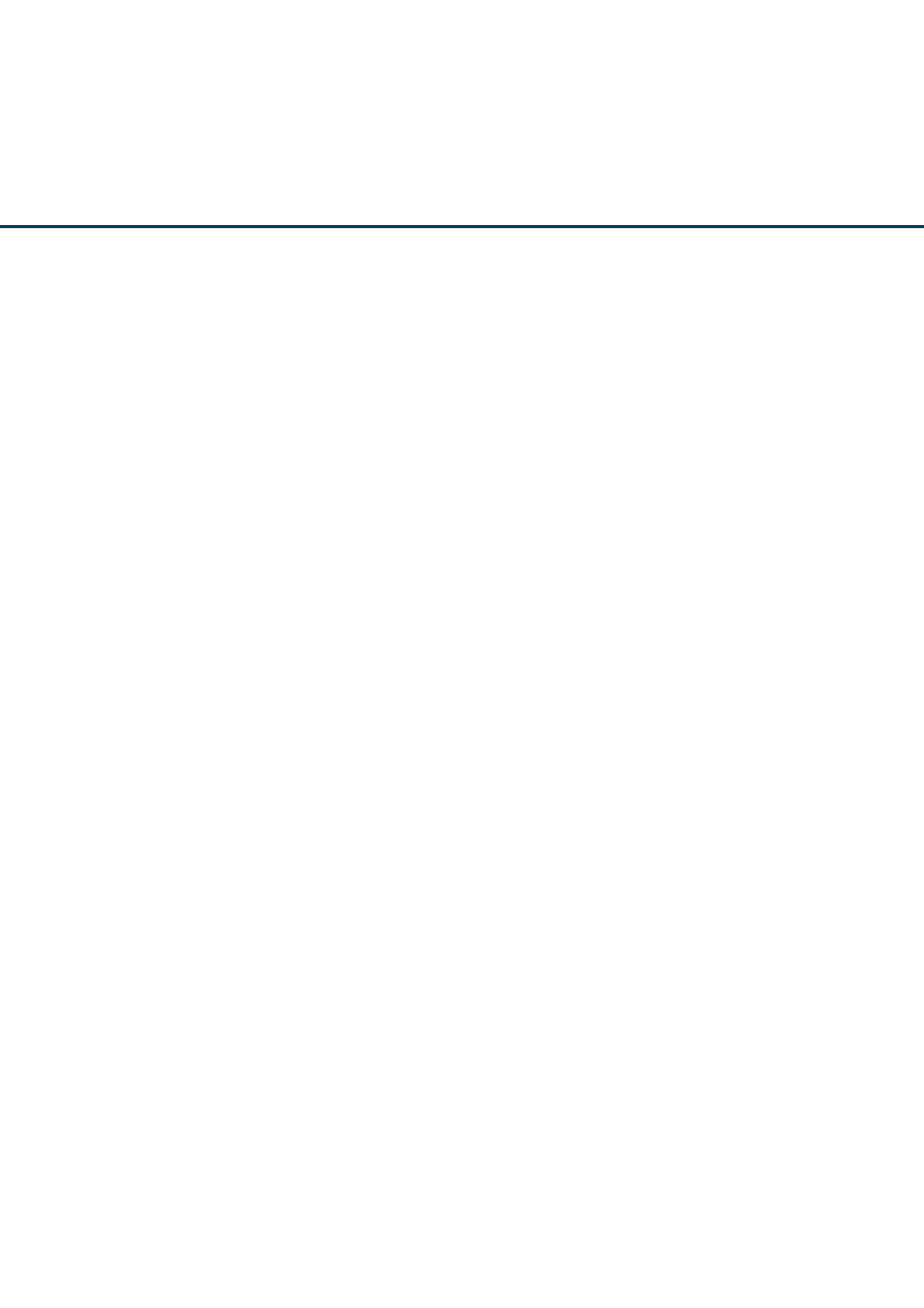


Annual Report 2011

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— Annual Report 2011

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As our first Chancellor, Sir Michael Parkinson engages with many aspects of NTU life. His role involves promoting the work and ambitions of the University both in the UK and internationally, representing the University on special occasions, and acting as a source of wise counsel.

Welcome from the Chancellor

One of the major talking points of the past year has centred on why higher education matters. As the debate over funding has raged, universities have been called to account about the public benefit they provide.

Since I became Chancellor of Nottingham Trent University, I have come to understand the genuine value which higher education delivers to society. I have been privileged and impressed to see the many ways in which our University is extending the social, cultural and economic influence of its work.

It may be a surprise to some people to discover that the University has charitable status, with obligations to deliver public benefit. We take that responsibility very seriously, not just in shaping the lives of our students but also in addressing the challenges facing our world today.

Nottingham Trent
University delivers genuine
value to society

You don't need to have attended our University to benefit from our University. That is why this annual report takes a look at the broader impact of NTU in raising aspirations and inspiring creativity, generating ideas and safeguarding knowledge, promoting innovation and strengthening civil society. It illustrates how our influence on the wider community is

powerful and positive.

Civic pride is a key driver in all we do. Among the highlights of 2011

was the official opening of our regenerated Newton and Arkwright buildings. Our guest of honour, Sir David Attenborough, was

thrilled to see how dramatically this landmark project has transformed not only the environment for our students and staff but also the Nottingham cityscape as a whole.

We are proud of the strong sense of community we are building within and beyond NTU. I'd like to thank everyone who belongs to that community – students, staff, alumni, employers, research collaborators, business partners, benefactors and supporters – for their contribution to another successful and inspirational year: a year which has shown exactly why NTU matters.

Sir Michael Parkinson CBE
Chancellor

Introduction by the Vice-Chancellor

At a time when the value of higher education is being placed under unprecedented scrutiny, Nottingham Trent University is meeting – and going beyond – students' expectations of what constitutes an outstanding university experience.

Our acknowledged strengths – an outstanding employability record, excellent research-informed teaching, extensive links with industry and an international outlook – ensure that an NTU education is a sound investment for the future.

Much has already been achieved to give our University a robust and confident position in the new-look higher education landscape.

We are now the UK's third largest provider of undergraduate education and we remain one of the most popular universities, with applications growing by 80% since 2006.

Over the last four years, the average tariff point for entry to our courses has risen from 279 to 318, reflecting our success in setting ever higher standards and our gradual transformation from a 'recruiting' to a 'selecting' institution.

Our dedication in listening – and responding – to the views of our students has also resulted in a significant 12-place rise in the rankings of the latest *Times Higher Education* Student Experience Survey, taking us into the top ten for post-'92 universities.

While we can be proud of the progress made so far, we cannot and will not rest on our laurels. We are launching bold initiatives which aim to set new sector benchmarks for student employability and wide-ranging improvements which will further enhance the quality, innovation and professionalism of our teaching.

With the introduction of Key Information Sets for the sector, the spotlight will increasingly be shone on statistics such as the number of contact hours students have with academics. Important as they are, these figures are only part of the picture. At NTU, we believe in delivering a well-rounded, dynamic, diverse and inspirational learning experience, including an ever-

expanding range of opportunities outside the curriculum. The emphasis is on building brains: developing graduates who are ready and able to go far in their careers and lives.

We are determined to ensure that this distinctive NTU experience is open to all those with potential, regardless of their background and financial circumstances. True to the principle of fair access, we are not only investing in a substantial package of financial support to help students achieve their ambitions but also extending our acclaimed outreach work to raise the aspirations, improve the attainment and

unlock the talents of young people who might otherwise assume university is not for them.

A sense of ambition and a commitment to adding value underpins all our endeavours.

This report sets out just some of our latest achievements – from global alliances to groundbreaking research – as well as our direct impact in bolstering the local economy. I hope it

helps to demonstrate how we are delivering our mission to shape lives and society.

Professor Neil Gorman DL
Vice-Chancellor

An NTU education is a
sound investment for
the future



NTU can look forward to strengthening its competitive advantage in the new landscape for higher education, according to Vice-Chancellor Professor Neil Gorman.

Inspiring success

We are justifiably proud of the way a Nottingham Trent University education helps to shape lives and society.

Our mission is firmly focused on students' ambitions and employers' needs. The graduates we send out into the world are ready and able to make a difference as the leaders of tomorrow.

An NTU education is characterised by acknowledged strengths: an outstanding record in student employability, excellent teaching quality, global business links and a diverse, dynamic student experience. Our success – and that of our graduates – is testament to the fact that higher education is one of the best investments that can be made.

The University's reputation continues to soar. In 2011 we were hailed as "consistently among the leading new universities in the UK" in the *Times* league tables. And, according to the UCAS Applications Digest of January 2011, we were the eighth most popular university in the UK for undergraduate applications.

Whether they plan to become scientists, teachers, engineers, lawyers, designers, social workers, business professionals – or to pursue goals in any other walks of life – our students have a formidable head-start.

A strong graduate employment record has long been the bedrock of NTU's status as a leading professional university. According to the Higher Education Statistics Agency (HESA) survey for 2009-10, 94% of our graduates* from full-time undergraduate courses – and 95% of our postgraduates – are employed or engaged in further study six months after leaving NTU. We have achieved notable job success rates in the most competitive sectors of all: in just one example, latest figures showed that 75% of

our Centre for Broadcasting and Journalism students secured graduate level jobs – well above the national average of 55%.

We are now building on this distinctive track record to offer our students even more opportunities at a time of intense competition in the graduate jobs market. A Department of Student Employability and Enterprise has been established to give them the best possible chance to realise their potential in the world of work. Each School at NTU now boasts an Employability Co-ordinator too, driving forward activities which ensure our students have the attributes most sought-after by employers.

A pioneering Acceler8 Award has also been piloted to bolster students' employability prospects by equipping them with formal

recognition for all they achieve outside their studies. Acquiring the award involves completing 50 hours of paid or voluntary work, attending skill-based workshops on themes such as leadership, networking and team

working, and completing core sessions on career management, job applications, CV planning and interview techniques.

A key factor in the employability success story is the large proportion of NTU students who undertake an industrial placement or gain other work experience as part of their course. Latest figures from HESA confirmed that we were in the top five British universities for the number of students taking year-long work placements. We have influential links with more than 6,000 companies, which opens the door to rewarding placements. The relevant and practical experience students gain through such opportunities stands them in good stead for future career progression.

The graduates we send out into the world are ready to make a difference as the leaders of tomorrow

* of those available for work.

Our awards ceremonies are the proudest dates on our calendar: a celebration of how NTU develops students' intellectual rigour and agility, enabling them to adapt to employers' current and future needs.



