University of Nottingham
UK | CHINA | MALAYSIA

UNNC Equity, Diversity & Inclusion Strategy 2030

Moving from Intention to Impact



University of Nottingham
UK | CHINA | MALAYSIA

Executive Summary

This strategy sets out a comprehensive and institutionally grounded roadmap for advancing Equity, Diversity and Inclusion (EDI) at the University of Nottingham Ningbo China (UNNC).

It builds directly on insights from workshops, interviews, and institutional analysis, which consistently highlight a central challenge: while awareness of EDI exists, it is not yet consistently experienced in the day-to-day lives of staff and students.

As a campus of the University of Nottingham and a Sino-foreign university in China, UNNC operates within a global university community while responding to a distinctive local context. This strategy recognises that EDI priorities and approaches at UNNC need to reflect its own cultural, institutional and regulatory environment. Rather than importing EDI frameworks uncritically, it seeks to translate and embed EDI in a culturally meaningful way, emphasising harmony, fairness, and shared development while aligning with UNNC Strategic Plan - Roadmap to 2030.

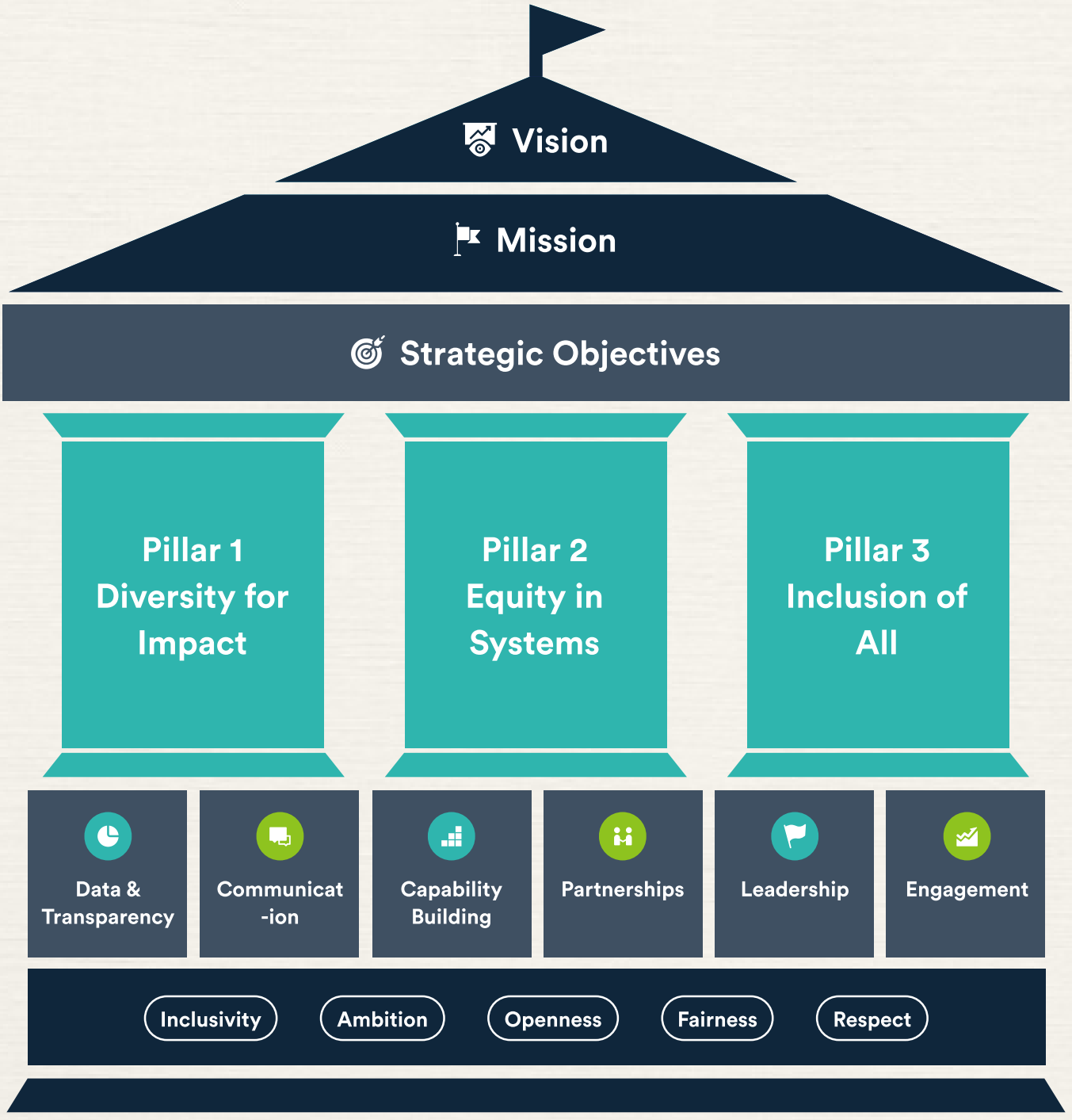


At its core, this strategy is about moving from intention to impact - ensuring that inclusion is not an initiative, but a lived and measurable experience across the institution.

University of Nottingham
UK | CHINA | MALAYSIA

The UNNC EDI Strategy House

The Strategy House is a visual framework that shows how our vision, mission, strategic objectives, pillars, initiatives, and enablers work together as a coherent system.



University of Nottingham
UK | CHINA | MALAYSIA

Vision

UNNC is a connected and inclusive community where every member feels valued, belongs, and contributes to shared excellence within UNNC and the wider University of Nottingham community.

Mission

To cultivate a campus culture where diversity is valued, equity is embedded in our systems, and inclusion enables every person to participate, grow, and thrive.

Strategic objectives

We aim to achieve one of the People & Culture Objectives – **Strengthen a culture of belonging and celebrate our UNNC community, in which all feel valued and connected.**
The key success measurements are:

- Achieve a 70% satisfaction rate in the Inclusion section of the Staff Engagement Survey by AY2029-30.
