to _____

deliver academically excellent research and innovation that leverages our unique position as a Sino-foreign collaboration to catalyse real-world impact.



Research and Knowledge Exchange

Objective 1 :

Deliver next generation themes of our research activity

Task 1.1: Identify emergent areas where UNNC expertise can address future challenges and opportunities

Task 1.2: Recruit and nurture the next generation of research leaders to advance these research initiatives and embed them within the university

Task 1.3: Ensure leadership in developed disciplines by continuing to cultivate these research strengths

Objective 2 :

Promote a trans-national research culture that is inclusive and people-focused

Task 2.1: Improve reward and recognition for research and research support by celebrating our achievements and supporting staff promotion

Task 2.2: Provide and incentivise researcher development at all career stages with enhanced training opportunities

Task 2.3: Collaborate with municipal, provincial, and national governments and industries through regular dialogue to ensure our research addresses their future needs and priorities

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Research and Knowledge Exchange

Objective 3 : Strengthen capability to advance and broaden the international reach of research activities

Task 3.1: Capitalise on our tri-campus presence by embedding a culture of cross-campus collaboration

Task 3.2: Encourage our researchers to maximise their research networks, impact, and reputation by providing the support for them to connect globally

Task 3.3: Enhance the reputation of our research by improving the communication and dissemination of our innovation and its impact to all audiences, from local to global

Objective 4 : Make UNNC research activity and impact sustainable through continuous improvement

Task 4.1: Maximise capture and use of external sources of funding by supporting income generating efforts and targeted expenditure

Task 4.2: Expand how we track, report, and evaluate all forms of research and knowledge exchange activity by encouraging best use of our IT systems

Task 4.3: Ensure alignment with the United Nations Sustainable Development Goals across the research portfolio by stimulating and monitoring our contributions to the goals



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Global Engagement and Reputation

We aim to _____

position UNNC as a globally connected, forward-thinking institution that promotes a global mindset, enhances international mobility, strengthens strategic partnerships, and builds vibrant alumni networks. These efforts aim to enrich learning, advance impactful research, and promote cross-cultural exchange.



Global Engagement and Reputation

Objective 1 : Enhance mobility opportunities for staff and students

Task 1.1: Reassess staff mobility mechanisms to align with institutional priorities

Task 1.2: Implement a structured tri-campus mobility framework linked to strategic education and research, and professional objectives

Task 1.3: Strengthen and expand strategic mobility partnerships with high-impact global universities, emphasising reciprocal student exchange programmes

Task 1.4: Establish a structured mobility strategy driven by clear performance indicators (KPIs)

Objective 2 : Strengthen global partnerships and collaborations

Task 2.1: Formulate tri-campus global engagement strategies, emphasising priority regions and strategic partnerships

Task 2.2: Implement a tri-campus digital platform for managing, analysing, and enhancing global collaborations

Task 2.3: Implement Nottingham global learning platforms for collaborative learning experiences across campuses

Task 2.4: Establish incentives and recognition schemes to encourage faculty and staff in expanding global networks

Objective 3 : Enhance global reputation

Task 3.1: Revitalise the Nottingham Global Ambassador and Alumni Chapter Programme to strategically engage alumni and stakeholders globally

Task 3.2: Establish a cohesive global storytelling and branding strategy to consistently communicate the message of 'One University, Three Campuses' across all key activities

Task 3.3: Strengthen strategic relationships at senior leadership levels with leading global institutions, government agencies, and industry partners to elevate UNNC's international profile

Task 3.4: Enhance external visibility and showcase institutional expertise through increased involvement in prestigious international conferences, forums, and events

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People and Culture

We aim to _____

be recognised as the leading Sino-Foreign University employer of choice where we will continue to take pride in our diverse global community of students and staff dedicated to the highest levels of excellence in education and research.



People and Culture

Objective 1 :

Attract and develop outstanding and diverse talent

Task 1.1: Develop our local and global recruitment practice to ensure outstanding and diverse appointees, committed to UNNC

Task 1.2: Establish resources and mechanisms for global staff mobility to enhance tri-campus teaching and research

Task 1.3: Invest in talent management and succession planning that will sustain UNNC's excellence into and beyond 2030

Objective 2 :

Promote and support our staff's health, safety and well-being

Task 2.1: Ensure infrastructure changes consider the wellbeing of staff in providing safe, welcoming and varied spaces

Task 2.2: Offer a breadth of high-quality community, cultural and sporting opportunities, open to all