Property and Construction postgraduate students headed to Budapest for a 'professional practice' module in which they assumed the role of consultants commissioned to advise on a site beside the Danube.





Teacher Training at NTU aims to nurture exceptional professionals who can transform our schools and inspire, excite and empower learners. Our success was confirmed by Ofsted when it praised the Teach First Midlands provision for its 'outstanding' approach to improving quality of learning and achievement for pupils.

Seal of approval for our high standards

Underlining how an NTU education is directly relevant to business, industry and the professions, around 150 of our courses are formally accredited or recognised by a professional, statutory or regulatory body. In 2011, the quality of our provision was also highlighted through a string of important kitemarks and league table ratings. Five programmes at Nottingham Business School were listed in EdUniversal's ranking of the best Masters courses worldwide. The ratings were based on the reputation of the programme, student satisfaction levels and the salary they command after qualifying.

The quality of our provision has been highlighted through a string of important kitemarks and league table ratings

The Teach First Midlands provision – which places outstanding graduates to teach and lead in schools that face challenging circumstances – received the highest rating possible following an Ofsted inspection. All aspects of the scheme led by our School of Education were judged to be 'outstanding'. The initiative represents a collaboration between NTU and independent charity

Teach First, which works to break the link between low family income and poor educational attainment.

NTU has led the Teach First provision across the East and West Midlands since 2007, working closely with other university and college partners.

Growing reputation

The University continues to refine its insights into students' requirements and strives – in all its activities – to surpass their expectations.

The commitment is paying off: the latest *Times Higher Education Student Experience Survey* placed us in the top ten post-'92 universities in England and Wales, with a 12-place rise up the overall table to 40th position. The survey sees students rating their university's performance in 21 categories that matter most to them, from lectures to social life, accommodation to employer links.

NTU's highest scores were for its helpful and interested staff; the quality of the environment on and around the University campuses; the standard of the library facilities and their flexible opening hours; and the vibrant social life.



NTU courses integrate applied learning with academic excellence to produce world-class professionals. Our sponsored degrees enable students to maximise their learning and develop their employability skills – making them ideal candidates for any business seeking to recruit ‘work-ready’ graduates.

Pioneering degrees build on our powerful links with business

We are setting new sector standards for innovation in course development. Nottingham Business School’s suite of sponsored degrees has been expanded, giving students the chance to gain a highly regarded qualification while working full-time, earning a salary and having their tuition fees paid by the employer. It means they hit the ground running in their working lives and start out from a strong financial position.

Sponsored degrees are becoming a popular option for businesses interested in attracting high-flying individuals and developing their graduate-level workforce. New in 2011 was a partnership with global information services company Experian, which saw a first intake of 15 undergraduates who will work at the company throughout their three-year BA (Hons) Management and Leadership degree. Another sponsored degree was launched in collaboration with the Chartered Institute of Management Accountants (CIMA) – significantly reducing

the amount of time it takes to gain a full CIMA qualification. The BA (Hons) Management and Finance incorporating CIMA enables students to work full-time in a finance-related role within a company.

Alongside their work-based learning, students on such degrees receive tutor visits, online support and intensive study weeks delivered by Nottingham Business School.

Meanwhile, Barclays has tripled the number of sponsored students it takes from the Business School. Barclays has been involved with our ground-breaking in-company BA

(Hons) Business Management (BABM) degree since 2006 and currently employs around ten NTU students each year. The impact of this programme – through which students spend their first year at the

University and their final two years working full-time for the company – has prompted the bank to increase its demand for new recruits from

A key factor in our success is the large proportion of students who gain work experience as part of their courses

NTU. While at Barclays, students undertake various roles including personal banker in the first year and branch manager in the second. Retention is exceptionally high: 92% of students stay with Barclays on graduating.

Setting new sector standards for innovation in course development

A powerful radio documentary on male victims of domestic violence earned Clare Freeman the Broadcast Journalist of the Year title in the Guardian Student Media Awards.





The top award at Graduate Fashion Week went to Fashion Knitwear Design and Knitted Textiles student Rory Longdon. He won the £20,000 George Gold Award – and created a collection for George at Asda.



Based in the new-look Newton building, our Student Services Centre was recognised for excellence in customer service. The centre provides a range of services to students such as accommodation, finance and funding support, careers and employability, international student support, counselling, health and wellbeing, faith and cultural support, welfare support, mental health advice and disability support.

Projects with purpose

NTU's strong relationships with industry have resulted in opportunities for students to test their skills and ingenuity on 'live' projects for leading employers. Students on our design-related courses, for instance, are challenged to develop solutions to briefs set by industry professionals. In 2011, to name just a few projects, our students created perfume bottle designs for Paul Smith shops; developed collections for bespoke formal shirt brand Hawes and Curtis; researched packaging for food and drink company PepsiCo; and drew up options for a site in Budapest owned by real estate developers Wing.

International outlook

A crucial part of our mission is to nurture students who become global citizens. All courses have an international perspective and we boast connections with 50 academic institutions across 40 countries, paving the way for students to enjoy exchanges and placements in countries from China and Australia to the USA. In 2011 a unique course brought a new dimension to our BA (Hons) International Business programme. Established in collaboration with the University of Valencia, the four-year course enables students to immerse themselves in Spanish life and culture while building the skills to work in international business. Graduates gain awards from both universities.

Teaching excellence

Accolades garnered by our academic staff reflect the wealth of talent and dedication that exists across the NTU community. Senior Lecturer in Social Work Matthew Gough was presented with a national innovation award for the way he uses NOW – our virtual learning environment – to improve student engagement. He harnesses the system to release social work case study information in real time to his students, enabling them to work collaboratively to solve problems, receive swift feedback and finesse their interview skills. Students have described the approach as 'genius'. The award was given by SWAP, the Higher Education Academy subject centre for social policy and social work.

Meanwhile, recognition for an outstanding contribution to journalism training went to Amanda Ball, who lectures in media law and public administration at our Centre for Broadcasting and Journalism. She received the 2011 Chairman's Award from the National Council for the Training of Journalists for whom she acts as principal examiner. The honour paid tribute to her work in upholding standards in journalism training.

All improvements taking place across campus are driven by feedback from our students

Outstanding support

Many of our departments are exemplars of best practice and all improvements are driven by student feedback. We welcome, listen and respond to their views.

Our Student Services Centre – a one-stop-shop for any information or support that students might need – was awarded the Government Standard in Customer Service Excellence. Assessors said that the centre demonstrated a complete understanding of the diverse characteristics of the student

population, backed by regular consultations to keep abreast of students' needs.

Based on views gathered by the Students' Union, IT facilities have

also been dramatically enhanced to include more Wi-Fi areas, more study spaces, faster Internet speeds and over 300 new computers. In fact, our Information Systems team received a national gold standard award for excellence and effectiveness.

NTU was one of only two universities to achieve this standard under the National Computing Centre IT Department Accreditation Scheme – a unique business improvement programme which examines performance against 110 common controls.

Catalysing innovation

Nottingham Trent University is in the vanguard of innovation. Its research is dedicated to addressing real-world challenges, delivering a wide range of economic, social and cultural benefits.

We are adept at harnessing latest technology and we advance new discoveries with the capacity to change the world.

Research across NTU is managed within – and between – a number of focused research groupings.

The last Research Assessment Exercise underlined the outstanding quality of their endeavours:

74% of activity achieved international status and 8% was classed as world-leading. A dynamic research strategy means that we nurture high-performing teams – including early career researchers who are set to become the next generation of talent.

Advancing new discoveries which have the capacity to change the world

Our research success is characterised by powerful partnerships. Many of our projects involve far-sighted collaborations with blue-chip partners and secure funding from an increasingly broad spectrum of sources. At

the same time, our researchers are realising the commercial potential of their work – thanks to a flexible, pro-active approach that

offers real solutions to business and industry.

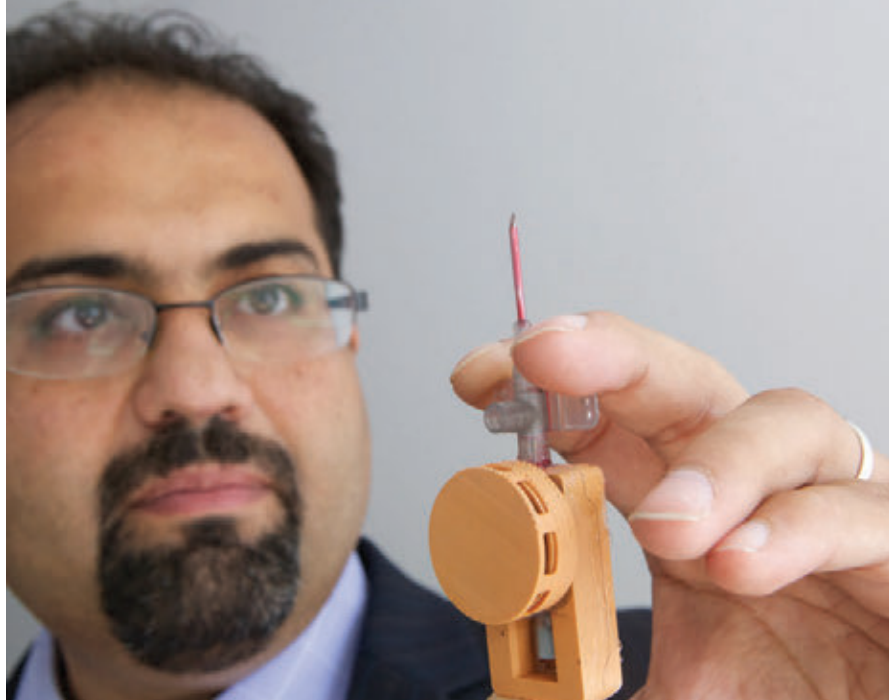
Healthcare is a focus for some of our most highly regarded and profoundly important research pursuits. At our John van Geest Cancer Research Centre, a dedicated team

of scientists is working resolutely to develop vaccines against breast and prostate cancer as well as hi-tech methods for assigning more effective and personalised courses of treatment for cancer sufferers.

One of the latest initiatives has uncovered clues which might pave the way for early diagnosis of Alzheimer's disease. Over 80,000 people in the UK are currently affected by dementia yet, for many, a diagnosis comes too late. Now the NTU researchers are working with The University of Nottingham's Human Genetics Department on a project – part-funded by Alzheimer's Research UK – which has discovered that abnormal levels of seven different proteins in spinal fluid could act as markers for detecting the disease.