- Achieve a 92% positive response rate in the Belonging section and 97% in the Inclusivity section of the Nottingham Student Experience Survey by AY2029-30[1].
- Achieve external EDI accreditation (Employer Branding Institute's Belonging Award) to benchmark and raise UNNC's standing.

[1] Student Survey data can be further analysed by nationality, level of study and other relevant categories to help identify critical improvement opportunities and set more specific targets.

University of Nottingham
UK | CHINA | MALAYSIA

Pillar 1: Diversity for Impact

Diversity at UNNC must move beyond representation to become a driver of institutional impact. This pillar recognises diversity not as an outcome, but as a strategic asset that enhances teaching, research, and global engagement.

Current insights highlight that diversity exists on campus but is not always experienced as integrated or leveraged. Cultural and language divides can limit collaboration and reduce the potential benefits of a diverse community.

We aim to transform UNNC's inherent diversity - across nationalities, disciplines, and perspectives - into a tangible driver of excellence.

Objectives:

1. **Integrate diverse perspectives into academic and co-curricular life.**

   Every student and staff member should encounter and engage with perspectives different from their own, whether in the classroom, research, or campus activities.

2. **Foster cross-cultural, interdisciplinary and cross-campus collaboration.**

   All parts of the University should actively create opportunities for meaningful collaboration across cultural backgrounds, academic disciplines and among campuses.

3. **Ensure diverse representation in leadership, governance, and decision-making.**

   The composition of committees, working groups, and leadership roles should reflect the diversity of the community they serve.

Intended Outcome: A campus where diversity contributes directly to academic excellence, innovation, and global relevance.

University of Nottingham
UK | CHINA | MALAYSIA

Pillar 2: Equity in Systems

Equity in systems ensures that fairness is not dependent on individual effort, but is consistently embedded in institutional structures. This pillar addresses the policies, processes, and practices that shape access, progression, and experience.

