



The University of
Nottingham

UNITED KINGDOM · CHINA · MALAYSIA



Global Review 2010

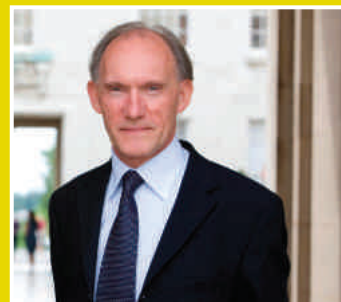
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Vice-Chancellor's Welcome



2010 has been a landmark year for The University of Nottingham – in teaching and research, in the UK and on the global stage, among our alumni community and in the community at large.

In teaching we continue to improve on our world-class student experience, and it was pleasing to see Nottingham rise further up the rankings in the National Student Survey. Our overall satisfaction score rose to 87 per cent, with a major improvement in our position backed by continuing work to enhance assessment and feedback, personal development and academic support. We are currently investing in a range of new teaching and learning facilities which will contribute to further enhancement of the student experience.

Summer 2010 saw another significant milestone for the institution. I was delighted to welcome our 200,000th graduate to the University's alumni community – a global family that stretches right back to the institution's beginnings in 1881 as University College Nottingham.

Students from more than 150 nations chose to study here this year, boosting international numbers to over 8,000 for the first time in the institution's history. With a further 8,000 studying at our campuses in Asia, the University is now the largest recruiter of international students to a British university. Our growing global reputation was also reflected in this year's QS World University Rankings, which saw Nottingham move into the World Top 75.

The international reputation of the University's research in energy, drug discovery, global food security, aerospace, advanced manufacturing, biomedical imaging and many other fields has helped to push research funding to unprecedented levels.

This year's total – which has reached £150m for the first time – represents an increase of 7.2 per cent on the previous year, and serves as a resounding endorsement of the University's research excellence. It comes against the background of another financial milestone, with our annual turnover passing half a billion pounds for the first time.

On the international stage, we celebrated the tenth anniversary of the University of Nottingham Malaysia Campus – which was recognised by the Malaysian government as one of the nation's elite higher education providers. This accolade followed the conferment of 'Self-Accrediting Status' by the Malaysian Ministry of Higher Education, which is only awarded to mature institutions with a well-established reputation for delivering the very best degree programmes.

At the University of Nottingham Ningbo, China, 2010 saw new strategic partnerships with industry, government and higher education that have strengthened and deepened our presence in one of the world's fastest-developing countries. Our participation in Shanghai Expo showcased Nottingham's world-leading research on energy and sustainability to millions of visitors, and underlined our status as the predominant UK university in Asia.

Our aim is to benefit all of the communities around our campuses and I was delighted this year to attend the opening of the Nottingham University Samworth Academy's new £24m buildings. Through our involvement with the Academy, and our extensive programmes on widening participation, community engagement and volunteering, we are working hard to be an even more socially responsible institution.

Our exceptional and entrepreneurial students play their own part in this, and have also reached a milestone this year. Karnival, the Students' Union fundraising organisation, raised more than £1.2m for charity – making Karni the first student-run fundraising group in the UK to raise more than £1 million in a single year. Our students at the University of Nottingham Ningbo China not only won China's national 'Students in Free Enterprise' competition for their initiatives in social enterprise but also came runners-up in the world competition in Los Angeles.

This year's excellent performance is set against a rapidly changing landscape for higher education. The announcements made in the 2010 Comprehensive Spending Review herald very significant reductions in public funding. Central government cuts to university funding show how important it is that the recommendations of the Browne Review are implemented. Lord Browne's proposals are a comprehensive, fair and realistic response to the need for a properly resourced higher education system. They represent a more equitable balance of public and private investment in higher education, shifting the balance away from the taxpayer and towards the graduate – the beneficiary of the degree.

No-one should be in any doubt that there are very demanding times ahead for UK higher education. But Nottingham is starting from a position of strength. We continue to attract outstandingly able students, we have a talented and committed workforce, a unique global footprint, a hugely supportive alumni community and quite extraordinary campuses which we continue to improve.

This has been a very successful year for the University, and we have many reasons to look to the future with optimism. I look forward to working with you all as we meet the challenges that lie ahead.

Professor David Greenaway
Vice-Chancellor

Excellence in Education

Student expectations of university life are high, and rightly so. At Nottingham, we are proud to offer an exceptional student experience that is among the best in the UK – based on excellent research-led teaching, an international environment and curriculum, award-winning campuses, innovative use of technology and outstanding career support.

The quality of that experience was reflected in the University's highest-ever score in the National Student Survey (NSS), the annual census of final-year students commissioned by the Higher Education Funding Council for England. The NSS asks finalists to provide feedback on their courses in a nationally recognised format, using 22 questions to gauge what they liked about their time at University – and what could be improved.

In 2010, The University of Nottingham jumped 12 places in the NSS rankings, with an overall satisfaction score of 87 per cent – Nottingham's highest ever result. The University's rank increased in every part of the survey: in teaching, assessment and feedback, organisation and management, learning resources, personal development, academic support and overall satisfaction. Nottingham's rise is all the more impressive against a background of strong improvement by other Russell Group institutions over the same period.

The rise in the national rankings follows sustained staff efforts to respond to student feedback highlighted in the survey in previous years. It also reflects major improvements to teaching and learning resources and facilities including:

- Refurbishment and redesign of Hallward Library, including additional study and group work areas, and more PCs
- New Student Service Centres at Jubilee and Sutton Bonington campuses
- Requirement for feedback to be made available to students on all examinations
- All coursework to be returned to students within 28 days
- Creation of the Nottingham Advantage Award, a free programme of activity focusing on student skills, employability, and personal/academic development
- Launch of the 'PC Finder' service, providing students with the locations of available PCs in computer rooms, libraries and teaching rooms.

Professor Saul Tendler, Pro-Vice-Chancellor for Teaching and Learning, said: **"The University is proud of its international reputation for providing an outstanding student experience. Top quality teaching, feedback and academic support are all essential components of this, and the fact that our final year students have given their highest-ever rating in the NSS is a resounding endorsement of student life at Nottingham.**

"The National Student Survey is an important way for us to measure how we are doing, and ways in which we can improve still further, to ensure that students get the best possible education and experience from their time at University. Improvements can always be made – and we look forward to working with colleagues and students to reach our target score of 90 per cent on overall satisfaction by 2014-15."

Success in the 2010 National Student Survey was also reflected by other key external measures.