At our globally-renowned John van Geest Cancer Research Centre, based on the Clifton campus, we continue to expand our investigative programmes and introduce new technologies. The findings from a recent study into Alzheimer's disease have provided a new lead for improving diagnosis. Ultimately this could enable people to be involved in clinical trials at a much earlier stage, when new treatments are most likely to have a positive effect.



Inventor Dr Amin Al-Habaibeh, an expert in advanced design and manufacturing technologies, with the innovative medical needle which seeks to cut the rate of failed intravenous injections. There are some 25 million intravenous injections in the UK each year, with up to a third expected to fail first time. The new needle could save time and reduce the suffering of patients. It is now patent protected and the research team is working with medical suppliers to develop a partnership for its mass manufacture.

Injecting ingenuity

The rate of failed intravenous injections could be dramatically reduced thanks to a new form of needle co-developed at NTU.

The Product Design team at our School of Architecture, Design and the Built Environment worked with Olberon Medical Innovations to create a self-retracting needle – a simple but innovative concept.

A major problem with current needles is that operators find it difficult to detect when they have located and punctured the vein, causing the needle to fail in its positioning. The newly developed needle has an automatic mechanism which, based on pressure changes, causes it to withdraw once it detects the move from tissue to vein.

The project has been supported via an Innovation Fellowship grant and the European Regional Development Fund.

Easing road congestion

Far-reaching research which could make our road journeys easier is being pioneered at the University. We are exploring wireless networking for vehicles as a way of drastically reducing congestion and the environmental impact of traffic.

Experts from our School of Science and Technology are involved in a £3m European project looking at incorporating ad-hoc wireless technology that enables vehicles to gather traffic information automatically and relay it to other commuters.

It could help motorists avoid queues and reduce journey time by identifying potential problems before and during their journey. Nottingham is a test site for the prototype as part of the three-year initiative, which is funded by the EU and involves a consortium of universities and technology partners.



Pioneering new approaches to food safety

Food technology is becoming an influential and substantial strand of our research. Exciting breakthroughs have seen our scientists recognised for work which could revolutionise the food and drink sector. Two projects led by our School of Science and Technology were shortlisted for the 2011 Food and Drink iNet Innovation Awards.

One initiative is an easy-to-use bacteria-killing spray for coating kitchen surfaces and food processing equipment. Developed by Dr Fenge Gao's team in our Nanoscience Laboratories – and based on our previously patented non-migration type antimicrobial nanotechnology – the spray harnesses cutting-edge nano and biomimetic technology.

It could have a significant impact on food shelf life, with reduced spoilage rates and wastage, more efficient food production and supply chain processes, improved public health and more satisfied customers. The technology also has potential for healthcare, fuel transport and energy applications.

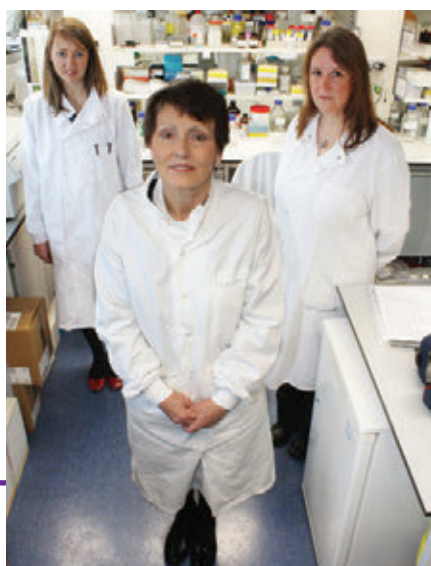
Harnessing cutting-edge nanotechnology

The other notable project has developed methods to detect offal and blood proteins

in raw, cooked and processed meat products, which may have been added fraudulently.

With the help of funding from the Food Standards Agency, our scientists have identified novel protein markers to specifically detect different offals and have developed monoclonal antibodies to monitor undeclared blood proteins in meat products.

Two patents have already been filed for the techniques. The methods have won considerable interest from food retailers, manufacturers, enforcement agencies, suppliers and food testing companies.



Professor of Molecular Cell Biology Ellen Billett and her fellow researchers Drs Lyndsey Durose and Cheryl Wells won plaudits for their contributions to the detection of food fraud.

Sharing expertise

Nottingham Trent University expertise is in demand locally, nationally and globally.

We help to define the skills, knowledge and values needed by professionals – today and throughout their careers – and we meet high expectations from employers, students and stakeholders alike.

Our academics increasingly draw on their understanding and experience to act as specialist consultants to business, the professions and public sector bodies.

Much of this work has an international scope and impact. NTU makes connections which ensure that its creativity, professionalism, values and standards are shared with its partners worldwide.

This outlook pays dividends for our students – in the UK and overseas – because they develop an international perspective that enhances their credibility in the jobs market and opens new doors to career progression.

This year, progressive agreements were signed with three of the world’s strongest business schools, creating opportunities for international exchanges that enrich and inspire.

Nottingham Business School forged these links with the Graduate School of Business at Koc University, Istanbul – its first ties to Turkish higher education; the Faculty of Business and Law at Victoria University, Melbourne; and the Beijing-based Management School of the Graduate University of the Chinese Academy of Science.

NTU makes connections which ensure that its professionalism, creativity, values and standards are shared with its partners worldwide

We have also taken our acclaimed Doctorate in Business Administration (DBA) into new territory with the launch of a programme in Dubai. The Nottingham Business School

DBA has long enjoyed an excellent reputation for its quality and relevance to professional practice. It has now been introduced in Dubai with

support from Stafford Associates, providers of distance education assistance to business professionals in the Middle East. The students come from backgrounds including director level positions in HR, corporate governance, marketing and investment.

Our three-year part-time DBA is taught with the help of research training and development workshops in both Dubai and Nottingham. Delegates undertake research at a high level, often within their own sectors, contributing not only to academic knowledge but also to the development of management practice.





Three new specialist centres will build on the large, active, skilled and globally-recognised research culture of Nottingham Law School. They will give our academics even greater influence in debates on law reform and policy development.

are also making recommendations on the future of legal education in Mauritius, in a collaboration with the Attorney General's Office and the Tertiary Education Commission there.

NTU is an invaluable source of support for public sector organisations across the region. A new centre to help language professionals enhance their skills and increase their networking opportunities was launched at our School of Arts and Humanities. Network for LANGUAGES East Midlands is part of the national Network for LANGUAGES alliance, made up of universities committed to excellence in language learning and teaching in all settings, sectors and phases. The regional centre is based within our Nottingham Language Centre and is providing a wide range of professional development, training and support to schools, teachers and the wider languages community.

Meanwhile, experts from our School of Animal, Rural and Environmental Sciences have helped fire and rescue professionals to prepare for emergencies involving animals. Nottinghamshire Fire and Rescue Service turned to the Brackenhurst team for a series of advice workshops. The training is mainly on horse behaviour and handling, including guidance on restraint techniques, anatomy and first aid. Other themes explored include the behaviour of animals ranging from cats and dogs to cattle and reptiles.

Among other international delegates to benefit from Nottingham Business School know-how is a group of Russian HR professionals. Seventeen managers from leading companies are completing their Postgraduate Diploma in Human Resource Management which is run in association with PricewaterhouseCoopers and approved by the Chartered

Institute of Personnel and Development. Having undertaken workshops in Moscow, delegates advanced their studies with a

four-day programme at NTU. The course builds on the success of similar initiatives run by our International Human Resources team in countries such as the Czech Republic, Azerbaijan and Angola.

During 2011, Nottingham Law School established three new specialist centres to expand its research activity and share its findings beyond the academic community for the benefit of the legal services industry. The Centre for Conflict, Rights and Justice; the Centre for Business and Insolvency Law; and the Centre for Legal Education will collaborate with partners on large-scale and long-term research projects.

The Law School has strengthened its profile on the global stage too, establishing strategic allegiances with prestigious partners. It has launched the first Masters programme outside the USA devoted purely to advocacy skills – thanks to a collaboration with the Attorney General's Chambers

(AGC) of Malaysia. The new LLM in Advocacy Skills is designed exclusively for AGC officers, five of whom are now taking the one-year course in Nottingham. A further academic innovation is the Postgraduate Diploma in International Insolvency Law. Established with INSOL International, it will help in the struggle against bankruptcy and insolvency, with a focus on developing market countries.

Among other new ventures, a partnership has been agreed with

Ghana School of Law – the leading law school in sub-Saharan Africa – to work on curriculum development. Our academics

NTU courses have long enjoyed an excellent reputation for their quality and relevance to professional practice

Equine experts at Brackenhurst campus have helped local firefighters to practise rescuing horses stranded in ditches or trapped inside trailers.



Supporting the local economy

Nottingham Trent University plays a vital role in bolstering the local economy – through the expenditure it generates, through the jobs it supports and through influential research which is helping to shape the future of our city.

A new research centre has been launched at the University to offer a wide range of economic research, evaluation and strategic consultancy services to public, private and third sector clients.

Based within Nottingham Business School, the Economic Strategy Research Bureau (ESRB) is making its mark with significant initiatives aimed at helping local policy-makers to address the pressing challenges confronting our city and region.

Among its most far-reaching initiatives in 2011 was contributing to Nottingham City Council's plans to develop a framework for modernising our city's economy.

The ESRB team delivered an independent assessment of the economic conditions that the city faces. The findings helped to inform the draft Nottingham Economic Growth Plan, a blueprint for action to attract inward investment, create jobs and build a stronger local and international identity for the city.

The draft plan is a starting point for establishing shared aims for the future. It is hoped it will encourage the private and public sectors to work together to help position Nottingham as one of the country's most attractive cities in which to live, work, study, invest and do business.

In steering the city's economic direction for the next decade, it covers education, skills and training; transport; digital connectivity; business birth and growth; commercial and city centre development; reputation; and emerging sectors.

In our last Student Satisfaction Survey, 83% of students thought Nottingham was a great place to live. It is little wonder that so many come here for an education, but stay here for a career.

One of its most potent messages reflects on the important role which the city's academic institutions and the business community have always played in finding innovative solutions to meet the challenge of economic change.

The plan highlights how Nottingham has established itself as a major administrative centre thanks to the development of new knowledge-based sectors supported by two high-quality universities.

It suggests a range of measures to help the city retain and nurture the talent of the graduates emerging from these universities, including a new programme of city-wide engagement to increase their sense of connection to Nottingham.

Through its universities,
the city has a history of
finding innovative
solutions to address
economic change

The contribution to the draft growth plan illustrates the commitment of the ESRB – and the University as a whole – to undertaking research which is of enormous benefit to the wider community.

