University of Nottingham Ningbo China

Campus Development Plan 2023

About us

As the first Sino-foreign university in China, the University of Nottingham Ningbo China (UNNC) aims to provide world-class education with its pioneering spirit and internationalisation.

UNNC is a "university without boarders", offering every student an international experience. We have a diverse student body, inclusive campus culture, and abundant opportunities for overseas learning. Moreover, we continuously deepen international research and teaching collaboration, explore effective approaches to talent cultivation, and adapt to global trends and societal needs, innovating curriculum and teaching methods.

We live in a rapidly changing world, where technology and globalisation are transforming everything. UNNC equips our students with the abilities, attitudes, and values to navigate and seize opportunities in this complex world, which was the founding principle of our University. Our students have lived up to expectations and ventured into a broader world, inspiring us with their achievements and showcasing the possibilities of education.

About the UNNC Campus Development Plan

The UNNC Campus Development Plan is the framework designed to ensure the effective strategy implementation of the strategy and is aligned with the University of Nottingham's vision and values. It contains a roadmap for pursuing our mission of:

- Being a globally engaged university that is committed to making a difference in our city and region;
- Empowering and supporting students and staff to collaborate in learning, scholarship and discovery across all realms of knowledge, solving problems and improving lives;
- Being stewards of a pioneering and entrepreneurial tradition of creativity and innovation.

The foundation of the UNNC Campus Development Plan is the three pillars of Education & Student Experience, Research & Knowledge Exchange, and Civic & Global Engagement. These are supported by four enabling functions related to People, Governance & Management, Financial Sustainability, and Infrastructure. Each of the pillars and enablers contains a framework of initiatives and tasks which will be the focus of our work at UNNC in the coming months and years.

Our Vision

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 Mission

We are a globally engaged university that is committed to making a difference in our city and region.

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 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 kindness.

Our Goals

Unlocking the potential of every student through delivering internationally-context, research-oriented, and exceptional campus experience

Contributing to the community through impactful research and knowledge exchange

Expanding teaching accessibility, research coverage and social impact through high-level public engagement of local, national and global level

Attracting and retaining the best people and fostering an environment in which they are supported, motivated and empowered to reach their full potential

Refining the governance framework and management efficiency to fully achieve excellence of operation and sustainability

Education & Student Experience

Aim: we aim to foster the holistic development of learners aligning our values with those of the United Nations Sustainable Development Goals for Education 2030 to unlock their potential for lifelong learning.

Objective 1

To enhance teaching excellence and quality at UNNC

We are dedicated to continuously enhancing our curricula to provide the best possible learning experience for our students. We actively encourage staff participation and engagement in teaching and learning recognition schemes to foster their ongoing development and expertise. Furthermore, we prioritise integration with local Ministry of Education schemes to ensure our programmes align with national educational standards and requirements. Through regular reviews, we consistently evaluate our programme provision and curricula, making necessary enhancements to keep pace with the evolving needs of our students and the industries they will enter. By constantly improving our curricula, we aim to deliver a high-quality education that equips our graduates with the knowledge and skills needed to succeed in their chosen fields.

Objective 2

To foster the holistic development of learners to align with UN SDG for Education 2030

We are committed to enhancing the student experience and providing a supportive and enriching environment. We strive to create a seamless student journey, ensuring a smooth transition throughout their academic career. Our focus is on enriching students' extracurricular experience by offering a wide range of activities and opportunities for personal growth. To prioritise student wellbeing, we develop and implement integrated support services that cater to their physical and mental health needs. We also work towards improving our students' residential experience, creating a comfortable and inclusive living environment. By digitalising student affairs and wellbeing services in line with the University of Nottingham UK, we ensure easy access to essential resources. Additionally, we invest in increasing the professional qualifications of our staff across wellbeing provision to provide the best possible support to our students.

Objective 3

To implement digitisation in education as part of "University without borders"

We are dedicated to digitising education by implementing a comprehensive Digital Learning Plan and Digital Transformation Strategy. Through these initiatives, we embrace technology to enhance teaching and learning experiences, providing innovative and flexible approaches to education that meet the needs of our students in an increasingly digital world.