The Quality Assurance Agency for Higher Education awarded its highest possible judgement to the University in 2010, for the quality of the learning opportunities provided to students and systems for ensuring high academic standards. It also recognised good practice in how the University responds to the student voice, integrative activities across the campuses, and the contribution of the Graduate Centres and Student Services Centres in enhancing the student experience.

In increasing numbers, our students are enhancing their student experience by adding an international element to their studies. The University encourages and supports its students to undertake some form of international mobility – via exchanges with other universities, completing part of their courses at Nottingham's campuses in Asia, or by study or work placements abroad.

As a result, nearly 20 per cent of Nottingham students now have some form of international experience – which is among the highest proportion in UK higher education.

Additional stories online:

- SIFE success at global finals in Los Angeles
<http://tinyurl.com/5tgfy33>
- Celebrating our 200,000th graduate
<http://tinyurl.com/63vueqq>
- Knowledge without borders
<http://tinyurl.com/5wngjfq>
- Outstanding success for postgraduate students
<http://tinyurl.com/6kqv8um>
- Nottingham rises into World Top 75
<http://tinyurl.com/6xxb6hx>
- Pioneering medic receives knighthood
<http://tinyurl.com/64z6tkl>
- Young woman engineer of the year
<http://tinyurl.com/5vn7p49>
- Landmark graduate for unique international doctoral programme
<http://tinyurl.com/6djv4a1>



World-Changing Research

The University's academic reputation helped to push research funding to unprecedented levels in 2010. The year's total, which reached £150m for the first time, was a resounding endorsement of research excellence at Nottingham.

To continue delivering research excellence, the University has formed several Research Priority Groups, or key areas of critical mass which focus on discovery and knowledge exchange, in which a concentration of expertise, collaboration and investment generates new ideas, trains the next generation of researchers and innovators and addresses fundamental challenges.

Nine Priority Groups have been established in key thematic areas, with the potential to deliver world-class research and knowledge transfer addressing global challenges. These groups encompass Advanced Manufacturing, Aerospace, Biomedical Imaging, Drug Discovery, Energy, Global Food Security, Integrating Global Society, Operations in a Digital World and Science, Technology & Society. A further four – Clinical Translational Research, the Centre for Advanced Studies, International and Facilities – will underpin capabilities across the University, all with the objective of leveraging significant external funding.

One of these priority groups, **Global Food Security**, brings together scientists, engineers, social scientists, economists and politics experts to tackle one of the most pressing problems of the modern age: feeding the world. The population of the planet is expected to approach nine billion individuals by 2050, and it is a fundamental challenge to ensure a sustainable, secure food supply around the globe.

The University of Nottingham, with its campuses in China and Malaysia, is ideally placed scientifically, geographically and politically to undertake research on food security at a global level. Western societies are increasingly demanding that agriculture becomes environmentally sustainable, through reductions in the use of chemical fertilisers; while in the developing world, farmers with little access to fertilisers need crops that grow in infertile soils.

For example, Professor Malcolm Bennett and his team are working with roots to develop stronger, more productive crops – helping to address the needs of both developed and developing worlds. In the past, root architecture has not traditionally been a trait selected for by plant breeders in major cereal crops. However, it has huge potential impact for world agriculture in the 21st century.

Professor Bennett and his team study *Arabidopsis thaliana*, a small flowering plant with equivalent genes found in barley and rice. They use advanced genetic techniques to manipulate these genes and then examine the consequences for root architecture and efficient use of nutrients.

“Root architecture critically influences nutrient and water uptake efficiency,” Professor Bennett said. **“Rooting depth impacts efficient acquisition of soil nitrogen, and water, since nitrate leaches deep into the soil. In contrast,**

phosphate-use efficiency could be significantly improved without increasing root depth by manipulating the angle of root growth to better explore top soil where this macronutrient accumulates.”

The Bennett Laboratory is part of the Centre for Plant Integrative Biology, an £8.5m centre funded by the Biotechnology and Biological Sciences Research Council that aims to create a 'virtual' root model.

Another key focus for Nottingham's work on global food security is 'Crops for the Future' – an international organisation dedicated to neglected and underutilised crops. Opened in 2008, it is a joint venture hosted in Malaysia by The University of Nottingham Malaysia Campus and Bioversity International.

Over half of humanity's food currently comes from only three crops – rice, wheat and maize. Crops for the Future aims to promote greater diversity in the crops we grow, to encourage sustainability and enable millions of farmers to cope more effectively with changing climates and economic upheaval. The project supports, collects, synthesizes and promotes knowledge on many neglected and underutilised species for the benefit of the poor and the environment.

Professor Bob Webb, Pro-Vice-Chancellor for Research, said: **“The achievement of £150m in research funding is a significant milestone for the University in terms of our research profile and the success of our world-class teams across all five faculties. It continues to build on the excellent positive trajectory demonstrated in RAE 2008, demonstrating the dedication and commitment of our staff and the quality of our world-leading research.”**

More information at: <http://www.nottingham.ac.uk/research>

Additional stories online:

- Global leader in aerospace research
<http://tinyurl.com/64o776z>
- Research leads to blood test for early detection of cancer
<http://tinyurl.com/6cjva3n>
- Integrating Global Society – connecting with China
<http://tinyurl.com/63735vh>
- Superscanner helps scientists see into the unknown
<http://tinyurl.com/4fub4sc>
- Bright sparks launch 'digital Britain' doctoral centre
<http://tinyurl.com/4zjhm3l>
- Largest mass extinction linked to modern lung cancer epidemic
<http://tinyurl.com/63ox7xw>
- Caistor skeleton intrigues archaeologists studying Roman site
<http://tinyurl.com/64ca7dk>
- Shakespeare's 'lost play' is rediscovered
<http://tinyurl.com/5v95697>



Engaging with Business

2010 saw the University engaging with business on a global scale – at Shanghai Expo, the largest World Fair of all time.

The six-month event provided a showcase for the University's cutting-edge sustainability research, underlining Nottingham's commitment to developing new links and collaborations with partners around the world.

Shanghai Expo was about partnerships. For Nottingham, it was about the new business and research partnerships that developed out of 17 academic-led conferences and workshops on subjects ranging from green manufacturing and drug discovery, to sustainable construction and alternative energy.

The University addressed the theme of the Expo – 'Better City, Better Life' – across a wide range of subject areas, with top academics from its campuses in the UK and Asia spanning Nottingham's extensive research in sustainability. Attended by more than 1,000 key stakeholders from business, industry, government and higher education, these events proved fertile ground for the development of new networks and new opportunities for collaboration.