Task 2.3: Enhance our support for the physical and mental health of all in the UNNC community through clear pathways of support and a coherent set of initiatives

Objective 3 :

Strengthen a culture of belonging and celebrate our UNNC community, in which all feel valued and connected

Task 3.1: Empower senior leaders, managers and our people to embed a real sense of belonging in team practices, and to embrace inclusive leadership

Task 3.2: Ensure we have effective mechanisms and schemes such that our staff feel rewarded and recognised for their contribution and success

Task 3.3: Improve our processes and data on people-related matters to ensure we cultivate a diverse campus culture and where all feel valued, respected and empowered to contribute

Task 3.4: Strengthen our commitment to fostering open, transparent and engaging communication within our community

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People and Culture

Objective 4 :

Ensure the effective use of staff time through making our core policies, processes and systems accessible and aligned

Task 4.1: Ensure clear roles and responsibilities for the transparent and effective management of processes in support of people

Task 4.2: Deliver streamlined digital people management capabilities

Task 4.3: Further strengthen collaborative HR business partnering relationships in the delivery of Faculty and Professional Service department plans

Objective 5 :

Develop the potential of our staff

Task 5.1: Develop our staff to have the behaviours and skills to manage priorities and organisational change, and to act fairly and consistently

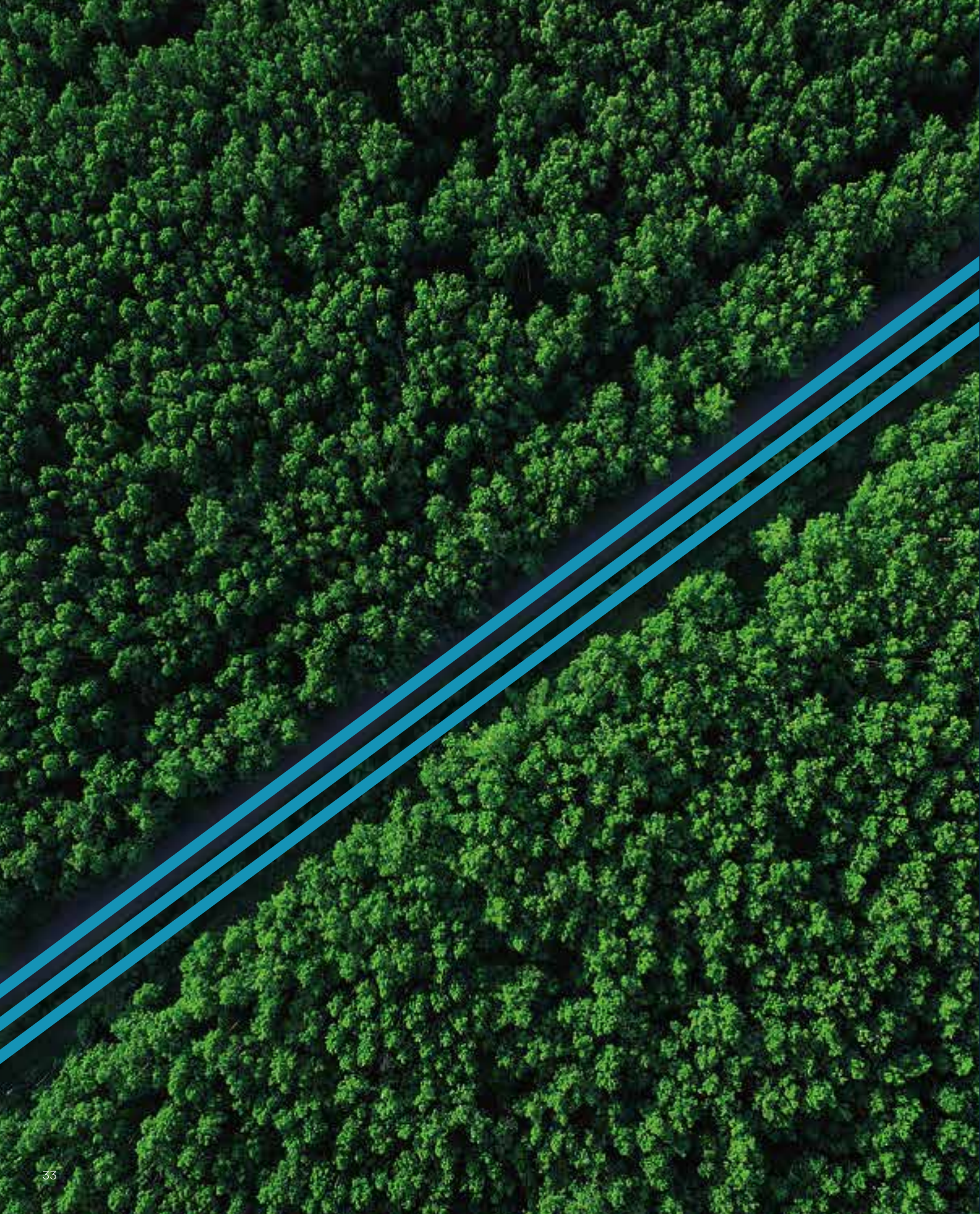
Task 5.2: Enhance the role of our Learning Academy in providing targeted professional development focused on building capabilities that support individual and team excellence and growth

