



**University of
Nottingham**
UK | CHINA | MALAYSIA



University of Nottingham Malaysia **Strategic Plan – People and Partnerships** 2022 – 2026

About Us

An overseas campus was a fundamental part of Nottingham's vision to become a global university. So in 1998, the Ministry of Education Malaysia invited the University of Nottingham to establish an overseas campus – the first branch campus of a British University based outside the UK. The first students arrived in September 2000. Today, the University of Nottingham Malaysia (UNM) enrolls students from over 85 countries.

The following strategic plan builds on the foundations of the past 22 years of a University embedded in Malaysia and the ASEAN region. It sets out an aspirational roadmap to achieve a focussed set of goals in education, research and knowledge exchange, student experience, global engagement and environmental sustainability. All strategic goals critically depend on People and Partnerships and are underpinned by sustainable financial targets over the life of the plan.



Our 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.

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.



OUR VALUES



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 consideration and kindness.

People

The UNM Strategic Plan starts with our People. In each pillar of the plan (below), UNM critically depends on investment in and recognition of our people. Therefore, to ensure the success of our strategic objectives, UNM will need to undertake the following enabling initiatives:

- 1. Review and align workload planning, performance development and promotions frameworks** to reflect academic, technical and professional support staff activities required to achieve our goals. These activities include, but are not limited to, teaching, research, teaching innovation, new curriculum design, policy and public engagement, executive education course design and delivery, offshore education delivery, student project design and management, partnership development and management, student wellbeing and support activities, environmental sustainability initiatives, and project management.
- 2. Develop a reward and recognition framework** aligned to strategic goals
- 3. Build ongoing salary benchmarking database**
- 4. Tailor professional development plans** to types of role and career progression, including leadership and management skills
- 5. Develop new flexible recruitment policies** to ensure UNM attracts top talent aligned to strategic goals
- 6. Develop retention and succession plans**
- 7. Develop capabilities, support and policies** for organisational design and change management
- 8. Develop staff wellbeing programmes**
- 9. Create staff engagement and communications plan and portal**



Education

The University of Nottingham, Malaysia, offers students an opportunity to develop academic and professional competencies, creativity and new ways of thinking across the diverse range of programmes led by our two Faculties. Our education offers transformative and authentic learning experiences that lead to qualifications highly valued by employers and to skills, knowledge and values required for a rapidly changing world.

Over the next five years, we will build on the best of what we have learnt about online and hybrid teaching during the COVID-19 pandemic to innovate in digital teaching and learning together with face-to-face classroom activities?

The strategy also recognises the changing communities in Malaysia and ASEAN. We must view the whole workforce and beyond as our prospective learner community. We'll drive this transformation by expanding our programmes to focus on a lifetime of learning and will partner with communities, industry and alumni to ensure:

Our graduates have a diversity of backgrounds and global outlook

grounded in real-world experience with innovation and problem-solving skills

Our graduates are the preferred choice for the best employers and able to adapt to any working environment

Our graduates make an impact on regional and global communities and the nation – economically, environmentally and socially
Ultimately, we'll offer flexible and personalised learning experiences that create a community of adaptive learners and thinkers.

The Education plan has two objectives:

1. To advance teaching innovation through attracting, recognising and supporting our dedicated teachers
2. To develop adaptive learning experiences: co-created with communities, industries and alumni

Objective 1: To advance teaching innovation through attracting, recognising and supporting our dedicated teachers

1.1 Our innovative teachers

- Place people at the centre of our strategy. We will invest in the development and growth of our education leaders at all academic levels and in teaching capability to ensure that we have the skills, capacity, systems and approaches to generate the best possible graduate outcomes for our diverse community of students.
- Grow an environment that supports excellence for all and is supported by our People Plan to recognise and reward all forms of teaching excellence and innovation through our workload planning, performance development and review, promotions and remuneration frameworks.
- Recruit academics with a passion for continuously improving the way we teach, creating and delivering content via new technologies and interacting meaningfully with students.

1.2 Infrastructure and platforms for excellence

- Support our teaching-focused academics through tailored professional development from Postdoc to Professor.
- Invest in physical and digital infrastructure to support the highest quality teaching and learning
- Build support for teaching innovation through expert partners, interdisciplinary networks and tri-campus best practice groups?

Objective 2: To develop adaptive learning experiences: co-created with community, industry and alumni

2.1 Partnerships

- Renew curricula of current undergraduate programmes alongside our industry, community and alumni partners to ensure what we teach our students has a global outlook grounded in real-world experience with innovation and problem-solving skills
- Review and realign our postgraduate, executive education and professional development programmes with industry partners to provide flexible, personalised content to a changing workforce.

2.2 Performance and impact

- Promote and support teaching innovation through internal funding schemes
- **Focus on performance indicators** reflecting the quality and outcomes of our teaching, ensuring there are clear aligned expectations for quality at university, faculty and school level



Research And Knowledge Exchange

Research is at the heart of our University vision and defines us as an institution. At the same time, knowledge exchange (KE) is the activity between partners to deliver commercial, economic, environmental, cultural, and societal benefits.