Among these new initiatives was the Sino-UK Low Carbon Manufacturing Consortium, a unique international partnership between industry, academia and government bodies in both countries. The Consortium will provide a platform for promoting, developing and facilitating 'green' manufacturing – using cleaner, safer processes to produce better, purer products – in industry and within the research community. Membership of the Consortium is free and is open to all individuals, companies, academia and government agencies with interests in sustainable manufacturing issues.

Additional stories online:

- Modernising Chinese medicine
<http://tinyurl.com/64384tz>
- Universities welcome £40m Manufacturing Technology Centre
<http://tinyurl.com/5t4w5n6>
- Centre for Evidence-Based Veterinary Medicine
<http://tinyurl.com/6eh2qof>
- GlaxoSmithKline collaborates with School of Chemistry
<http://tinyurl.com/5ssxua3>
- New facility for bioenergy research
<http://tinyurl.com/6xdgmd2>
- Driving forward automotive links
<http://tinyurl.com/6jxzubk>
- A giant leap for 21st century medicine
<http://tinyurl.com/6x4t6ah>
- Success for Nottingham spin-out companies
<http://tinyurl.com/5t87pak>



A Nottingham-led conference on drug discovery led to a collaboration with several prominent pharmaceutical companies over a potential new research and development centre in Shanghai. An event focused on global food security strengthened relationships with multinational food producers, with plans underway to establish a centre of excellence in post-harvest technology. In all, the University received more than 400 enquiries during Expo from businesses keen to work with its world-leading scientists and engineers.

Other key developments in China in 2010 included an invitation from the Shanghai government to establish a sister campus in the city, to complement the flourishing University of Nottingham Ningbo, China.

Nottingham's presence at Expo drew considerable support from UK partners – including the East Midlands China Business Bureau, Nottingham City Council and the Foreign and Commonwealth Office – to attract Chinese investment to the East Midlands. By building on strong Sino-UK links, it is hoped that many more Chinese businesses will follow the example of the Chang'an Automobile Company, which announced in 2010 that it is to establish its UK research and development facility in Nottingham, creating up to 200 new jobs.

The University worked with ZEDfactory, leading experts in zero-carbon architecture, to build its exhibit in the Expo's 'Urban Best Practice Zone', bringing new materials and stunning designs to show Chinese builders and planners new ways to develop sustainable housing. Based on the theme 'Zero Carbon, Zero Waste', the exhibit delivered a zero-carbon housing demonstrator and focused on the science, technologies and public policies that go with low-carbon lifestyles.

From May to October 2010, hundreds of thousands of visitors explored — through words, pictures and video — Nottingham's research into sustainability. That research has huge potential for China, as it goes through the largest urbanisation process the world has ever seen.

Professor Chris Rudd, Pro-Vice-Chancellor for Knowledge Transfer and Business Engagement, was the University's Expo lead. Professor Rudd said: **"As a global Top 75 university, home to internationally-leading research clusters in science, technology and public policy, it is our responsibility to work with business, industry and government to develop the new theories, technologies and processes that will create a more sustainable planet.**

"The key to a sustainable future lies in creating powerful international partnerships. Shanghai Expo 2010 provided a compelling platform for the University to showcase its expertise, to build new partnerships and engage in new initiatives in a region that will continue to dominate international headlines for decades to come. We look forward to building upon the valuable partnerships we've established."

Visit: <http://www.nottingham.ac.uk/shanghaiexpo2010>



Global Reach

The University made history in the year 2000, building on a strong and longstanding relationship with Malaysia to become the first British university to open a fully operational overseas branch campus.

Ten years on, we celebrated a decade of international educational and research excellence at The University of Nottingham Malaysia Campus (UNMC) — which has been recognised by the Malaysian government as one of the nation's elite higher education providers.

To mark the anniversary, the University hosted a range of special events in both Malaysia and the UK, with staff, students, alumni, partners and friends of the institution joining together to celebrate a pioneering decade in global higher education.

The guest of honour at a celebration event in Kuala Lumpur was the Sultan of Perak, DYMM Paduka Seri Sultan Azlan Shah, a member of the Malaysian royal family; while students at the campus welcomed His Royal Highness Prince Andrew, the Duke of York, visiting in his role as the UK's Special Representative for International Trade and Investment.

Professor Christine Ennew, Pro-Vice-Chancellor for Internationalisation, said: **"Since we first opened our doors in Kuala Lumpur 10 years ago with just 90 students, our student community in Malaysia has grown to more than 3,600, based at our 125-acre dedicated campus site in Semenyih.**

"We are immensely proud of the hard work and achievements of our talented staff and student body over the last decade, who have made The University of Nottingham Malaysia Campus one of higher education's biggest international success stories, and helped to establish a new model for the internationalisation of higher education.

"Our ambitions grow from year to year, as we enrich our teaching and learning by adding new programmes, expand our research base with exciting new initiatives like Crops for the Future, promote our partnerships with Malaysian business and embed our community engagement.

"We look forward to embracing all the opportunities associated with the success of UNMC — and to celebrating many more anniversaries in the years to come."

The 125-acre parkland campus near Kuala Lumpur takes its design cues from University Park, Nottingham — with a signature lakeside building that echoes the UK's Trent Building. All UNMC students study in English, for University of Nottingham degrees that are taught and assessed in the same way as those at Nottingham UK.

The University's campuses in Asia — it also has a campus in Ningbo, China — and its ambitious internationalisation strategy prompted The Sunday Times University Guide 2011 to describe Nottingham as 'the embodiment of the modern international university'.

Students from more than 150 nations studied at Nottingham UK in 2009/10, bringing international numbers to more than 8,000 for the first time in the institution's history. With a further 8,000 studying at its campuses in Asia, Nottingham has underlined its global reach and is now the largest recruiter of overseas students to a British university campus.

The ten-year anniversary was not the only cause for celebration in Malaysia in 2010 — the maturity of UNMC as an academic centre of excellence was also recognised with a double accolade from the Malaysian government. A national assessment of teaching and learning — known as Setara — ranked UNMC among the country's elite, rating the institution as 'excellent'.

The rating represents a prestigious milestone: by confirming both the quality of teaching and learning at UNMC, and the calibre of its graduates, it underlined the University's place in the premier league of higher education in Malaysia.

This accolade followed another in 2010 — the conferment of 'Self-Accrediting Status' by the Malaysian Ministry of Higher Education, granting UNMC the power to approve and accredit its own degree programmes. This status is only awarded to mature institutions, with a well-established reputation for delivering the very best higher education.