Objective 4

To establish and disseminate best practice, setting a reference standard in higher education

At UNNC, we strive to establish best practices in teaching and learning that is rooted in evidence-based approaches. Through collaboration with external stakeholders and institutions, we expand and diversify our academic networks, fostering knowledge exchange and continuous improvement. By setting a reference standard in higher education, we aim to establish and disseminate best practice that elevate the quality of teaching and learning, benefiting our students and the broader educational community.

KPI measurement (Target by 2023)

93%
Students' Overall Satisfaction in NSES

91%
Students' Satisfaction with Teaching and Learning in NSES

10
No. of T&L Awards/Key Government Enhancement Projects of the Year at Provincial Level and above

3
No. of Student Awards Achieved from National Technology & Innovation Competitions of the Year

12
No. of Student Awards Achieved from International Competitions of the Year

Research & Knowledge Exchange

Aim: we aim to deliver the impactful research and knowledge exchange activities through an enhanced research management system, aligning UNNC's goal to make a difference to the community.

Objective 1

To gain national and international recognition through research and knowledge exchange activities that will solve problems and improve lives through application to local and global challenges

To achieve our objective of gaining national and international recognition through impactful research and knowledge exchange activities at UNNC, we have developed a comprehensive strategy focusing on several key areas.

First, we prioritise the capacity and capabilities for research and knowledge exchange (RKE) by facilitating the recruitment and retention of top research talent who contribute to our institutional talent plans. This ensures a talented and dedicated workforce that can effectively address local and global challenges. Additionally, we identify and develop key disciplines that align with our strategic goals, allowing us to concentrate our resources and expertise for maximum impact.

To support our RKE efforts, we have implemented platforms and infrastructure for excellence, delivering on our commitments through the establishment of high-level labs, platforms, and centers. We believe that providing state-of-the-art facilities is essential for conducting cutting-edge research.

Creating a nurturing RKE ecosystem is another vital aspect of our strategy. We identify, strengthen, and mobilise resources to prioritise RKE, and we emphasise innovation and

entrepreneurship education. Furthermore, we aim to enhance our intellectual property (IP) and commercialisation ecosystem, ensuring that our research outcomes have real-world applications and make a tangible difference in society.

External engagement and partnerships play a crucial role in our strategy. We strive to enhance and sustain high-value research collaborations with government and industry partners. Moreover, we are committed to developing robust impact monitoring and reporting processes to measure the effectiveness of our research and knowledge exchange activities.

Lastly, we utilise the tri-campus work model, leveraging collaboration and faculty mobility between our campuses to enhance RKE collaboration and foster a vibrant research community.

Through these initiatives, we are confident that we can gain national and international recognition for our research and knowledge exchange efforts, solving problems, improving lives, and making a significant impact on both local and global challenges.

Objective 2

To enhance research management efficiency for delivering impactful research and knowledge exchange activities

To enhance research management efficiency and governance at UNNC, our focus is on transforming the RKE Office. Through this transformation, we aim to optimise our policies, processes, and internal administrative relationships. This will enable us to streamline operations, improve coordination, and ensure effective management of research projects and knowledge exchange activities. By implementing these changes, we strive to enhance our overall efficiency in delivering impactful outcomes through research and knowledge exchange.

KPI measurement (Target by 2023)

915
No. of Publications-Scopus of the year

49%
% of Publications in Top 10% Journals-Scopus of the year

1.65
Field Weighted Citation Impact-Scopus over the past 5 Years

67%
% of Internationally Co-authored Publications-Scopus

60
Total Research Funding of Horizontal & Vertical Projects at Contract Value (m RMB)

3
No. of IP Commercialisation Created of the Year

Civic & Global Engagement

Aim: we aim to deepen public engagement at local, national and international levels, responding to UNNC's goal to advance the purpose of teaching, research and civic functions.