Task 5.3: Establish initiatives and networks to boost increased tri-campus collaboration in innovating and addressing technological change and complex challenges collectively

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Sustainability

We aim to _____

become a beacon promoting sustainable development in global higher education by advancing the SDGs through sustainability in governance, operations, education, research, and partnerships.



Sustainability

Objective 1 : Foster carbon neutrality and environmental excellence

Task 1.1: Advocate for a campus-wide energy management system to monitor and reduce energy consumption

Task 1.2: Expand renewable energy resources on campus to offset carbon emissions

Task 1.3: Enhance green spaces on campus and promote biodiversity

Task 1.4: Encourage the use of low-carbon, healthy transport options for both staff and students by promoting sustainable transport initiatives

Objective 2 : Integrate sustainability into education and research

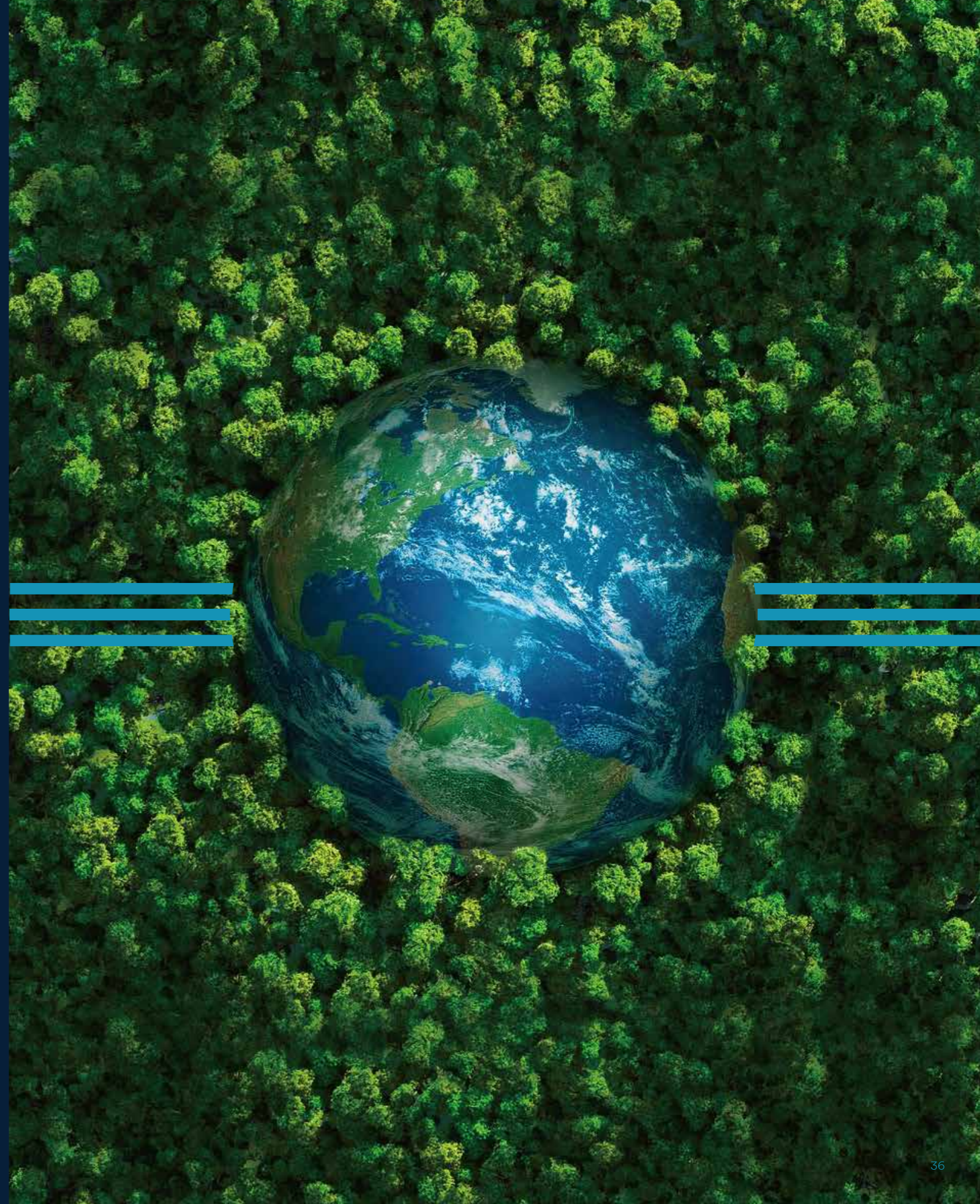
Task 2.1: Infuse sustainability principles into existing programmes and develop new interdisciplinary courses focused on sustainability