Students from more than 150 nations studied at Nottingham UK in 2009/10, bringing international numbers to more than 8,000 for the first time in the institution's history.

Additional stories online:

- Fresh accolades for the University of Nottingham Ningbo, China
<http://tinyurl.com/6jj8a64>
- Developing Solutions scholarship scheme
<http://tinyurl.com/6j7hnxw>
- Developing 'green' links with Ethiopia
<http://tinyurl.com/6l4byys>
- Innovative teaching partnerships – the PGCE(i) programme
<http://tinyurl.com/62nmaw9>
- Supporting research in Iraq
<http://tinyurl.com/66r9hlz>
- Nottingham and the U21 Global Issues Programme
<http://tinyurl.com/6zmp5l7>
- New partnerships with India and Australia
<http://tinyurl.com/6cgmfwy>
- Student games bring Brunei to Nottingham
<http://tinyurl.com/6bnce9t>



University Life

Nottingham's students excel in academic terms – but they also find time to do amazing things to benefit others. This year they raised more than £1.2m for charity, breaking all previous student fundraising records.

The talent and resourcefulness of students involved in Karnival, the Nottingham Students' Union fundraising body, took them all over the world in their quest to raise money for a range of local, national and international good causes. Their total of £1,225,454 makes Karnival the first student-run fundraising group in the UK to raise more than a million pounds in a single year.

And their efforts were recognised at the highest levels in 2010 – with a reception at the House of Lords.

The largest contribution to Karnival – also known as Karni – came from a series of expeditions to the summit of Mount Kilimanjaro and to Everest base camp. More than 250 students took part in the challenges, which raised a total of £655,400 for Childreach International, a charity that works with local communities to improve the lives of disadvantaged children in developing countries. The charity, founded in 2003, works with communities in some of the world's poorest regions to improve provision of clean water, food, shelter, education and healthcare.

Other major fundraising activities included rag raids, which raised £233,480; Karni-run events including skydives and weekend trips away, which raised £53,899; a 'Hitch to Morocco' event which brought in £21,354; nightclub ticket sales, which raised £33,164; and contributions to other charity events which generated £195,650.

The money raised by Karni was donated to a number of different local and national charities throughout the year. These included the British Legion, Breast Cancer Research, Whiz Kids, the Anthony Nolan Trust, and the Royal National Institute for the Blind. Local recipients included the refurbishment of the Breast Cancer Wing at City Hospital, The Lenton Community Project and the Play Centre for Disabled Children. One popular event, known as Sherry Night, saw a group of local pensioners invited to the University to enjoy a jazz band, dinner, drinks and dancing in the Trent Building's Great Hall.

Professor Karen Cox, Pro-Vice-Chancellor for Access and Community Relations, said: **"The success of Karni is a testament to the energy, imagination and entrepreneurial spirit of Nottingham students. The fact that they have broken the £1m barrier for the first time is a fantastic achievement, and one of which they should be justifiably proud – as we all are.**

"Students are at the heart of a vibrant university community, and the experience of taking on challenging extracurricular activities is an important aspect of student life at Nottingham. It is no surprise that Nottingham graduates are among the most sought-after in the country."

Representatives of the Karni team and senior University staff travelled to London, where Lord and Lady Mitchell hosted a private reception at the House of Lords to celebrate their achievement as the UK's top student fundraisers.

Lord Mitchell said: **"I just really wanted to say to all of you – to the ones who climbed Kilimanjaro and did all the other things and raised all the money – you've done a brilliant job. Absolutely brilliant."**

David Rees, Director of the year's Karni team, said: "Karni is a huge part of University life at Nottingham and we're lucky enough to have the support of a large number of the students here. Our aim is to make fundraising fun and the fact that around 600 students join us on Rag Raids every weekend during term is testament to the fact that this attitude really does encourage students to get involved. We're so excited to have contributed such a large amount to good causes."

Additional stories online:

- Tri-Campus Games 2010
<http://tinyurl.com/6aukke4>
- Lakeside at the University
<http://tinyurl.com/6xq5w5u>
- BAFTA for film-making alumnus
<http://tinyurl.com/5tv9tv2>
- Athena Swan awards celebrate equality
<http://tinyurl.com/6all95w>
- Success at the Commonwealth Games
<http://tinyurl.com/66mzk8o>
- Students to build a school in Africa
<http://tinyurl.com/5s7tt8u>
- Nottinghamshire Museum of the Year 2010
<http://tinyurl.com/6ghcv6g>

More than 250 students took part in the challenges, which raised a total of £655,400 for Childreach International



Our Environment

Nottingham's aim is to become a leading green university in all its activities – in teaching and learning, research, campus operations and in governance.

2010 saw a series of major milestones on that journey, with the publication of wide-ranging strategies that will guide University policy over the coming decade as it strives for environmental excellence.

The University's **Environmental Strategy** puts Nottingham at the forefront of the sustainability agenda, outlining in detail how Nottingham is embedding good practice across its campuses in its drive to become a sector-leading institution.

The Strategy focuses efforts in areas that offer the greatest potential in terms of sustainability, such as energy use within the estate, transport, water consumption, waste and procurement. It commits the institution to a broad set of aims including:

- The active participation of staff and students in reducing the collective environmental impact of the organisation
- Ensuring that the University meets, and where appropriate, exceeds all relevant environmental legislation
- Improvement of the environmental performance of our buildings by moving towards carbon-neutral energy performance
- The systematic reduction of resource consumption, and progression to zero waste, through best practice environmental management and cultural change
- Active promotion of the use of sustainable modes of transport across the University
- Building upon the University's profile in environmental research.

Professor Alan Dodson, the University's Pro-Vice-Chancellor for Environment and Infrastructure, said: **"The University's Strategy is driven by the twin goals of reducing carbon emissions and improving the sustainability of all our activities. We have a significant role to play, not only through our own operations but through the education of our students and our world-leading research.**

"We know that there are significant environmental issues that need to be tackled at all levels of society. Our Strategy has identified how we can contribute to this agenda – and help to lead it."

Carbon management is becoming increasingly important at global and local levels. The UK government has set legally-binding CO₂ reduction targets and, in turn, funding bodies including the Higher Education Funding Council for England are reflecting these in their strategies, investment criteria and reporting requirements.