Objective 1

To advance UNNC's purpose of teaching, learning and research through high-level public engagement at local, national and international levels

To advance UNNC's purpose of teaching, learning, and research through high-level public engagement at local, national, and international levels, we have outlined key strategies. Under global engagement, we prioritise promoting UNNC through international channels to raise awareness of our institution and its contributions. Additionally, we aim to improve student mobility opportunities, enabling our students to gain international exposure and broaden their perspectives. To ensure impactful partnerships, we regularly review our partnership portfolio, fostering collaborations that align with our mission and goals. Regarding civic engagement, we emphasise sustaining and enhancing relationships with local governments. By actively engaging with local authorities, we contribute to the development of our local community and leverage opportunities for mutually beneficial collaborations. Through these efforts, we aim to establish UNNC as a global educational institution that actively engages with the public at all levels, making a positive impact on society.

Objective 2

To fully leverage UNNC and external resources to benefit students, alumni and societies while advocating UNNC's profile

To achieve our objective of fully leveraging UNNC and external resources to benefit students, alumni, and societies while advocating the UNNC profile, we have implemented key strategies. Under admissions and career development, we have organised our staff to better support Gaokao recruitment, ensuring a smooth and efficient process for prospective students. Additionally, we are developing a dedicated professional team to provide comprehensive career advisory services, guiding students towards successful career paths. To strengthen alumni engagement, we are reviewing and developing a comprehensive alumni engagement programme, fostering meaningful connections and opportunities for our alumni. Furthermore, we are implementing a centralised university-level marketing plan to effectively promote and advocate the UNNC profile, reaching a wider audience and showcasing our strengths and achievements. Through these efforts, we aim to maximise the resources available to us, benefitting our students, alumni, and societies, while raising awareness of UNNC's excellence and impact.

KPI measurement (Target by 2023)

700

No. of International and HMT Students on campus

9.5%

Top % of Students Recruited in Gaokao

People

Aim: we aim to attract and develop the best people and to foster a desired environment to stimulate the talents' full potential, echoing back to UNNC's goal to enable people to feel supported, motivated and empowered.

Objective 1

To invest in attracting and developing the best people who deliver critical organisational capabilities

To achieve our objective of investing in attracting and developing the best people who deliver critical organisational capabilities at UNNC, we have implemented a comprehensive approach. Through strategic planning, recruitment, and alliances, we aim to acquire top talent. Additionally, we focus on enhancing our employer branding and recruitment capability to attract and retain exceptional individuals. Moreover, we have established the UNNC Learning Academy to provide comprehensive development opportunities for our staff, fostering their growth and ensuring they possess the necessary skills and capabilities to contribute to our organisational success.

Objective 2

To foster an environment in which talent is supported, motivated and empowered to reach their full potential and contribute the most to the University's success

To foster an environment where talent is supported, motivated, and empowered to reach their full potential and make significant contributions to the University's success, UNNC has implemented several key measures. This includes optimising critical HR policies and procedures to ensure fairness and efficiency, establishing an employee experience management mechanism to enhance engagement, developing a UNNC culture system with defined critical behaviors, reviewing and reforming the operating model and organisational structure for enhanced effectiveness, and improving HR digitalisation to streamline processes. These initiatives collectively create a conducive environment that nurtures talent, promotes growth, and enables individuals to thrive in their roles, thereby driving the University's overall success.

KPI measurement (Target by 2023)

60%	53	8	3	N/A
% of International and HTM Academic Staff	No. of successful applications for Provincial and above Level Talent Projects (accumulated)*	No. of Top Cited Scholars from Elsevier	No. of World Class Scholars	Benchmarking Percentile of Staff Engagement Rate in Staff Engagement Survey

Governance & Management

Aim: we aim to refine our current governance framework and management measures to foster a better working environment and campus culture, which aligns UNNC's aspiration to fully achieve operational excellence.

Objective 1

To continually refine our governance framework and management measures to support academic excellence, research capacity, external relations and university organisation

To achieve our objective of continually refining the governance framework and management measures to support academic excellence, research capacity, external relations, and university organisation at UNNC, we have implemented key strategies. These include constructing a robust risk management system and internal control framework to ensure effective governance. Additionally, we have implemented a comprehensive single university plan to streamline operations and align our efforts. Furthermore, we prioritise the development of a digital campus, leveraging technology to enhance teaching, learning, and administrative processes. Through these initiatives, we aim to continuously improve our governance practices, strengthen academic excellence, enhance research capacity, foster external relationships, and optimise the overall organisation of the university.