The ESRB combines practitioner expertise with academic excellence and also draws on the specialist knowledge which exists right across the University to meet the requirements of its clients.

Among other recent projects, the team has produced a number of research reports for D2N2, the new Local Enterprise Partnership (LEP) for Derby, Derbyshire, Nottingham and Nottinghamshire.

These reports will inform the LEP's strategic planning process as it strives to make our area one of the strongest and most resilient economic regions in the UK.

A further high-profile investigation by the team on behalf of the BBC explored the economic impact on Derby of Bombardier's loss of the Thameslink contract.





Nottingham Trent University not only helps oil the wheels of the local economy. Its research has also contributed to a growth plan which will build on the city's strengths, attract further inward investment, boost business development, improve the skills of local citizens and pave the way for new job opportunities.

Student expenditure on local goods and services is estimated to be at least £63.8m per year. Students also play a key role in enhancing Nottingham's reputation as a vibrant, cosmopolitan, cultural city.

Study identifies economic impact of Nottingham Trent University

NTU generates expenditure totalling over £290.5m in the Greater Nottingham economy and supports around 3,760 full-time equivalent jobs.

The statistics were unveiled by our Economic Strategy Research Bureau (ESRB) which explored NTU's impact from two angles – the expenditure of the University and its staff, and the expenditure of its students.

In 2010/11 NTU's total expenditure was £188.9m. As well as considering this direct injection of money into the local economy, the ESRB researchers looked at the impact of the University's day-to-day operations on suppliers of local services, along with the extra consumption associated with the additional salaries from jobs dependent upon NTU expenditure. On the basis of multipliers estimated in a previous study,*

an additional £28.3m is generated in Greater Nottingham.

In terms of jobs, as well as the 2,532 full-time equivalent staff employed by NTU in 2010/11, multiplier effects suggest that around 230 additional full-time equivalent jobs are supported in Greater Nottingham.

When looking at student expenditure, the team based its calculations on the fact that there were 21,409 full-time and sandwich course students at NTU in 2010/11. Data on average expenditure per student has been taken from the previous study and updated in line with inflation.

The presence of NTU brings important benefits to the Greater Nottingham community

On this basis, it is estimated that total expenditure by students was around £255m. Of this, the team conservatively

estimates that 25% is spent on local goods and services – a figure of £63.8m.

Applying multipliers to account for

indirect and induced effects suggests this expenditure generated a further £9.6m of activity in Greater Nottingham.

It is also possible, using productivity data, to estimate how many jobs this expenditure supports. Student expenditure of £63.8m supports almost 870 full-time equivalent jobs, with multiplier effects generating a further 130 in Greater Nottingham.

Stimulating enterprise

As a leading professional university with a truly entrepreneurial outlook, NTU plays a pivotal role in the business life of the city and region.

We pro-actively encourage enterprise in our staff and students, nurturing exciting new businesses which bring growth and prosperity to our communities.

We also offer an extensive portfolio of business services, helping firms tap into our expertise and global networks to achieve that vital competitive edge.

One of our most influential contributions is as a hub of knowledge for the private and public sectors.

This role was strengthened in 2011 when East Midlands Development Agency (*emda*) signed a unique agreement to transfer its knowledge

legacy to NTU. The move means that all the know-how generated by *emda*'s activities – since the agency was established in 1999 until its closure in 2012 – will continue to be made available to stakeholders involved in economic development.

The crucial two-way relationship between the University and the wider business community has been strengthened

The Knowledge Bank contains a wide range of strategies, policy and research studies, toolkits, economic impact evaluation reports and legacy handbooks highlighting achievements accumulated and lessons learnt. These will prove enormously helpful to policy-makers and delivery bodies, including local authorities and the new Local Enterprise Partnerships. Nottingham Business School is hosting the Knowledge Bank online as part of NTU's Institutional

Repository – ensuring that it is a publicly available resource, accessible through search engines. NTU is now collaborating with other public

and private sector organisations to expand this important knowledge base, while exploiting its full potential as a resource for its own teaching and research.

The crucial two-way relationship between NTU and the business community was also cemented when the Institute of Directors

(IoD) opened its East Midlands Regional Office on our City site. The IoD is Europe's largest membership organisation for business leaders. It supports 43,000 members through 44 regional branches in the UK and has an international network spanning six continents. Its new regional base at the Newton building offers flexible business facilities and meeting places for IoD members, all within a vibrant university community. It was officially launched by IoD Director General Miles Templeman during a high-profile visit.

Already our students are reaping the rewards of this collaboration. NTU became the first university in the country to pilot a scheme which provides free student membership to the IoD. Some 120 students from Nottingham Business School and the School of Architecture, Design and the Built Environment are the first to benefit, gaining unrivalled support in progressing their careers or business ideas. The scheme represents an excellent opportunity for students to engage with director-level networks, access outstanding resources and acquire invaluable experience to differentiate their CVs from those of other applicants in the jobs market.

Closer links between business and education are vital to the jobs market. IoD Director General Miles Templeman (*centre*) officially opened the Institute's new base at the University – which is developing new avenues of opportunity for our students, enhancing their credibility with employers.



Survey-topping venue

Reinforcing our status as a focal point for business and the professions, increasing numbers of organisations are choosing to stage prestigious events at the University. Nottingham Conference Centre, which celebrated its first anniversary in 2011, continues to set new standards as a superior venue. A key asset for commercial income generation at NTU, the centre draws not only on the exceptional facilities of the regenerated Newton and Arkwright buildings but also on the University's steadfast commitment to excellent customer service. Having gained 100% positive feedback in customer surveys, it has now come top in a survey by academic venue consortium Venuemasters for the professionalism it delivers in handling enquiries from potential clients.



Nottingham Conference Centre has attracted not only major conferences but also executive meetings, training workshops, exhibitions, wine tastings, gala dinners, fashion shows and even weddings. Its fully integrated audio-visual technology is used for presentations, films and live video links to other countries.

A decade of discovering and developing business talent at the University

Our enterprise development centre, The Hive, celebrated its 10th anniversary – reflecting on an enviable track record which has opened doors for hundreds of would-be entrepreneurs and contributed to a sustainable and competitive local economy.

In its first decade, The Hive – together with its outreach project The Hive@Mansfield – helped highly-skilled NTU graduates and other entrepreneurs to create over 240 new businesses, generating more than £25 million in revenue.

Of the ventures launched, an exceptional 85% passed the three-year mark and nearly 70% still trade, employing almost 300 people between them.

This success rate has established The Hive as a genuine role model for fostering graduate and student enterprise. Such is the team's impact that the European

Regional Development Fund has agreed further support for The Hive@Mansfield and another three years of the Enterprise Inc programme in collaboration with other regional universities.

In the last five years, more than 30 Hive entrepreneurs have won or reached the finals of important enterprise competitions and 2011 was no exception. Among the triumphs was that of Warren Nash, founder of recipe website and video channel *FitBrits*.

He was the only UK participant on the global YouTube Next Chef programme, winning \$10,000 worth of YouTube advertising,

mentoring from industry professionals and a \$5,000 filming equipment package.

Three companies supported by The Hive were also among the eight which reached the regional final of the Lloyds TSB

Enterprise Awards – and one was crowned Best Start-Up in the Midlands. The honour went to Anna Roebuck who studied for an MA in Creative Collaborations at NTU before setting up Bags2Riches, a fair trade business which creates jewellery from recycled plastic bags. Anna received a £1,000 cash prize and two years' free mentoring from Lloyds.

The influence of The Hive is now being felt even further afield. It is offering budding entrepreneurs in the East Midlands a chance to learn from their more experienced counterparts in Europe. Under the Erasmus for Young Entrepreneurs scheme, individuals setting up a new venture can visit a successful small business in another EU country, while more experienced business professionals can apply to become hosts. The visits of between one and six months are financed by the European Commission.

The Hive has opened the doors for hundreds of entrepreneurs to contribute to a sustainable and competitive local economy



The Hive's 10th anniversary celebration turned the spotlight on a centre which has become an internationally-recognised leader in enterprise education and development.



YouTube Next Chef winner Warren Nash honed his business idea with the help of The Hive.



NTU's services to the private, public and third sectors are easy to access and draw on the extensive 'real world' experience of our academic staff. We help a wide range of organisations to develop and manage the talent of their people, improve their processes, enhance efficiency, undertake strategic business development and deliver innovations in their products and services.

Across NTU, there are 35 specialist centres bringing together our wealth of expertise, resources and facilities that meet the needs of clients from a broad spectrum of sectors. These centres are dedicated to providing cost-effective, commercially-relevant and reliable solutions – from cutting-edge research to tailored educational services.

In 2011, a new research centre was established to help improve business efficiency across the design and construction sectors via fresh ways of thinking and working. The Centre for Lean Projects aims to maximise value and minimise waste throughout an organisation's project delivery process. Spearheaded by the School of Architecture, Design and the Built Environment, it is running industry-based action learning projects, promoting continuing professional development and short courses, and disseminating research through networking events, workshops and seminars. New initiatives being launched include an MSc in Lean Project Management – which can be achieved via full-time, part-time or distance learning – and Lean Learning Laboratories for organisational and team problem-solving. The centre's international team of doctoral researchers is already working on industry-level research around lean project production, having secured the support of major construction clients.

Other specialist centres at NTU have stepped up their drive to help organisations finesse their business operations, develop their people, grow their client bases and reshape their strategies. Through these centres, firms can marshal the expertise of our academics to enhance their performance and competitiveness.

Businesses have, for instance, received vital guidance on how to make the most of latest technology – from cloud computing to mobile marketing – courtesy of our Centre for Innovation and Technology Exploitation (CITE). The team has staged free events to raise firms' awareness of the opportunities and challenges ahead. Over 150 delegates

attended what was the region's first conference on cloud computing, supported by the European Regional Development Fund. This was followed by an event held in partnership with the East Midlands Chambers of

Matching academic know-how to business needs

Commerce eBusiness Club exploring how the significant rise of smartphones and tablets is influencing firms' marketing strategies: technology analysts agree that mobile devices will soon be the most popular method of accessing the Internet.

Such events build on CITE's wide-ranging work to help companies exploit state-of-the-art ICT solutions, including developing mobile apps for businesses and running software programming courses.





With the help of Future Factory, local designers Debbie Bryan, Hannah Lobely and Jayne Childs visited Karlsruhe to exhibit at Eunique, the leading trade fair for applied arts and design in continental Europe.



Food technology experts at Brackenhurst campus are providing solutions for firms across the region.