In tandem with the Environmental Strategy, the **Carbon Management Plan 2010-2020** sets in place the University's targets for reduction in carbon dioxide (CO₂) emissions, and identifies a framework for investment that will help Nottingham to meet its carbon reduction targets. Key areas of investment will be centred on improvements in energy efficiency of buildings; increased generation of renewable energy; more efficient use of existing equipment; training for staff and students to engage them in carbon reduction; and a cultural change in the use of high energy consumption activities.

The University is committed to a 34 per cent absolute reduction in CO₂ emissions by 2020, from its 2005/06 baseline. To achieve this, the Carbon Management Plan has been developed to deliver both environmental performance improvements and financial savings.

A key aspect of the environmental agenda at Nottingham is sustainable travel. The University has signed up as a major partner in a £3m, two-year project to encourage people to walk and cycle through a range of initiatives including new facilities, new cycle routes, training and advice, low-cost bike hire and discounts at cycle stores. The project brings together the University, sustainable transport charity Sustrans, and other local partners to encourage staff, students and visitors to leave their cars at home.

The project complements the construction of new cycle lanes and paths on University Park and to Jubilee Campus, which are encouraging more staff and students to switch from four wheels to two. A pedestrianisation plan will enhance the attractiveness of the heart of University Park, while a new more frequent bus service to and from the city is making it easier than ever to use sustainable methods of transport.

Additional stories online:

- Students travel to Madrid for 'Solar Decathlon' <http://tinyurl.com/5ubfrsk>
- Eighth Green Flag award for University Park <http://tinyurl.com/5tpbsjj>
- Green Gown acclaim for Nottingham's green grounds <http://tinyurl.com/5tzoxws>
- Students encouraged to 'grow their own' <http://tinyurl.com/6k7mlgc>
- Award for eco-homes on Green Close <http://tinyurl.com/6xchwpc>
- Success in international 'green campus' league tables <http://tinyurl.com/6zphqmm>



Social Responsibility

The City of Nottingham has always been important to the University. The city's people, its communities and their aspirations for the future have long been woven into the fabric of University life.

This relationship was powerfully expressed in 2010 with the opening of the £24m Nottingham University Samworth Academy (NUSA) – a brand new secondary school that will help thousands of young people to achieve their full potential, academically and vocationally.

Constructed in Bilborough, an area of the city with historically low rates of educational achievement, NUSA is the successor school to William Sharp Comprehensive. The Academy offers state-of-the-art facilities and will cater for 950 pupils – including a 200-strong sixth form – while opening its resources up to the whole community.

The Academy is one of the first in the UK to have direct sponsorship and academic links with a university, and is also backed by businessman and philanthropist Sir David Samworth. NUSA is already gaining national and international recognition for its partnership with the University – in its first year of operation this unique alliance has forged highly acclaimed and innovative approaches to teaching and learning in secondary education.

The University has a significant presence at NUSA with lecturers, students and support staff taking an active role in the life of the school. They work with individual pupils as mentors, lead large groups on many topics and host a variety of workshops on the latest research in science and technology. A Pupil Research Group also works with University staff on the latest innovations in teaching and learning.

Olympic Gold-medal winning athletics star Dame Kelly Holmes was the guest of honour at the opening ceremony in September 2010. Pupils also had the chance to meet Her Royal Highness the Countess of Wessex (pictured right), who made an official visit to the Academy soon after it opened, and saw its Lifeskills and Early Intervention programmes in action.

Professor Karen Cox, Pro-Vice-Chancellor for Access and Community Relations, said: **“The new NUSA complex is a fitting tribute to the creative vision of all those involved in establishing this unique Academy. I am so pleased that the children and the wider community in this area can begin to enjoy the benefits of an inspirational new building and all its state-of-the-art facilities, which they so richly deserve.**

“The response from within the University and from the community has been overwhelming – I am absolutely confident that together we will create an outstanding school.”

The stunning design of the NUSA building is based around a 'heartspace' concept with a double-height main reception, internet cafe and restaurant space leading to a large, glass-covered central atrium called The Street. This links the two main teaching wings of the school and will serve as a light and contemporary space for congregation, exhibitions and performances.

As a specialist college for Science and Health, the new building includes teaching areas specifically tailored to these subjects. Food technology is another specialism of the Academy, which boasts industry-standard catering facilities. Other facilities include suites of Apple Mac computers, video editing equipment and PCs; a recording studio; a 220-seat, university-style lecture theatre; a suite of music technology rooms; and excellent sports facilities such as an imaginatively-designed fitness trail and a fully-fitted multigym. The new building has been created to be as environmentally-friendly as possible, with a green 'living' roof, rain water recycling and a biodiesel boiler which uses renewable energy.

NUSA's Principal, David Harris, said: "I am so proud of the way staff and pupils worked so hard to make such an impact in the old building — now we have moved into this breathtaking new space, nothing can hold us back. Watch out world, NUSA is here!"

Additional stories online:

- Widening Participation at Nottingham
<http://tinyurl.com/64plsd7>
- Everyone welcome at the Community Open Day
<http://tinyurl.com/5sfden6>
- Encouraging students to be good neighbours
<http://tinyurl.com/69sjtcy>
- National award for student charity READ International
<http://tinyurl.com/65f52lz>



Sustaining Excellence

A major building programme announced in 2010 will set new standards for university teaching and learning facilities, and further enhance Nottingham's award-winning campus landscape.

Part of a £90 million investment in teaching and learning, the initiative will see three new state-of-the-art, environmentally sustainable buildings on University Park, and a fourth on the Sutton Bonington campus. The capital programme is the biggest of its kind on University Park in 40 years, and follows recent award-winning additions to the Jubilee Campus on the site of Nottingham's old Raleigh factory.

A new £10 million **Engineering and Science Learning Centre** is being built on University Park to fulfil a need for a teaching hub for both the Engineering and Science Faculties. The contemporary horseshoe design will provide three floors of accommodation, with a large central atrium covered by a clear roof constructed using the same material as used for the Eden Project Biomes in Cornwall.

The largest new campus landmark will be an £8 million, 4,000 square metre **Humanities Building** which is to be built on University Park, providing state-of-the-art facilities for the Departments of Archaeology, Classics, Philosophy, Theology & Religious Studies, and Art History. The building will also include a Visual Resource Centre for Art History and Archaeology laboratories.

The new **Mathematics Building** has a £7 million budget and will be built onto the original Institute of Engineering Surveying and Space Geodesy building on University Park. The development will provide a large 380-seat lecture theatre, plus 3,500 square metres of space for staff and students.

Compressed straw bales will be among the sustainable materials used to construct a new landmark at the University's campus at Sutton Bonington. The 3,100 square metre, £7 million **Biosciences/Veterinary Medicine and Science Teaching and Learning Building** will feature an eye-catching glazed panel on one external wall, displaying a section of the straw-bale modules.