At the University of Nottingham, Malaysia, we see knowledge exchange and innovation as essential parts of a continuum with discovery research that can drive impact, help to address global challenges, and contribute to communities in Malaysia and ASEAN.

The Research and Knowledge Exchange Plan has two objectives:

1. To develop a culture of performance across the spectrum of research and knowledge exchange
2. To influence and impact societal contribution through partnerships



Objective 1: To develop a culture of performance across the spectrum of research and knowledge exchange

1.1 Ambition and inclusion

- **Place people at the centre of our strategy.** We will invest in the recruitment, development and growth of academic, technical and professional staff at all levels to ensure that we have the skills, capacity and systems to impact local and regional industries and support research and knowledge exchange
- **Focus on an integrated perspective of humanities and social sciences (HASS) with science, technology, engineering, and mathematics (STEM)** across our research and knowledge exchange practice.

Research And Knowledge Exchange

We'll concentrate on research and knowledge exchange where HASS/STEM integration is critical to creating new ways of tackling the challenges of our time by addressing key United Nations Sustainable Development Goals:

- Environmental sustainability (SDG 15)
- Future food (SDG 2)
- Ingenuity and entrepreneurship (SDG 9)
- Inclusion and challenging inequality (SDG 10)
- Resources (SDG 7)
- **Grow an environment that supports excellence for all** and is supported by our People Plan to recognise and reward all forms of research and knowledge exchange excellence and innovation through our workload planning, performance development and review, promotions and remuneration frameworks.
- **Enhance our postgraduate research student experience** with tailored events, seminars and one-to-one support. We will create opportunities for student collaboration and nurture a sense of belonging to the Nottingham community.

1.2 Performance and impact

- **Improve capabilities and support** for securing and executing external research grant projects
- **Promote and support research and knowledge exchange innovation** through internal funding schemes
- **Focus on performance indicators** reflecting the quality and outcomes of our research and knowledge exchange, ensuring there are clear aligned expectations for quality at university, faculty and school level

Objective 2: *To influence and impact societal contribution through partnerships*

2.1 Partnerships

- **Create and leverage strategic partnerships** and collaborations that enhance funding opportunities on multiple fronts
- **Support and guide our researchers to secure external research contracts** through funding partners
- **Raise awareness** of our staff, events, achievements to support new partnership development

2.2 External influence and public engagement

- **Identify and partner with those ablest to influence policy change**, invest in research and innovation and enact change from our research.
- **Deliver impact that benefits national, regional, and global agendas**, partnering with those with shared values and a common sense of purpose.



Student Experience

During the development of this plan, UNM students provided feedback that they want both an active on-campus residential experience and technology-enabled support and communications. The following two objectives will enhance both aspects.

The Student Experience has two objectives:

1. To create an empowering physical and virtual estate that meets the needs of our students now and into the future.
2. To put student experience and wellbeing at the heart of all we do, ensuring that all students, irrespective of how and where they study, quickly feel part of and jointly create our inclusive and global community, building meaningful and lifelong relationships.



Objective 1: To create an empowering physical and virtual estate that meets the needs of our students now and in the future.

- **Digitisation of student support services.** To create a consistent, accessible and streamlined digital service centre for essential student support services enabling two-way communication between staff and students.
- **Investment in accommodation and campus-based student services.** We'll invest in our physical estates and information technology to improve the student experience through evidence-based analysis.

Objective 2: To put student experience and student wellbeing at the heart of all we do, ensuring that all students, irrespective of how and where they study, quickly feel part of and jointly create our inclusive and global community and are enabled to build meaningful and lifelong relationships.

- **Tailored and consistent communications and engagement.** Mindful of the different needs of foundation, undergraduate and postgraduate, Malaysian and international students, we will develop targeted and inclusive two-way communications between the University and students designed to maximise engagement with activities on campus.
- **Volunteer and extra-curricular projects.** Through partnerships with alumni, industries and communities, we will identify and facilitate opportunities for students to work in project teams designed to impact society while enhancing graduate employability and life skills.
- **An inclusive culture of family and belonging.** To create and improve activities on campus designed to engender a sense of belonging (including family and alumni where appropriate) and ensure students have opportunities to develop communities on campus.

Global Engagement

We have a global perspective and will further evolve our principle of being one University with campuses in three countries. To respond to the increasing complexities of globalisation, we will build on our success by cultivating a global mindset among our staff and students.