Future Factory turns the focus on sustainability

Future Factory – the project which steers SMEs across the region towards a more sustainable business future – marked two years of success with a well-attended showcase event. Part-financed by the European Regional Development Fund, Future Factory helps firms to ‘design out’ wasteful practices and ‘design in’ better working methods, source environment-friendly materials and adopt a business culture based on sustainability.

Since the project was launched in 2009, it has assisted over 300 firms through events on sustainability and collaborative projects which draw on the knowledge of NTU, external experts and partners.

Thanks to Future Factory, small firms have gained advice from some of the world’s most successful companies like Speedo International and Puma, as well as experts including retail

champion Clare Rayner and sustainable design guru Sass Brown.

One of the most impressive aspects of Future Factory’s work involves matching academic expertise to business needs. With the help of NTU know-how, local company Trent Upholsteries created a unique sustainable sofa; entrepreneur Alain Job launched a range of traditional Cameroonian food wrapped in banana leaves; Derbyshire garden products company Amberol successfully tested and marketed a self-watering plant container; and a new way of generating wind energy is

being developed by inventor Heath Evdemon. In addition, Future Factory is supporting an

Making creative space and time for innovative ideas

eco-exchange scheme with Nottingham’s German twin city of Karlsruhe which has enabled three local designers to find creative partners there.



Appetite for expertise

A major food and drink campaign has been launched by NTU to raise awareness of its vast food industry training expertise. Backed by a comprehensive website, NTU Fusion is aimed at UK food and drink manufacturers and showcases the outstanding facilities, services and professional training opportunities on offer through our School of Animal, Rural and Environmental Sciences.

A ‘Collaborate to Innovate’ initiative, funded by the Food and Drink Innovation Network (iNet), saw our experts helping firms to boost their profitability. In one project, the team linked up with MCE Engineering Ltd in Derby to develop a bolt-on piece of equipment which will speed up and semi-automate the tempering process by which the chocolate reaches its ideal workable temperature. This will resolve a problem whereby small chocolatiers waste time and lose productivity waiting for chocolate to reach the perfect condition before they can start work.

Rural economy boosted

Support for rural businesses has been taken into pastures new, with the help of the Rural Knowledge and Enterprise Centre at our Brackenhurst campus. From grant funding applications to business development, skills solutions to research lab facilities, the centre gives firms the support they need to flourish. It also aims to combat problems associated with rural isolation by bringing together enterprises under a single support network. This year it held a series of business skills seminars for small rural companies covering topics such as online marketing, culminating in a networking event where delegates could promote their businesses and products.

Trent Upholsteries MD Roger Paulson (seated) with NTU technician, Carl Smith, who helped him translate his sofa designs into reality.



The academic practice of over 160 postgraduate art and design students was celebrated at our MA Exposition. Artists and designers come to study at NTU from across the globe. This image is by MA Photography graduate Tianhang Zhang.

Enlivening culture

NTU plays a crucial role in ensuring Nottingham has creativity at its core. With a worldwide reputation for artistic innovation and design excellence, the University brings youthful verve to the cultural life of the city and region.

As well as fostering the originality and talent of our students, we stage events and pursue research which bolster Nottingham's aspirations to become a top ten European city for culture.

At the same time, we provide powerful support for the thriving creative industries – a vital role we have performed since 1843 when Nottingham School of Art and Design was established to supply skilled textile workers for the city.

Our successes this year certainly increased Nottingham's prominence in the cultural world, not least in setting the scene for one of the most important events in the city's history: the World Event Young Artists festival.

All eyes will be on Nottingham in September 2012 as more than 1,000 of the world's finest young artists descend on our community. NTU was a strategic partner in bringing this unique festival – the region's grand finale to the UK Cultural Olympiad – to the city. Artists aged 18-30, representing every discipline, will come together for a

celebration spanning many of the city's venues and providing a once-in-a-lifetime opportunity for NTU staff and students too.

Preparations for World Event Young Artists gathered pace in 2011. Over 60 artistic directors and arts executives from countries stretching from Australia to Zimbabwe travelled to Nottingham to view the city's cultural treasures. NTU hosted the launch event for their visit.

Helping bolster Nottingham's aspirations to be a top ten European city for culture

In another major international coup, NTU will showcase the city's vibrancy to eminent American scholars. It is poised to stage a prestigious Fulbright summer

school in a scheme to promote leadership, learning and empathy between nations. The Fulbright Commission Nottingham Trent Summer Institute will see eight US students spend four weeks taking part in activities centred on creativity, culture, history and heritage, hosted by our Schools of Art & Design and Arts and Humanities. The opportunity is a real honour for NTU: alumni of the global Fulbright programme have gone on to serve as heads of state and to receive Nobel or Pulitzer Prizes.



Dazzling garment collections from our final-year fashion students truly capture the imagination. This eye-catching design from the 2011 degree shows was by Maria Zwerger. (Image: Alex Dias)

Literary coup

Trent Editions, our publishing house dedicated to the recovery of radical writings, unveiled a fascinating collection of literary memoirs and essays by poet Laura (Riding) Jackson. Featuring previously unpublished material, *The Person I Am* is a testament to one of the 20th Century's most influential and controversial authors. Its publication follows the creation of a Laura (Riding) Jackson archive at NTU, which contains a unique collection of letters representing 20 years of correspondence between Laura and NTU Research Fellow Emeritus Mark Jacobs.





Our Decorative Arts students run a pop-up shop in the city centre to sell their designs – part of a live trading module to hone their retail experience.

Ahead of the game

We are driving appreciation of videogames to the mainstream cultural agenda. GameCity, the suite of projects run by our Centre for Contemporary Play, celebrates how videogames are in the vanguard of inclusive, contemporary creative arts – as well as representing an industry which is worth almost £3 billion a year in the UK.

The 6th annual GameCity festival attracted some 45,000 people to Nottingham for four days of fun, playful and thought-provoking events. It also saw the launch of the GameCity Prize, creating a benchmark for one of the most significant cultural forms of our age. The inaugural award was won by independent company Mojang for the global Internet hit, *Minecraft*.

Now further innovations aim to ensure that GameCity has an all-year-round impact. They include GameCityNights, monthly after-dark meetings to explore latest trends in videogames culture.

Stunning work by Katja Hock, Senior Lecturer in Photography, graced our new online gallery, Wall5, which hosts exhibitions carefully curated around significant research projects underway at the University.



Challenging convention, unleashing imagination

NTU is a cultural attraction in its own right. We stage captivating exhibitions at our Bonington and Waverley 1851 Galleries celebrating the work of globally-known artists and designers, current students, alumni and staff. This year we even unveiled an online gallery, Wall5.

Work that challenges convention goes on display at our final-year degree shows – granting local audiences a preview of collections which often win national awards.

In response to research suggesting many young people have never visited an art

exhibition, NTU came up with the answer – take the art gallery to the pupils! Its Hemispheric Projection Dome

is a mobile inflatable classroom which tours schools and enables learners to interact with art. The dome is fitted with a 360° projector that transforms the space into a virtual gallery where youngsters enjoy a totally immersive experience, including exhibitions of their own work.

Our degree shows give local audiences a preview of impressive work which regularly goes on to win coveted national awards



Virtuoso performances

Music is highly valued at NTU and plays an increasingly integral part in campus life. We have enhanced our extra-curricular musical activities, provide bespoke tuition, offer scholarships and boast musical ensembles that students, staff and members of the community are welcome to join. Our 120-strong Choir, Concert Orchestra, Band and Chamber Choir help spread our name via performances in Nottingham, across the UK and abroad: in 2011 our Chamber Choir undertook its second international tour, with concerts at prestige venues in Spain.

The NTU Choir performing with the Midlands Festival Orchestra in Nottingham's Albert Hall

Creative sparks

Our contribution to the city's artistic life goes far beyond entertaining the public: we also encourage individuals to unlock their own creativity. Even more people can now share in our inspirational resources, first-rate studios and staff expertise – thanks to a new programme of creative short courses. With options in everything from decorative arts to fashion, photography to graphic design, the courses are ideal for those exploring a favourite discipline, considering a career change or developing a creative business. We have also launched our first Sorrell Foundation National Art&Design Saturday Club, offering a free 30-week intensive programme to local school pupils.



The redevelopment of the old student union building, Byron House, will usher in a new era for the social side of student life at NTU, while significantly enhancing the standard of accommodation on offer. It will also create another striking addition to the Nottingham street scene.

Transforming the cityscape

The £200 million programme which has rejuvenated Nottingham Trent University's campuses over the last seven years – and created iconic new landmarks for the city – has entered another exciting phase.

Following on from the acclaimed regeneration of the Newton and Arkwright buildings, NTU is now bringing a new lease of life to other facilities, ensuring its campuses are full of imaginative and creative spaces.

It has embarked on constructing another signature building at the northern gateway to the City site. The redevelopment of the old student union building, Byron House, will create superb social and leisure amenities as well as high-quality living accommodation for students.

The University worked closely with the Students' Union and other key stakeholders to draw up the plans. Extensive research

provided a full understanding of what students want from this inviting, versatile and contemporary resource.

Developed in collaboration with the Universities Partnerships Programme, the scheme will create some 911 new student

bedrooms, along with a sports hall, high-tech gym, purpose-built music venue, bars, retail space and a modern health centre. Superior bespoke accommodation for the Students'

Union will make its facilities among the best equipped in the country too.

Another keenly anticipated project is 'Superlab' – a place to nurture the next generation of leading scientists. Opening for the 2012/13 academic year as part of

the ongoing major regeneration of our Clifton campus, this high-specification centre will provide some of the UK's finest laboratory facilities for Chemistry and Biosciences, supporting innovation projects for industry clients and underscoring Nottingham's role as a Science City.

A large multi-use laboratory will allow up to 200 students to work simultaneously, encouraging collaborative work between different sciences and reflecting the interdisciplinary nature of much of our groundbreaking research. Tablet technology will replace traditional paper methods of record-keeping. A specialist camera system will also allow for the capture of high-quality videos, screening experiments to students before they enter the lab and as they recreate them.

Internationally renowned research teams will also be housed in the building, taking forward NTU's vital work in fields ranging from 3D security scanning to nanomedicine.

The regeneration scheme is creating first-rate learning, working, research, social and conference facilities for the University



The 'Superlab' epitomises what our School of Science and Technology considers to be of greatest importance: an innovative learning environment operating alongside groundbreaking research.



Sir David Attenborough with our Chancellor Sir Michael Parkinson at the official opening of the Newton and Arkwright buildings. Sir David had been very impressed by the standard of the regeneration project when he received his honorary degree from NTU in 2010 – and it was a privilege to welcome him back.