The new buildings programme is in addition to the University's ongoing investment of £5m each year to upgrade its existing teaching and learning spaces, both in the quality of the environment and in the technologies and resources available to students and staff.

Professor Alan Dodson, Pro-Vice-Chancellor for Environment and Infrastructure, said: **"The University's continued capital investment in teaching and learning reflects both our confidence in the future and our commitment to provide outstanding facilities, commensurate with our position as a Top 75 global university. Teaching and learning are at the heart of what we do, and it is our priority to provide an inspiring environment in which to study."**

"We also aim to deliver excellent ratings for sustainability on all our new buildings, as part of our commitment to being a leading environmental university."

As well as new facilities dedicated to teaching and learning, construction on two new research facilities got underway in 2010. At Sutton Bonington campus, work began on a multi-million pound research facility for bioenergy and biofuels, brewing technology and food and drink processing.

The Bioenergy Centre, the first of its kind in the country, is being funded by the European Regional Development Fund, leading global brewer SABMiller and the University. It will house one of the six Sustainable Bioenergy Centre research programmes funded by the Biotechnology and Biological Sciences Research Council, as well as a Centre for Brewing Technology and Innovation, and the Food and Biofuel Innovation Centre.

Another new research centre, on the University's Innovation Park adjacent to the Jubilee Campus, will bring together world-class experts in energy research. The Energy Technologies Building (ETB) will comprise specialist laboratories, a prototype hall, an exhibition area, a rooftop laboratory zone, offices and an external energy testing facility.

The ETB itself will have excellent environmental credentials – with designers aiming to make it one of the lowest-carbon buildings in the country – and will contribute to further regeneration of the former Raleigh site.

Additional stories online:

- Opening of the Vaughan Parry Williams Sports Pavilion <http://tinyurl.com/5slazvn>
- Official opening of the Nottingham Geospatial Building <http://tinyurl.com/6dyyzhg>
- Aerospace Technology Centre for Jubilee Campus <http://tinyurl.com/6zdapu2>
- From Shakespeare Street to Jubilee – celebrating adult education <http://tinyurl.com/65y6k6s>
- £20m eco-friendly hotel for University Park <http://tinyurl.com/69vb59y>



Centre for Sustainable Energy Technologies (CSET)

Timeline of the Year

2009



October

Nottingham is part of a new £40m Manufacturing Technology Centre



November

MRI pioneer Sir Peter Mansfield receives the MRC Millennium Medal



December

Students raise £1.2m to smash charity record



April

Gordon Brown unveils Labour's election pledges at the Jubilee Campus



May

Nottingham's exhibit at Shanghai Expo opens



June

Tri-Campus Games at the University of Nottingham Malaysia Campus

2010



January

International student numbers hit all-time high at Nottingham



February

Inaugural Lord Dearing Memorial Conference



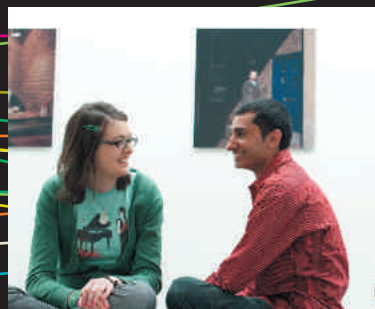
March

Official opening of the Nottingham Geospatial Building



July

Celebrating our 200,000th graduate



August

Latest National Student Survey sees Nottingham moving up, with its highest ever score



September

University of Nottingham Malaysia Campus celebrates 10 years

Financial Highlights and Summary

Financial highlights

	2010	2009	Change
	£m	£m	%
Funding Body Grants	144	135	7
Tuition Fees and Education Contracts	165	146	13
Research Grants and Contracts	105	93	12
Other Income	97	86	13
Total Income	511	460	11
Surplus for the year	37	13	
Total Net Assets	310	259	

Business overview

The University of Nottingham continues to be one of the leading research and teaching institutions in the world and with its two international campuses has recently been described by the Sunday Times as *"the embodiment of the modern international university. It sends its students across the world to work and study – some of them to its two overseas campuses in China and Malaysia – and recruits on a global stage with about a quarter of its students coming from abroad."*

The University posted a healthy surplus last year at £13million and this has been exceeded this year at £37million reflecting continued increased income, controlled staff costs and other cost savings in anticipation of the expected reduction in government funding over the coming years. The results include £6million receipt from University Partnership Programme (UPP – a third party student accommodation provider) in connection with the extension of the lease on the Broadgate Park student accommodation by a further 10 years.

The surplus will be used to invest in the University infrastructure and to reduce debt levels.

The University recognised the extent of potential reductions in Government funding and initiated a savings and efficiency programme last year. Reduced staff costs have come from not replacing staff that leave, rather than any major redundancy programme.

Growth in income continues to be consistent across all categories, and has exceeded £500million for the first time. The diversified nature of the University's income helps to provide resilience in the face of the forthcoming Government cuts.

Research awards for the year achieved a new record of £150 million and with student applications remaining strong income is forecast to continue to grow over the coming years, despite expected reductions in the HEFCE teaching and research grants. Control over costs remains a key objective to ensure the generation of appropriate levels of surplus required to meet the continuing University need to invest in the infrastructure, student experience and staff.

Environment and risks

This year's planning process, as last year, was undertaken during a period of significant economic uncertainty coupled this year with announcements of major cuts in Government spending. The University recognised in 2009 that savings were required to meet the challenges, mitigate those risks and deliver the desired investment plans and they therefore established a new Savings and Efficiency Taskforce to review and challenge University processes, procedures and costs. The initial budget included costs to facilitate the delivery of savings and the necessary changes to processes but minimal costs were actually incurred, hence the actual surplus of £37million significantly exceeded budget.

Whilst it is encouraging that savings were delivered without the need to spend the contingency, the pressure remains to continue to improve processes and manage costs as uncertainty increases over all areas of income, not just Government funding, but also the level of home tuition fees, following the Browne Review. All costs are being reviewed with budget holders being challenged over the level of discretionary spending. The need to identify additional income sources and increase benevolent donations are also key University objectives.

Both international campuses continue to grow with a total of over 7,000 students currently enrolled with an expected rise to over 8,000 following the latest intakes.