Task 2.2: Incentivise high-impact research in sustainability and facilitate global collaboration and knowledge exchange on sustainability issues

Task 2.3: Foster student-led sustainability initiatives and projects, providing platforms for experiential learning

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Sustainability

Objective 3 : Enhance sustainable operations and responsible resource use

Task 3.1: Enhance university policies to drive towards zero-waste and greater water conservation

Task 3.2: Adopt procurement practices that promote sustainability requirements

Task 3.3: Promote the circular economy concept by proactively driving the reuse of materials and reducing the demand for single-use items across campus

Objective 4 : Foster a culture of sustainability and social responsibility

Task 4.1: Drive sustainability awareness across the UNNC community on both environmental and social well-being topics

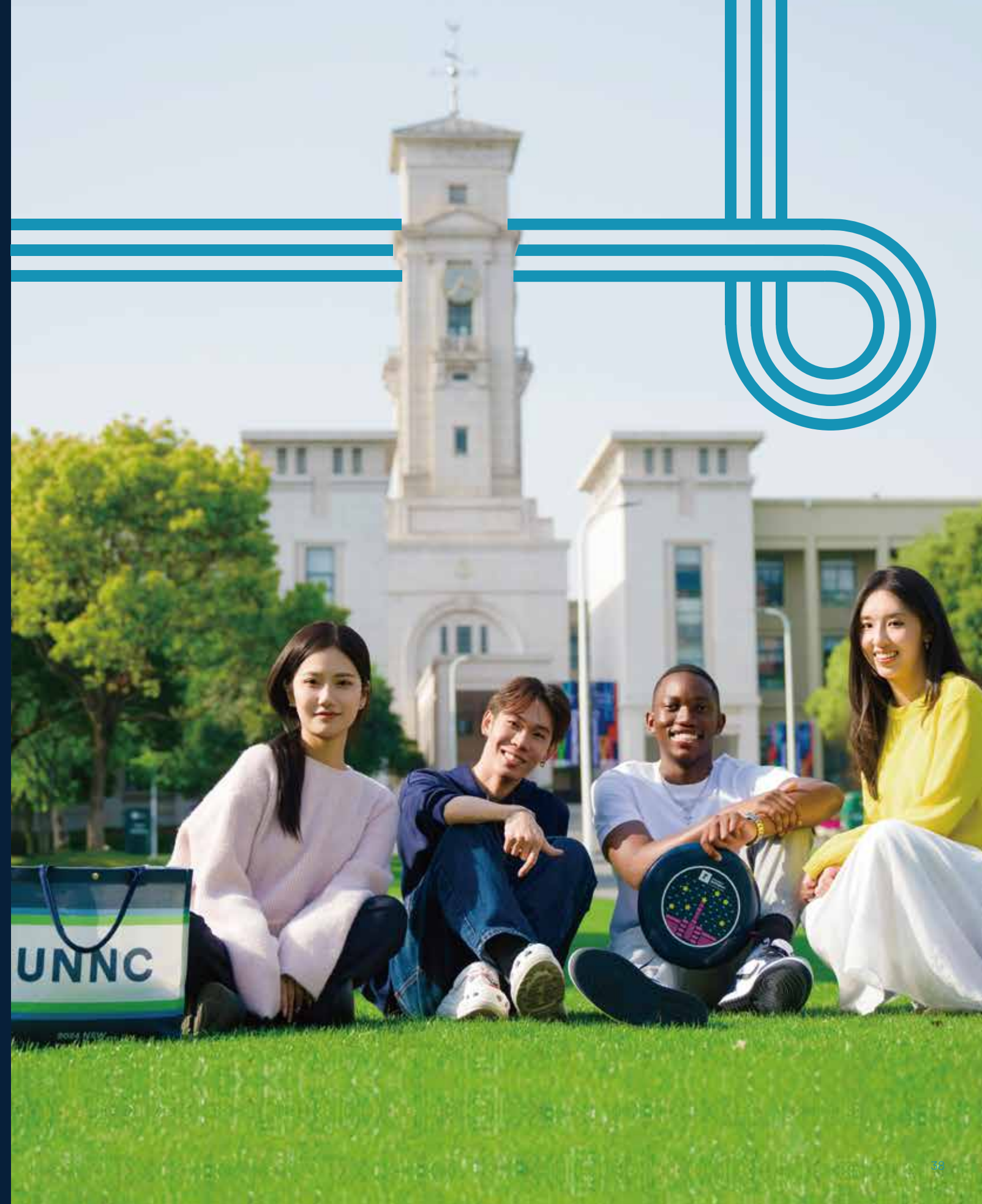
Task 4.2: Encourage dialogue towards a common understanding of sustainability and collaboration with partners on sustainability initiatives