High-profile opening for acclaimed project at the heart of the University

World-famous broadcaster Sir David Attenborough performed the official opening of the newly-transformed Newton and Arkwright buildings: a proud day not just for the University but for Nottingham as a whole.

The project has created an even more inspiring environment for our students and staff, reinforcing our status as a leading professional university while underlining Nottingham's reputation as a vibrant and sophisticated city.

With these showpiece buildings, NTU

boasts a powerful symbol of what can be achieved through bold investment and architectural ingenuity. In a striking blend of the historic and modern, the

regeneration of the two listed buildings has created first-rate learning, working, social and conference facilities.

With their far-reaching sustainability features, the new-look buildings truly struck a chord with Sir David when he presided over the high-profile opening ceremony. He told a delighted audience of dignitaries, guests, staff and students: "What could be more

exciting, luxurious and stimulating than a great space like this in the heart of your University?"

As the most ambitious scheme in NTU's history, the revitalisation of Newton and Arkwright has won plaudits from the judges of several prestigious competitions too. In 2011, the project received a coveted RIBA Award from the Royal Institute of British Architects: the jury praised it as a skilful renovation which had created "an uplifting and welcome addition to the campus".

The dedicated University staff who have spearheaded the regeneration programme over the last seven years were also shortlisted for the title of Outstanding Estates Team in the *Times Higher* Leadership and Management Awards.

A powerful symbol of what can be achieved through bold investment and architectural ingenuity

Judges of the RIBA award hailed the regeneration project for the quality of craftsmanship and attention to detail, the seamless transition between the old and the new, and the deftness with which the complexity of the project had been handled. They added: "The courtyard offers views of the buildings which could not have been appreciated before the renovation took place."



Biobox – a concept created by NTU Furniture and Product Design graduate Jennifer McDowell to encourage composting of organic waste in the home – was showcased at Grand Designs Live 2011.



Promoting sustainability

Nottingham Trent University takes its commitment to the environment seriously. It has set new standards for meeting the sustainability challenge in every single aspect of its work.

Its determination and ingenuity have not gone unnoticed. For the second time in three years, NTU was named the most environmentally friendly and ethical university in the UK.

The University topped the 2011 People & Planet Green League, published by the *Guardian*, which ranks institutions'

environmental management based on a number of strict and exacting criteria.

Our success is underpinned by a recognition that all staff and students can play their part in creating a sustainable, healthy and cost-effective institution

The success story is pro-actively driven by senior management, spearheaded by a dynamic Environment Team and supported by the Students' Union. It is underpinned

by a recognition that all students and staff can play a part in creating a sustainable, healthy and cost-effective institution.

The crusade covers

everything from estate rationalisation to energy saving, greening the curriculum to

environment-friendly transport. Thanks to decisive action, NTU now recycles 88% of its waste mass, purchases 100% of its electricity from renewable sources and generates its own low carbon energy on-site.

In other sustainability accolades in 2011:

- We completed the platinum stage of the EcoCampus Environmental Management System (EMS) – becoming the largest of the four higher education institutions in the country to achieve this distinction.
- Our Chief Financial and Operations Director Stephen Jackson was named Sustainability Executive of the Year at the Business Green Leaders' Awards. Judges described him as the "driving force" behind NTU's ambitious green strategy.
- We were recognised for environmentally friendly practice in space efficiency by winning a Green Gown Award. The jury was impressed by our Continuous Utilisation Review, which involves recording and analysing the use of 335 rooms every hour across all campuses.
- We were one of only two universities to merit the Silver Food for Life kitemark for catering. This status is a guarantee that our outlets produce meals using fresh ingredients, free from controversial additives and better for animal welfare.

The Ucycle Nottingham project encourages staff and students to cycle more often – via a range of activities including a bike hire scheme, infrastructure improvements and special events.



Our Carbon Elephant scheme is a rallying call to reduce NTU's carbon emissions by 48 % by 2020/21

Despite the admirable list of attainments so far, NTU is not shying away from the enormity of the challenges ahead. It has launched Carbon Elephant – a rallying call to reduce the University's carbon emissions by 48 % by 2020/21. In 2005/06, the University emitted over 21,000 tonnes of CO₂. The name of the initiative conveys the magnitude of the task: to reduce that figure to 11,000 tonnes.

The wide-ranging approach involves managing over 800 projects, large and small, to minimise the environmental impacts which the University generates. The drive makes strong business as well as environmental sense. Just a few notable examples of these concerted efforts are:

- A sustainable construction policy for new builds and refurbishments to meet the demanding standards of the globally recognised Building Research Establishing Environmental Assessment Method (BREEAM).
- Our first solar photovoltaic panels on buildings at the City site and Clifton campus. The panels are expected to produce 16,000kWh of electricity per year – enough to power three average houses in the UK per annum – while generating income for the University. It is hoped they will pay for themselves within 12 years.
- A Green Printer Project which aims to reduce the number of printers, scanners and copiers by 60 %, replacing them with more cost-effective networked multifunction devices which boast power-saving features.
- A massive housekeeping exercise led by our Information Services team. This includes an automatic PC shutdown scheme, promoting Live Meeting software to reduce business travel and more efficient archiving systems to deal with the 17 terabytes of online data stored by the University.
- A far-reaching approach to procurement, through which sustainability is one of the criteria on which contracts are awarded.

'Green' items now account for 39 % of NTU's annual stationery spend; an energy-saving cooling system for the Clifton campus data centre will pay for itself within five years; the latest tender for fruit and vegetables will help reduce food miles; we have even purchased recyclable chairs.

- A Sustainability Resource Network, which enables academics to share their work on environmental issues online to improve collaboration and promote good practice.

We firmly believe that measuring your carbon footprint is the first step in learning how to reduce it. We therefore introduced an online carbon calculator to help staff and students gauge how their lifestyles impact on the environment – and to benefit from advice on everything from travel to food.

Meanwhile, individual NTU departments resolved to 'green' up their act for a project in which they improve their environmental performance. Through the Green Impact scheme, run by the National Union of Students, 14 teams showed initiative and zeal as they tackled issues such as waste, electricity, heating, travel and procurement. Teams are given around six months to complete as many tasks as possible before being audited by students specially trained to assess their success.

All these endeavours dovetail with moves to embed sustainability issues in the entire NTU curriculum. According to research, over a third of students view environmental action as an important factor in their choice of university. Keeping sustainability to the fore in our academic pursuits ensures they leave us with a greater sense of global citizenship. 'Knowledge of sustainability' is now being established within our courses as a key attribute of the NTU graduate.

The many 'green' academic projects during the year included an investigation to help music festivals get to grips with their environmental impact; an 'upcycling' scheme with Oxfam to turn reject stock into original designs; and an innovative study into whether commuters have a genuine choice to adopt active modes of travel.

Two of the ten best eco-innovations showcased at Grand Designs Live 2011 were from NTU. The products were handpicked by presenter Kevin McCloud as part of his search for 'green heroes'. Along with the Biobox (above left), Senior Lecturer in the School of Art & Design Daniel O'Riordan displayed his innovative range of chairs created through the recycling of discarded elastic bands that he discovered on the daily walk to his studio.



Sustainability Executive of the Year Stephen Jackson (left) pictured on the Newton sedum roof with student Nuno Bernardo – who designed our Carbon Elephant logo – and Environmental Manager Grant Anderson.



For the main event during our annual Green Week, we hosted the world-famous photographic exhibition, *Hard Rain: Our Headlong Collision with Nature*, along with a lecture by its creator, Mark Edwards.



We collected over 2.5 tonnes of unwanted – but reusable – items from students leaving residences at the year end. The Big Clear-Out prevented these items heading their way to landfill as waste. Instead, they were sorted and donated to local good causes.



Championing sport

With the London 2012 Olympics on the horizon, Nottingham Trent University celebrated its own golden year for sport.

By investing in superior facilities, nurturing elite athletes and pioneering influential research, we have taken our commitment to sport into a different league.

As anticipation about London 2012 began to grow, two of our students were among the 8,000 inspirational people invited to carry the Olympic Flame on its journey to the official opening ceremony.

BSc (Hons) Psychology with Sports Science student Emma Vickers, ranked sixth in table tennis in England, and MA Fashion Business

student Chloe Jones will take the honours as the Olympic Torch Relay route winds its way into the city. They will be accompanied by our Vice-Chancellor, Professor Neil Gorman.

NTU also won recognition for an innovative project supporting the values enshrined in London 2012. The Olympic Inspire Mark was awarded to *Learning Legacies*, a sport-themed day of activities, workshops and lectures run by our School of Education. It encouraged people to consider the future of sport in the region and explore wider issues such as the social impact of the Games.

Our affinity with the Olympics is further strengthened by the impressive number of students and alumni pursuing intense training regimes to secure a place in Team GB, especially with Rio 2016 in mind. Some have been charting their progress in video blogs for the proud NTU community.

Preparations for London 2012 took a high profile during our Welcome Week too, when alumnus Chris Townsend addressed new students about his role as Commercial Director for the London Organising Committee for the Olympic Games.



Female participation in sport was one of the themes explored in our Learning Legacies event, which involved the wider community in a range of activities. The event was recognised by the London 2012 Inspire Programme as an innovative and exceptional project reflecting the ethos of the Games.



NTU students Chloe Jones (*left*) and Emma Vickers will each carry the Olympic Flame through Nottingham. They – together with Vice-Chancellor Professor Neil Gorman – will represent the University as part of Samsung's nomination programme for the Torch Relay. The programme aimed to find individuals who 'always go the extra mile' and was designed to reflect the core values of the Olympic movement.

Torch image courtesy of LOCOG.



Soaring up the league

The exciting run-up to the world's most prestigious sporting event gave extra momentum to what was a triumphant season of sport for NTU.

Thanks to some remarkable student talent – and the efforts of our dynamic Sport and Lifestyle Department – we rose to our highest ever position in the British Universities and Colleges Sports (BUCS) Championship League. Placed 19th out of 150 institutions, NTU jumped eight places in the rankings, increasing its total number of BUCS championship points by a massive 45% from the previous year. This rise was unrivalled by any other institution in the BUCS top 40.

In recent years, NTU students have been BUCS national champions in everything from canoe wildwater racing to table tennis, archery to wake boarding. A further accolade came when our Performance Sport Development Officer, Fiona Dick, won the 2011 'Unsung Hero' award for her sterling work as head umpire for BUCS rowing.