The Global Engagement Plan draws two objectives directly from the tri-campus Global Engagement SDP. They are:

1. We will deepen our international research and teaching partnerships (International Partnerships)
2. We will provide appropriate mobility opportunities for staff and students (International Mobility)

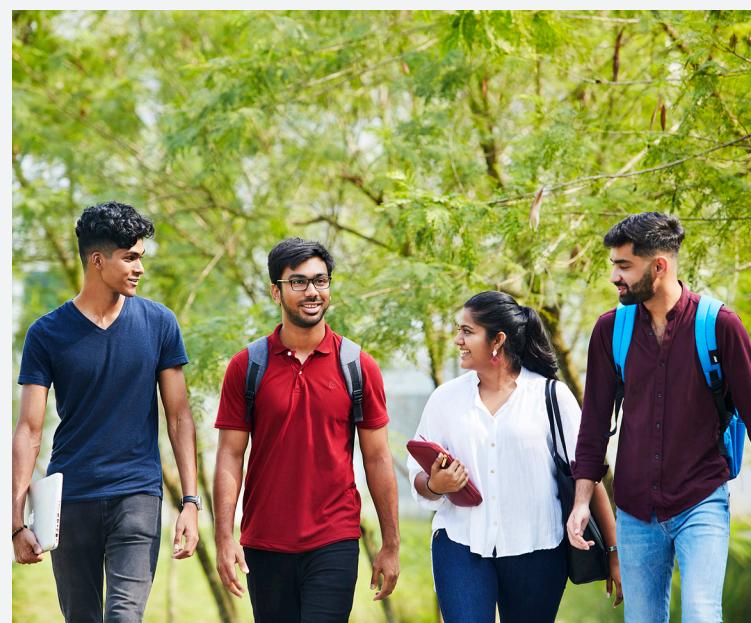


Objective 1: We will deepen our international research and teaching partnerships.

- **Design and implement a partnerships framework.** Through data-driven analysis and market research, we will identify and cultivate partners with a shared vision and values with whom we can realise a range of mutual benefits for staff and students.
- **Co-develop with new and existing partners** strategic teaching, research, study abroad, knowledge exchange and CPD partnerships in support of national and regional priorities and the UN Sustainable Development Goals. We will prioritise a tri-campus approach to partnerships, bringing to bear our three campuses' combined or stand-alone resources and expertise as appropriate.
- **Develop a partnerships hub** with skills and capabilities to initiate, develop, execute, monitor, nurture and build our partnership agreements. The Hub will collaborate with all areas of UNM to ensure consistency of approach and ensure staff and student wellbeing.
- **Implement transparent governance through the Global Engagement Committee** to ensure broad stakeholder consultation, benefit and risk evaluation and accurate financial forecasts. We will ensure our partnerships are nurtured and supported to grow over time.

Objective 2: We will provide appropriate mobility opportunities for staff and students

- **Identify and remove internal barriers to tri-campus mobility** for our staff and students to promote working and studying at Nottingham as a unique global experience.
- **Expand mobility opportunities** for our students with strategic partners in ASEAN and the UK.
- **Review existing mechanisms and support for staff mobility** and recommend new initiatives to broaden and enhance these opportunities across the tri-campus network and beyond
- **Develop virtual mobility programmes** which bring together students from all our campuses with students from around the world.



Environmental Sustainability

In Malaysia and across the UK and China campuses, the University of Nottingham is proud to be a research and knowledge exchange leader in the environment and sustainable development throughout the ASEAN region.

The objectives outlined in this 5-year plan aim to build on that strength and embed a culture of environmental sustainability as a common and reinforcing thread within all university activity.

The Environmental Sustainability Strategy Plan has three objectives:

1. To manage and reduce waste and pollution due to campus operations
2. To support our students' initiatives and further learning
3. To develop awareness and culture, leveraging our expertise and those of our partners



Objective 1: To manage and reduce waste and pollution due to campus operations

- **Develop measures and monitoring frameworks for campus greenhouse gas emissions** to set reduction targets and design initiatives to achieve these.
- **Review and update policies** for measurable reductions in waste and pollution.
- **Identify specific initiatives** for campus-based reductions in waste and pollution.

Environmental Sustainability

Objective 2: To support our students' initiatives and education

- **Support our student initiatives.**
UNM students lead the way in environmental sustainability initiatives aimed at waste and pollution reduction and continue to exhibit leadership and ambition in protecting our environment. Therefore, the University will support and promote these initiatives to enable effective implementation.
- **Create new project opportunities.**
We will increase and develop partnerships with leading NGOs, businesses, and industries to create student-led volunteer projects. Projects will have a positive and measurable impact on the environment regarding waste and pollution reduction while also developing project management, leadership, marketing, business planning, and financial management skills.
- **Identify and leverage existing curricula opportunities.**
Throughout planned reviews of undergraduate and postgraduate curricula, identify opportunities to embed research-led content on environmental sustainability where appropriate.
- **Create learning modules focused on sustainable development**
as an additional certificate for students and lifelong learning offerings for the community.

Objective 3: To develop culture and awareness – leveraging our expertise and those of our partners

- **Invite expert internal and external speakers** to deliver a series of face-to-face and online seminars and discussions.
- **Promote our expertise,** research, events and awards, thereby raising awareness of and interest in UNM as having a strong commitment to environmental sustainability.
- **Create a data and information resource** to promote and discuss our progress with transparency, both internally and externally, and support student projects and research in the spirit of "the campus as a living laboratory".