Task 4.3: Support community outreach programmes that address local environmental challenges and promote sustainable practices

Task 4.4: Recognise and motivate staff, faculty, and student contributions to sustainability through awards and grants

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Finance and Infrastructure

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ensure the long-term financial sustainability of the University through growth in revenue, generating sufficient surpluses and cash resources, along with enhancing the physical and digital infrastructure on our campus in a way that inspires all that study, live and work here to achieve their ambitions.



Finance and Infrastructure

Objective 1 : Enhance financial resilience across all sources of income and categories of expenditure

Task 1.1: Maximise the revenue that is receivable from all sources of income including through partnerships with the government sector, philanthropy and across the breadth of sources of research and non-research funding

Task 1.2: Manage the income that is receivable proactively, enabling the University to react swiftly and effectively to any changes in the external funding environment and for investment in new capabilities

Task 1.3: Manage tuition fee rates, making any necessary adjustments in a timely manner in response to market conditions to optimise our competitiveness

Task 1.4: Enhance the management of our cost base by simplifying systems and working more collaboratively to deliver initiatives that underpin our teaching and research, encouraging responsible expenditure

Objective 2 : Develop our campus with improved sustainability and accessibility, to be an environment in which our students and staff enjoy working and living

Task 2.1: Upgrade the physical infrastructure on a continuous basis with the construction of new buildings, modernising the legacy buildings, and re-configuring the other existing buildings ensuring the available space meets our users' needs

Task 2.2: Develop the campus to become a more vibrant green environment, that enhances the student and staff experience

Task 2.3: Adopt the latest technologies and equipment to contribute to environmental sustainability, particularly in relation to water and energy conservation

Task 2.4: Enhance the relationship with our infrastructure stakeholders to make the necessary improvements to our staff and student accommodation and other logistics services

Objective 3 : Enhance facilities to support the continued improvement in teaching, learning and research activities

Task 3.1: Upgrade the teaching and research facilities in our existing buildings with the latest innovative solutions for classrooms and laboratories

Task 3.2: Optimise the utilisation of the space that is available to our students and staff to meet their increasing learning and research requirements

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Finance and Infrastructure

Objective 4 : Enhance user experience and support operational efficiency by upgrading and modernising the university's information technology and digital infrastructure

Task 4.1: Modernise the University's network infrastructure by focusing on improving the speed, security, and reliability of our network systems, along with making updates to our hardware and software functionality

Task 4.2: Optimise and scale computing resources by streamlining and expanding computational capabilities to meet increasing demands

Task 4.3: Implement industry-standard security protocols across all IT solutions, ensuring a high level of compliance, whilst proactively identifying and addressing vulnerabilities

Objective 5 : Improve the University's digital capabilities by integrating advanced digital tools and technologies, creating more engaging educational and administrative environments

Task 5.1: Unify the digital service framework to better address users' needs by developing a standardised approach aligned across the entire University

Task 5.2: Continuously improve and digitalise operational workflows to increase efficiency and reduce manual effort

Task 5.3: Adopt new and emerging technologies, including AI, to facilitate achieving the University's objectives

Task 5.4: Deploy data analytics tools to collect, analyse and utilise data for informed decision-making, helping the University identify areas for improvement and enhance overall performance

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