A major factor in this success story is the excellent range of sport scholarships and support packages on offer at NTU. More than a third of all the BUCS points achieved during the year went to competitors who have benefited under our Student Talented Athlete Recognition Scheme (STARS), which every year provides 50 individuals with a bursary and performance support to help them reach a high professional standard.

Kickstarting action

As well as fostering the sporting superstars of tomorrow, NTU is making determined strides to promote fit and healthy lifestyles for all. As part of the drive to build a mass participation legacy in the wake of the Olympics, Sport England allocated £247,600 to our Nu2sport project. Run in partnership with The University of Nottingham, this initiative aims to remove barriers that prevent students from taking part in sport. It is hoped that over 3,000 students will benefit from a voucher system enabling them to enjoy sessions in activities ranging from tennis to street dance, basketball to Zumba at a cost of just £1.

NTU: helping remove the barriers that prevent people from taking part in sport



New this year was a unique rugby scholarship scheme established in collaboration with Nottingham Rugby and international ICT solutions provider Logicalis UK Ltd. Four high performers from the first team are now receiving support which could lead to a professional playing or coaching contract.

Fit for purpose

Amateur enthusiasts and aspiring Olympians alike discover exceptional sport and fitness facilities at NTU. Some £5 million has been invested over the last three years, including the development of the Lee Westwood Sports Centre at Clifton campus.

This year a new blue artificial turf hockey pitch was installed to provide a performance very similar to that of the latest Olympic pitches. NTU is one of only two universities to boast such a first-rate resource. Other additions include four new tennis courts.

At the City site, the redevelopment of the old student union building, Byron House, will create a large sports hall, a dance and exercise studio, a fitness suite, a climbing wall and a sports physiotherapy room.

Our sports facilities are used extensively by the local community, including schools, colleges and sports clubs.

At Brackenhurst campus, the indoor riding school – catering for dressage, show jumping and simulated cross-country training – has undergone a major refurbishment.



Influential research

Sport has been the focus for a fascinating range of NTU research during the year. Projects have embraced everything from an investigation into the low level of media coverage for women's sport to an evaluation of the scheme to bring outdoor table tennis to communities in London and beyond.

Amateur enthusiasts and Olympians alike discover exceptional sporting facilities at NTU

One of the most far-reaching investigations was a world-first study into how the miniscule eye movements of elite horse riders can determine their success in show jumping. Our Equine Science Research Team used a cutting-edge mobile eye tracking device to record exactly what a rider looks at – and for how long – when approaching a jump. The findings could now be applied in elite equestrian training. Having trialled the system, Olympic show jumper and honorary NTU graduate Tim Stockdale hailed it as having the potential to be “a really important tool” for his sport.



Building aspirations

Nottingham Trent University has long been at the forefront of the crusade to widen doors to higher education, unlocking the talents of pupils for whom university might seem out of reach.

Over the past year, the University has invested enormous energy and substantial time in outreach programmes which inspire, motivate and support young people in schools and colleges to set their sights high.

At a time of significant change for the sector, it is critical that young people are fully equipped to make the right choices to shape their future. This is particularly true for those who come from disadvantaged backgrounds and communities where participation in higher education is low.

NTU places great priority on enhancing the life chances of young people from under-represented groups. Our undergraduate population is consistently well ahead of English national averages in the proportion of young students recruited from state sector schools, lower socio-economic groups and low participation neighbourhoods.

A coherent framework for our outreach work is now firmly established through the NTU

Partnership Scheme. Almost 100 schools and colleges have signed up and now benefit from a comprehensive and sustained menu of activities enabling their students to raise their aspirations.

The scheme was launched by our dedicated Schools, Colleges and Community Outreach (SCCO) team which this year delivered 871 imaginative activities to nearly 30,000 participants both on and off campus.

The team also engaged with nearly 7,000 parents and carers to help them support their children at key milestones in their educational journey. In addition, it worked with more than 2,300 teachers, enabling them to enrich their own

curriculum and link it more effectively to university level courses.

SCCO interventions cover everything from summer residentials and masterclasses to mentoring and advice about student finance. New to the calendar this year was a Future Proofing workshop to encourage Year 11 pupils to plan ahead wisely by

choosing the sixth form or college course that would help them achieve their higher education and career ambitions.

Meanwhile, our popular subject-

specific events introduce young people to university-style study in areas such as animal science, criminal law, business, computing, technology and economics.

It is critical that young people are fully equipped to make the right choices to shape their future

Held for the first time, an Architecture for Everyone conference – staged in partnership with the Stephen Lawrence Charitable Trust – engaged young people in a subject they may not encounter on the school timetable.

There is a significant emphasis on initiatives that improve educational attainment too, such as the intensive 'Raising the Grade' conference to help pupils achieve that crucial grade C at Maths GCSE.

Our own undergraduates are an undoubted asset in the drive to raise pupils' aspirations and achievement: they act as genuine role models and their first-hand accounts of student life leave a lasting impression.

Nowhere is this more evident than in the Students in Classrooms programme, where undergraduates work in roles such as classroom assistants, primary literacy assistants and mentors. Almost 600 students took part in paid opportunities this year, delivering 34,000 hours of support to children while gaining invaluable experience. We have now joined forces with The University of Nottingham to continue developing this approach.

NTU is not only an education provider but also a major employer. As such, it is in an ideal position to offer young people meaningful and inspirational work experience while introducing them to higher education as a realistic option. This year the NTU Work Experience Programme provided rewarding opportunities for 50 pupils from 33 schools, more than ever before. Aged from 14 to 18, they undertook placements in fields ranging from fashion design to microbiology, astronomy to forensics. We believe we are the only university to offer a centrally-managed work experience programme on this scale, complete with dedicated resource.

Allied to all these endeavours is the University's acclaimed support to help specific disadvantaged groups make the most of higher education, including students with disabilities, mental health difficulties and autistic spectrum conditions. In just one example, the University's success

in working with care leavers has been hailed as 'exemplary' by the national charity Buttle UK. The charity again granted NTU the Quality Mark for its commendable outreach activities and transition support aimed at individuals from care backgrounds.

In other projects to raise educational attainment, NTU is lending its expertise to some of the first schools in the country to be granted 'teaching schools' status. Modelled on teaching hospitals, these schools will play leading roles in the initial

training and on-going development of teachers, support staff and school leaders. Our School of Education is a strategic

partner for five outstanding local schools to help them share best practice in elevating standards.

Our own undergraduates act as genuine role models to young people

NTU has also been encouraging members of black and minority ethnic (BME) communities to turn their talents to teaching. A project backed by Department for Education funding engaged with local community groups to signpost routes into the profession and supported potential students to apply for teacher training.

Two-day media production taster events, run by SCCO in partnership with the School of Arts and Humanities, win rave reviews for giving young people the chance to test out their film-making talents while gaining a glimpse of university life.



Strengthening society

Given its strong sense of civic and social purpose, it is no surprise that Nottingham Trent University contributes to a wide range of community agendas.

Our research tackles real-world issues such as crime and injustice, our teaching embraces social cohesion and diversity, and our commitment to civic engagement makes a genuine difference.

Through its admirable track record in volunteering, NTU responds in a meaningful way to the needs of local communities.

Exciting and worthwhile volunteering opportunities help develop our students into socially productive people. During the year, they devoted more than 22,600 hours to a record number of over 1,000 volunteering opportunities. Organised under the banner of *initi8* volunteering, there are three major student volunteering strands which NTU runs in association with the Students' Union: one-day challenges, longer-term student-led projects and the Volunteer Shop, which brokers opportunities with a range of organisations.

The number of students accessing the Volunteer Shop rose to its highest level yet by a substantial margin. The variety of volunteering roles expanded, too, to include options such as working as cyber mentors

with Beat Bullying UK and as family support workers in Nottingham Prison.

Students say that volunteering helps them relate theory to practice on their courses and influences their future career direction. They can also work towards additional qualifications to boost their CVs.

One student-inspired community project making its mark is a will-writing service for local residents aged over 60. Law students developed the scheme, through which law firms have provided services for free in a link-up with Age UK. Part of Nottingham Law School's well-regarded pro bono programme, the project – and its student leader Helen Webster – was highly commended in the 2011 Attorney General/LawWorks awards.

Growing numbers of NTU staff are choosing to give their time, expertise and enthusiasm to volunteering too. During the year, almost

200 employees dedicated 2,500 hours to forward-thinking initiatives ranging from school-based projects that raise educational attainment to schemes that improve community facilities.

Under its Employee Volunteering and Community Involvement Scheme, NTU promotes volunteering as a credible and effective way of developing its staff. There

are opportunities for paid leave and flexible working for individuals who are keen to contribute to approved projects.

Local school pupils are the main

beneficiaries. Our staff support literacy in primary schools, assist with breakfast clubs and provide email mentoring for GCSE and A-level students. They also serve on school governing bodies and as charity trustees, take part in intensive team challenges to 'blitz' projects in local neighbourhoods, and raise money for good causes through University-wide collections.

Growing numbers of staff and students are devoting expertise and enthusiasm to volunteering

Student-led volunteering projects cover everything from A Nice Time on Saturdays (ANTS) – activity days for children who have suffered a bereavement in their close family – to Asperger's Awareness workshops for schools. 2011 also saw our first international volunteering opportunity, with students heading on a mission to support disadvantaged children in Romania. A 12-strong team spent a week delivering activities at a summer school there.





Determined students who took part in the Varsity series raised around £12,000 for the Parents Association for Seriously Ill Children (PASIC).

One of NTU's most high-profile contributions to charity is the Varsity series. In 2011, superb performances saw our sports teams triumph against their University of Nottingham rivals for the third time in four years. As fiercely competitive as the annual fixtures are, the most important result of all is the amount of money they raise for a nominated charity.

Learning in higher education is closely linked to social and community transformation. Many NTU courses give students the chance to test their skills and knowledge on live projects in the community – enabling them to work with 'clients' and inject a greater sense of purpose into their studies.

Live projects in the community inject a greater sense of purpose and meaning into students' work

Such activities bring fresh thinking to local organisations: for instance, our Broadcast Journalism students played the role of the media in a simulated training exercise which tested the responses of the local emergency services to a suspicious chemical incident, while our Civil Engineering students helped Ashfield District Council to draw up ideas to enhance Brierley Forest Park as a visitor attraction.

Students at Brackenhurst are also contributing to the 'Flower Pod', a new cut flower business launched on campus. It forms part of an innovative social enterprise with the Southwell Care Project, which supports adults with learning difficulties.