Financial Highlights and Summary

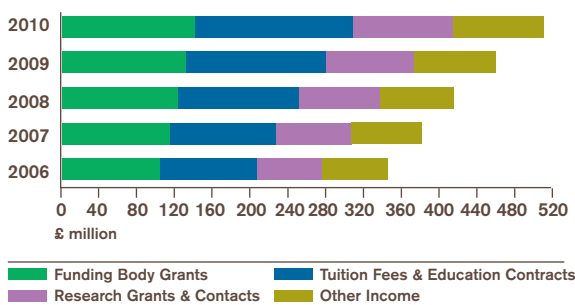
China continues to deliver a growing surplus however Malaysia reported a small deficit in 2010 as student growth was less than budgeted but investment continued into developing the campus. Negotiations continue with the respective partners in China and Malaysia regarding the future strategies and development of both campuses.

The actuarial valuation for CPAS was published last year with the actuarial deficit increasing from £26.4million to £50.5million. Additional employer contributions have been agreed between the Trustees and the University and the recovery plan has been accepted by the Pensions Regulator. On an FRS17 basis, the CPAS deficit was consistent with the prior year being £51.6million (2009: £52million). The FRS17 accounting adjustments have reduced the pension costs charged in the accounts by £2.4million (2009: £1.5million).

The next actuarial valuation for USS is at March 2011 however increased employer contributions of 2% were introduced from October 2009 in expectation of a significant deficit and a consultation is currently in progress regarding proposed changes to the scheme. USS does not appear on the University balance sheet due to University's share of the assets and liabilities are not separately identified.

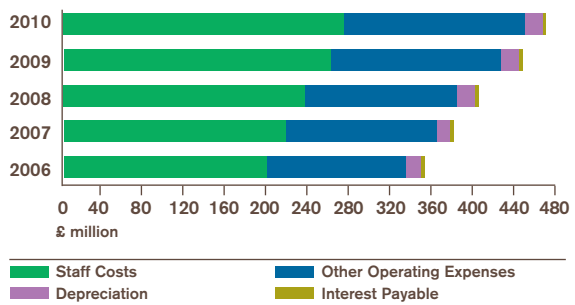
Income analysis

Tuition fees are the largest income stream representing over 32% of total income but all categories have shown consistent growth over the recent years.

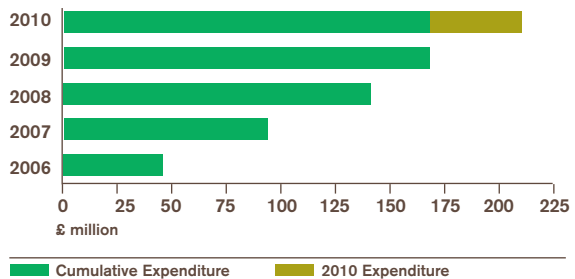


Expenditure analysis

Staff costs represent 58% of University total costs but over 76% within Academic departments and Research. Growth in income has exceeded the rise in salary costs over the recent years but this continues to be a major challenge.



Capital expenditure and financing



The University has invested consistently in its teaching and research infrastructure and student facilities, averaging approximately £40million per annum over the last 5 years with investment in 2010 being £36million. The largest spend during the year has been on HEFCE funded Capital Investment Fund (CIF) projects, principally to improve research facilities and acquire additional equipment.

Other major projects completed during the year were the £5million Geospatial building on Jubilee Campus and the £4million new building for the Institute of Population Health at the Nottingham City Hospital site.

Construction commenced during the year on the following buildings all due for completion in 2011:

- New building for the School of Mathematics (£7million)
- Bioenergy building at Sutton Bonington (£7million)
- Engineering and Sciences Learning Centre (£10million)
- Humanities building (£8million)
- Energy Technologies Building at Jubilee (£6.5million)

The total capital expenditure was funded by £23million of capital grants, £6million from the additional lease premium, with the balance from working capital.

Cash flow from operating activities remained strong at £46million (2009: £40million), with a net cash inflow of £36million (2009: £20million) after capital expenditure and other items.

At 31 July 2010 the University had bank loans and overdraft of £11million off-set by £5.4million of cash and short-term deposits (2009: loans of £48.4million off-set by £6.9million of cash and short-term deposits). CIF receipts unspent at the 31 July 2010 of approximately £18million (2009: £16million) have contributed to the lower debt figure.

The University has a committed facility to borrow up to £125million, consisting of £110million revolving credit facility plus £15million multi-option facility. The University's loans with the Royal Bank of Scotland are at a rate linked to LIBOR but to reduce the downside risk of increasing interest rates has two interest rate caps in place, totalling £20 million. The revolving credit facility is amortised, quarterly over 25 years commencing October 2010 where the available facility is reduced by £800,000.

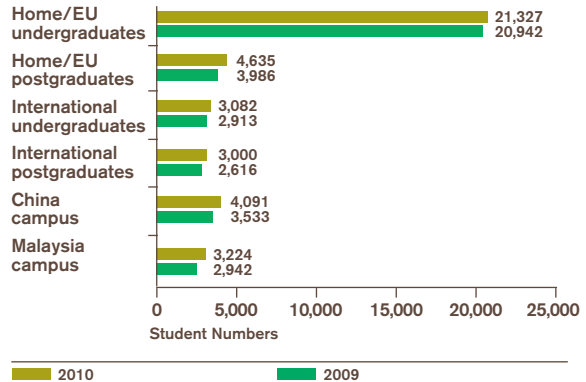
The University has the ability to drawdown and repay its borrowings as required to manage its cash requirements. The University's approach is to minimise its borrowings thereby carrying limited cash reserves. Any surplus cash is only invested for short periods with counterparties approved by the University's Finance Committee, with a maximum of £10million being deposited with any counterparty.

Returns on Endowment investments showed some recovery from previous years poor performance. The University will soon launch a campaign to grow these funds to support its future development.

Student analysis

Student growth reflects the investment in the core infrastructure at the campuses in the UK, Malaysia and China. Total students registered in 2010 were nearly 40,000, with nearly 22% (2009: 20%) being post graduate students across all campuses. The biggest increase has been the number of home/EU post graduate students partially reflecting the increased demand for additional education and qualifications to enhance employability in the difficult economic climate.

The University moved up the rankings in the National Student Survey this year, with an overall satisfaction score of 87 per cent. The University rose in the assessment and feedback, personal development and academic support aspects of the survey, which polls all final year students at UK universities on their student experience. The rise in the national rankings reflects continued staff efforts to respond to student feedback highlighted in the survey in previous years.