Objective 2

To build a better working environment and culture within campus

To achieve our objective of building a better working environment and culture within the UNNC campus, we have identified key areas of focus. First, we aim to improve health and safety conditions on campus, ensuring a safe and conducive environment for all members. Additionally, we recognise the importance of equality, diversity, and inclusion (EDI) and plan to consolidate and implement actions to foster an inclusive and supportive atmosphere. Moreover, we prioritise embedding sustainability values within our campus community, promoting environmentally responsible practices and initiatives. Through these efforts, we strive to create a positive and nurturing working environment that fosters collaboration, well-being, and a sense of belonging for all individuals at UNNC.

KPI measurement (Target by 2023)

0

No. of University related Health and Safety Major incidences of the Year

1300

Utility usage per FTE staff and student

Financial Sustainability

Aim: we aim to create new income streams and reduce wasteful expenditure, so that we can continue to fund ambitious investments to further our core purposes.

Objective 1

To create new sustainable income streams at UNNC to invest in the future of our teaching and research

To achieve our objective of creating new sustainable income streams at UNNC to invest in the future of our teaching and research, we have implemented several strategies. First, we have established a programme for intellectual property (IP) commercialisation, allowing us to monetise our research and innovations. Additionally, we aim to enhance the scope of services that generate commercial income, leveraging our expertise and resources to offer valuable solutions to industry partners. We also focus on growing and diversifying philanthropic income, seeking support from donors who share our vision. Furthermore, we strive to expand the research grants received from external bodies, securing funding to fuel our research activities. Through these efforts, we aim to generate sustainable income that will enable us to continually invest in the advancement of our teaching and research, ensuring a prosperous future for UNNC.

Objective 2

To reduce wasteful expenditure such that we can ensure investments made have the highest possible impact on our outputs

To achieve our objective of reducing wasteful expenditure and maximising the impact of our investments on outputs at UNNC, we have implemented key strategies. We aim to eliminate activities that are duplicated across the university, streamlining processes and optimising resources. Additionally, we simplify our organisational structure, ensuring efficient decision-making and resource allocation. Furthermore, we prioritise automating and digitalising manual, non-value adding tasks, enabling staff to focus on more impactful activities. Through these measures, we seek to minimise unnecessary expenditure, allowing us to allocate resources more effectively and achieve the highest possible impact on our outputs.

KPI measurement (Target by 2023)

1100
Annual Total Income (m RMB)

2.5%
% of Surplus of the Year

Infrastructure

Aim: we aim to create sustainable and innovative technology and physical infrastructure, in order to enhance teaching, research and the student experience to further our core purposes.

Objective 1

To deliver digital innovation and technology to enable teaching, research and administration

To achieve our objective of delivering digital innovation and technology to enable teaching, research, and administration at UNNC, we have implemented a comprehensive approach. We focus on enabling digital teaching, learning, and research by leveraging cutting-edge technologies and platforms. Additionally, we continuously enhance our IT infrastructure to support seamless connectivity and efficient operations. Moreover, we strive to deliver improvements in digital capability, providing training and resources to empower our staff and students in utilising digital tools effectively. Strengthening cyber security measures is a priority to safeguard our digital assets and protect sensitive information. Furthermore, we invest in upgrading the physical assets on campus, including the teaching and learning environment, residential areas, and the development of a smart campus. By combining digital innovation and physical enhancements, we aim to create an environment that fosters excellence, innovation, and efficiency across teaching, research, and administrative functions at UNNC.

Objective 2

To manage our physical infrastructure and develop it to enhance teaching, research and the student experience

To achieve our objective of managing and enhancing our physical infrastructure to support teaching, research, and the student experience at UNNC, we prioritise the development of a space use model that accommodates the needs and preferences of all stakeholders. This model ensures efficient utilisation of our physical spaces, promotes collaboration and innovation, and creates an environment that enhances the overall student experience. By carefully managing our space resources, we can optimise teaching and research facilities, create conducive learning environments, and provide students with the best possible experience during their time at UNNC.

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