Findings highlight the need for clearer frameworks in disability, and wellbeing, as well as refined approaches to performance and assessment.

We aim to embed fairness into every policy, process, and practice, so that equitable treatment is built into UNNC's institutional DNA.

Objectives:

1. **Establish transparent and inclusive policies and practices across both staff and student experiences.**

   Ensure that institutional frameworks are clear, consistently applied, and accessible to all.

2. **Design flexible systems that recognise diverse needs and pathways.**

   Assessment, performance management, and support services should accommodate differences in discipline, ability, and personal circumstance.

3. **Ensure equitable access to resources, opportunities, and support.**

   Every member of the community should have the information and means to access what they need to succeed, regardless of background or role.

Intended Outcome: A system where fairness is consistent, visible, and trusted across the institution.

University of Nottingham
UK | CHINA | MALAYSIA

Pillar 3: Inclusion of All

Inclusion of All reflects a commitment to ensuring that every individual at UNNC is not only welcomed but able to actively participate, contribute, and succeed within the university community. It moves beyond a sense of belonging to enable meaningful engagement across cultural, linguistic, institutional, and physical contexts.

As a transnational university, UNNC brings together Chinese and international communities with diverse cultural and linguistic backgrounds. While this creates a rich environment, differences in language, communication styles, and cultural expectations can limit participation and integration if not intentionally addressed. Beyond these cultural dimensions, physical, digital, procedural, and attitudinal barriers can also prevent full participation - whether a wheelchair-inaccessible building, a digital system or platform that creates accessibility barriers, a policy that overlooks diverse needs, or an assumption that excludes certain voices.

We aim to cultivate a campus culture where every individual - student, faculty, professional staff, and partner - feels valued, respected, and empowered to participate fully. This requires not only building cross-cultural capability but also **proactively identifying and removing barriers** that hinder engagement. Furthermore, inclusion must extend to the **entire campus ecosystem**, recognising that vendors, cleaners, security staff, and other partners are integral members of our community.

Objectives:

1. **Build cross-cultural capability across the community.**

   Every member of UNNC should have the awareness, skills, and confidence to communicate and collaborate effectively across cultural and linguistic differences.

2. **Identify and systematically remove barriers to full participation.**

   All parts of the University should proactively identify and address physical, digital, procedural and attitudinal barriers within their areas of influence, while barriers relating to physical and digital infrastructure should be addressed in collaboration with the relevant University departments.

3. **Extend inclusion to the entire campus ecosystem, including vendors and partners.**

   The community of staff and students who support campus life - cafeteria, security, maintenance, cleaning, and other partner staff - should be visibly recognised, respected, and included as valued members of the UNNC community.

Intended Outcome: A cohesive campus ecosystem where every person - regardless of role, background, language or ability - experiences inclusion as a daily reality.

University of Nottingham
UK | CHINA | MALAYSIA

Enablers for Implementation

Delivering this strategy requires coordinated action across all levels of the university.

Data & Transparency

Dashboards and reporting mechanisms tracking representation, experience, and outcomes.

Communication

Tailored, culturally resonant framing of EDI across all channels.

Capability Building

Equipping staff and students with practical tools to translate strategy into action.

Partnerships

Collaborating with internal stakeholders, students, and external experts to distribute ownership and embed EDI across the institution.

Leadership

Setting expectations, modelling behaviour, ensuring accountability, mobilising critical resources.

Engagement

Active participation of staff, students, and the broader community in shaping and delivering EDI work.

Governance

Clear governance structures, responsibilities, and accountability mechanisms to monitor progress and sustain institutional commitment.

Conclusion

UNNC has the opportunity to define a distinctive model of EDI in transnational higher education—one that bridges global standards and local realities.

This strategy provides a comprehensive foundation to achieve that, ensuring that diversity, equity, and inclusion are not only values, but lived experiences that shape every aspect of university life.

University of Nottingham
UK | CHINA | MALAYSIA



© 2026
The University of Nottingham
Ningbo China
All Rights Reserved.