Key achievements

The University has confirmed its place among the world's higher education elite in the latest international league tables. In the 2010 QS World University Rankings, Nottingham has moved up into the top 75 – and is the fastest-rising UK university in the World Top 100. Nottingham climbed 18 places this year, up from 91st in 2009 to 73rd in 2010, reflecting its outstanding reputation for teaching, learning and research.

The University was named as runner up in The Sunday Times University of the Year. As noted above the University was described as the embodiment of the modern international university – Nottingham is cited for its spirit of enterprise and innovation. There was recognition for the opening of the Nottingham University Samworth Academy (NUSA); the University's extensive investment in aerospace research, bioenergy, biofuels, brewing technology research and food and drink processing; and for the encouragement it gives students to work and study across the world.

The University is still the only foreign university to operate an independent campus on the Chinese mainland and together with its campus in Malaysia offers its students unprecedented opportunities to study abroad.

Financial Highlights and Summary

Public benefit

The University is committed to providing a truly international education, inspiring our students, producing world-leading research and benefitting the communities around our campuses in the UK, China and Malaysia. Our purpose is to improve life for individuals and societies worldwide. By bold innovation and excellence in all that we do, we make both knowledge and discoveries matter.

As a charity, it is able to provide financial assistance to support those students who without that help may otherwise be unable to attend.

Within the University's Missions and Values it states:

"We are committed to a varied, accessible and stimulating learning environment, capable of developing students' knowledge, skills and employability, and will educate the very best students, regardless of country of origin or financial need, and offer a global learning experience."

The aim is to enrol and retain, on all UK-based courses, UK students from backgrounds currently under-represented at the University.

The University offers an extensive range of scholarships to encourage academic excellence, aid diversity, and offer real financial assistance in cases of hardship.

For home students there are a wide range of bursary and scholarship schemes. These funds provide an additional source of non-repayable financial help. They are paid direct to the student on top of any other student loans or grants received.

International students can take advantage of one of the UK's largest scholarship portfolios. As well as scholarships run by the International Office, many of the University's Schools and Departments also have their own scholarships that can be applied for.

In 2009/10 around 7,500 awards were made to students for bursaries, scholarships and hardship awards totalling nearly £7million.

In the recent Sunday Times University Guide reference was made to the University placing itself at the cutting edge. *"Nowhere more so than in the establishment of the Nottingham University Samworth Academy which opened last September ... Open to children of all abilities, it aims to bring universities such as Nottingham within reach of more children."*

In research, at the heart of everything we do is our commitment to meet the future research needs of society, industry and government.

Karnival, The University of Nottingham Students' Union fundraising organisation, raised more than £1.2million for charity during 2009. This makes Karnival the first student-run fundraising group in the UK to raise more than £1 million in a single year.

The University is an integral part of the local community and its campuses provide high quality amenities from theatre and museums to sports facilities and impressive gardens.

Credit rating

The University was delighted to maintain its AA- Credit Rating from Standard & Poors, announced in July 2010. The report noted that Nottingham has a strong academic reputation, partly demonstrated by its high position in the 2008 Research Assessment Exercise (RAE), where it gained the highest possible score across a number of departments. This led to an increase in related grant funding of £9.2 million per year.

This size and diversity of its undergraduate and postgraduate programmes provides strong protection against fluctuations in subject popularity, as do its demanding entry standards.

The Agency noted its major rating factors as:

Strengths:

- High academic entry standards and strong student demand
- Large student base of approximately 32,000 on its U.K. campus, with diverse academic offering
- Regulatory and financial U.K. government support

Weaknesses:

- Public sector funding set to reduce significantly
- Access to liquidity relies on committed facilities arranged with a single lender.

Conclusion

The University has had a very successful year, delivering a strong surplus and reducing debt whilst continuing to invest for the future. The University recognises the challenges faced within the sector but is confident that it is well positioned, with clear strategies to meet those challenges and to continue to deliver excellence in teaching, research and the student experience.

John Mills,
Treasurer & Chair of Finance Committee
26 October 2010

Consolidated Income and Expenditure Account

For the Year Ended 31 July 2010

	2010 £m	2009 £m
INCOME		
Funding Body Grants	144.4	134.6
Tuition Fees and Education Contracts	165.4	146.4
Research Grants and Contracts	104.1	93.4
Other Operating Income	95.7	84.7
Endowment and Investment Income	1.0	1.2
Total Income	510.6	460.3
EXPENDITURE		
Staff Costs	273.6	257.3
Other Operating Expenses	178.2	169.3
Depreciation	20.0	18.9
Interest and other Finance Costs	2.8	3.2
Total Expenditure	474.6	448.7
Surplus for the Year before associates	36.0	11.6
Share of profits in associated companies	1.2	1.2
Surplus for the Year after associates	37.2	12.8
Surplus for the year transferred from accumulated income in endowment funds	0.2	0.2
Net Surplus for year retained within general reserves	37.4	13.0

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Consolidated Balance Sheet

As at 31 July 2010

	Consolidated	
	2010	2009
	£m	£m
FIXED ASSETS		
Tangible Assets	401.8	386.0
Investments	18.1	15.6
	<u>419.9</u>	<u>401.6</u>
INVESTMENT PROPERTIES	3.0	2.8
	<u>29.2</u>	<u>26.4</u>
ENDOWMENT ASSETS		
CURRENT ASSETS		
Stocks	1.2	1.1
Debtors	68.4	60.1
Short Term Investments	5.4	2.9
Cash at Bank and in Hand	0.0	4.0
	<u>75.0</u>	<u>68.1</u>
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	(159.6)	(139.2)
NET CURRENT LIABILITIES	<u>(84.6)</u>	<u>(71.1)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	367.5	359.7
CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	(5.8)	(48.4)
NET ASSETS EXCLUDING PENSIONS LIABILITY	<u>361.7</u>	<u>311.3</u>
NET PENSIONS LIABILITY	(51.6)	(52.0)
TOTAL NET ASSETS INCLUDING PENSIONS LIABILITY	<u>310.1</u>	<u>259.3</u>
DEFERRED CAPITAL GRANTS	160.8	149.1
ENDOWMENTS		
Expendable	1.7	1.9
Permanent	27.5	24.5
	<u>29.2</u>	<u>26.4</u>
RESERVES		
Income and Expenditure account excluding pension reserve	169.2	133.5
Pension Reserve	(51.6)	(52.0)
Income and Expenditure account including pension reserve	<u>117.6</u>	<u>81.5</u>
Revaluation reserve	2.5	2.3
	<u>120.1</u>	<u>83.8</u>
TOTAL FUNDS	<u>310.1</u>	<u>259.3</u>



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