Researchers across NTU are spearheading projects which empower vulnerable people, encourage social interaction and inclusion, and build greater community cohesion. Among many initiatives underway:

- We are working on a novel approach to help immigrants and refugees who encounter discrimination when looking for work in the UK. Our Interactive Systems Research Group is involved in a major European project to develop computer games designed to break down some of the barriers they face. The games feature 3D scenarios which can be used by job centres and employers as well as the individuals themselves. The project is funded by the Leonardo programme and run in collaboration with social enterprise Greenhat Interactive.
- A team from our School of Architecture, Design and the Built Environment created tailor-made replicas of historical objects to help dementia patients reminisce. They worked with Nottingham City Museums and Galleries (NCMG) on a Suitably Sensory loans box for mental health and community groups – helping people to take a trip down memory lane, share life stories and feel rejuvenated. The team – Jamie Billing and Tracy Cordingley of NTU and Annabel Elliot of NCMG – designed and fabricated multi-sensory museum objects such as whisks, traditional OXO tins and rolling pins so they were safe and appropriate for users. The project was backed by the Museums of the Mind programme via Renaissance East Midlands and NTU's Stimulating Innovation for Success scheme.



Numerous aspects of our work are centred on building a stronger, more tolerant society. We have long been committed to promoting multi-faith dialogue and spiritual health. Our new multi-faith centre – where students and staff can meet, relax and discover a place of peace – was officially opened by the Archbishop of York, Dr John Sentamu. *The Place ... for Spirituality and Well-Being* incorporates Muslim prayer rooms, a prayer and quiet space for all, the NTU Chaplaincy Office and a well-being room.



We feel privileged to welcome the eminent personalities who give our Distinguished Lectures: our audiences greatly appreciate the chance to hear from some of the world's finest minds. Chief Executive of Comic Relief, Kevin Cahill CBE – an NTU honorary graduate – told how the success of two of the world's biggest fundraising campaigns, Red Nose Day and Sport Relief, can only be measured by the changes they deliver to the poorest, most vulnerable communities.

Generating ideas

Nottingham Trent University is a touchstone for inspiration and ideas – a place where intellectual curiosity and original thinking are encouraged and celebrated.

The way we communicate fresh perspectives is a strong point. We firmly believe that one of the most important roles for academics is to spark and influence debate among policy-makers, politicians and the general public about the most pressing issues facing society today.

Our staff share their knowledge and opinions widely – well beyond traditional academic circles – through public lectures and publishing. They are regularly sought out by the media as respected commentators. Their authority and insights add a new dimension to the way complex issues are scrutinised and understood.

High-profile events staged by the University regularly engage the public in critical debates too. Our acclaimed Distinguished Lecture Series brings renowned figures from many walks of life to Nottingham to discuss stimulating subjects in fascinating detail before substantial audiences.

Gracing us with their presence in 2011 were respected botanist David Bellamy, who spoke about stitching natural history back into sustainable order; Director of Liberty Shami Chakrabarti, who explored the state of rights and freedoms in modern Britain; Lord Saville of Newdigate, who reflected on his experiences of chairing the Bloody Sunday inquiry; Chief Executive of Comic Relief Kevin Cahill CBE, who highlighted the challenges of raising cash and changing lives; Astronomer Royal Professor Martin Rees, who addressed key questions surrounding life in the cosmos; and former Director-General of the BBC Greg Dyke, who predicted the future direction for television, globally and locally.

We strongly believe that one of NTU's most important roles is to spark and influence debate

In a resounding triumph for NTU, over 300 business school deans from 50 countries converged on the city for a landmark conference. Hosted by Nottingham Business School, the European Foundation for Management Development's 40th anniversary invitation-only Business School Deans and Directors General Conference attracted delegates from as far afield as Egypt, Brazil, China and India. The opening address was by Sir Richard Lambert, former Director General of the Confederation of British Industry, who discussed what businesses need from business schools. The event also showcased Nottingham Business School's strengths as one of the top business schools for industry.

NTU commands an enviable reputation for hosting prestigious conferences. Events in 2011 attracted experts from around the world to discuss subjects ranging from rural entrepreneurship and smart design to gambling, risks and prediction markets. One of the most high-profile events centred on sport leadership. At a time of headline-hitting controversies – such as corruption and doping – professionals, academics and policy-makers came together for the annual conference of the Association for the Study of Sport and the European Union.

The Sport and EU conference took a strong stance on the commercial transformation of football. Award-winning journalist David Conn gave the keynote speech, reflecting on how sport is not an 'industry' but a social and cultural asset belonging to everyone.

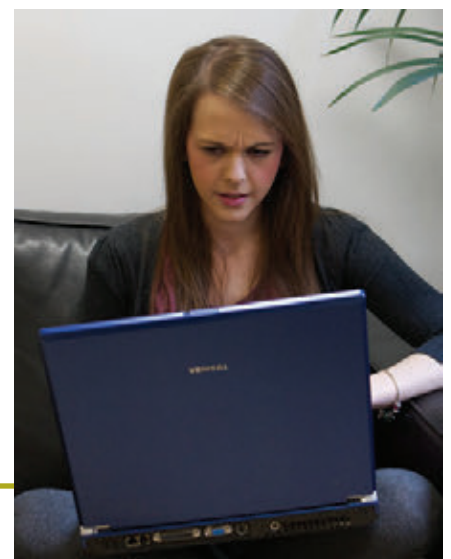


Many of our most socially valuable research projects draw on extensive public participation. The findings of such studies help shape national policies and make incisive contributions to debates about some of the major talking points of our time. Among the many significant initiatives from 2011:

- A landmark study shed new light on the political discontent of young voters and non-voters. Research by our School of Social Sciences highlighted how fewer than one in five young people have a positive view of political parties and MPs, while two thirds saw both past and present UK governments as dishonest and untrustworthy. Funded by the Economic and Social Research Council, the project aimed to investigate why only 44% of young people voted in the last general election. Despite successive governments' attempts to address the issue, the results were similar to those from a previous NTU study after the 2001 general election, and suggest young people's disengagement with formal politics is still a significant problem.
- Researchers from NTU and The University of Nottingham joined forces to undertake a two-year project exploring how sexuality and religion affect and influence the lives of British 18 to 25-year-olds. The study involved nearly 700 young people from six religious traditions – Buddhism, Christianity, Hinduism, Islam, Judaism and Sikhism – as well as young adults of mixed faith. Backed by funding of almost £250,000 from the Arts and Humanities Research Council and the Economic and Social Research Council, it chronicled the pressures young people often face in reconciling their sexuality and their religion, along with their concerns about the stigmatisation of religion and the increasingly sexualised culture in Britain.
- Urgent calls were made for more effective therapies for tinnitus – following an important study led by NTU which showed that the vast majority of physicians are dissatisfied with current treatments for the condition. Affecting more than one in ten people, tinnitus is associated with a constant ringing in the ears. Its causes are poorly understood, there is no cure and there are no licensed medications for alleviating the symptoms. The study, commissioned by Merz Pharmaceuticals GmbH, was the first co-ordinated and major international effort to fully understand the services available for the millions of tinnitus sufferers across the globe. Researchers surveyed more than 700 health professionals from the UK, US, Germany, France, Spain and Italy. The UK results showed that 86% of GPs and 76% of ear, nose and throat specialists were unhappy with the available treatments for tinnitus.
- NTU's renowned research into Internet and computer game addictions captured media attention. Our International Gaming Research Unit, led by Professor Mark Griffiths, spearheaded one of the largest cross-population studies of its kind which showed that 44% of computer gamers display some signs of addiction. The study analysed the views of almost 1,500 players of online role playing games across 31 countries. Another project explored how some players are so immersed in games that they transfer aspects of their virtual experiences to the real world. Extreme examples of 'Game Transfer Phenomena' include gamers reaching for a search button when looking for someone in a crowd or seeing 'energy boxes' appear above people's heads. A further investigation is looking at the prevalence and symptoms of Internet addiction, which is thought to affect as many as one in ten teenagers.

Helping policy-makers decide on matters of critical importance

Our research into computer game addictions has major implications for policy-makers, mental health professionals and software developers.





Psychology student Kathryn Gallagher received an Alumni Award for Sport to help her balance her studies with her para equestrian training.



Fashion and Textile Management student Ffion Evans was presented with the Clifford Beck Award, given in memory of a former lecturer, which helps pay towards her flute lessons.

Instilling lasting pride

NTU aims to build relationships with students which last a lifetime. We remain in touch with almost 100,000 former students across the world – and many of them choose to ‘give something back’ to the University.

The support of our alumni is vital in developing a vibrant and positive NTU community, engendering pride in the University’s continuing achievements and creating influential global networks.

Our forward-thinking Alumni Association fosters lasting relationships with – and between – former students. Its activities encompass everything from running a buzzing online community to organising professional networking opportunities, from recruiting international alumni ambassadors to staging reunions and special events.

In return, alumni show their allegiance to NTU in a multitude of ways. During 2011, *Sky News* presenter Stephen Dixon, who graduated with a BA (Hons) Broadcast Journalism in 1995, became President of our Alumni Association and keeps up an entertaining dialogue with former students via a regular blog.

Growing numbers of alumni opt to help current students by delivering inspirational careers talks, opening doors to work experience opportunities, supporting research activities, and offering guidance.

In just a few examples, alumni in the real estate industry are contributing to a mentoring scheme for current students; alumna Michelle Lee, founder of maternity boutique Keungzai, offered our fashion and knitwear students the chance to create a capsule collection; and the Brackenhurst Old Students’ Association sponsored MSc Equine Health and Welfare student Sarah Hallam to develop an innovative feeding system for horses.

Meanwhile, donations to our Alumni Fund continue to enrich the NTU experience for future generations of students. Such gifts enable us to improve learning resources, enhance the campus environment and support academic achievement.

This year, the inaugural Alumni Fund scholarships were awarded to 12 students to help them through their first year of study.

These £1,000 bursaries are targeted towards those with extremely limited household income who are most in need of support.

Other awards help to promote NTU’s

sporting and musical excellence. On the sporting front, promising athletes benefit from packages which enable them to balance their academic studies with their rigorous training regimes. Among the latest recipients are flatwater sprint canoeist Chris Calvert and rider Kathryn Gallagher who have their sights set on the 2016 Olympics and Paralympics respectively.

The generosity of our alumni also led to the purchase of a new piano on which our talented 2011 music award winner, BA (Hons) Economics student Paula Yan, can practise. When she graduates, the piano will remain at NTU for other students to enjoy.

Our dynamic Alumni Association creates influential global networks of former students





Professor Sir Albert
Aynsley-Green



Sir Peter Blake CBE



Mrs Jenny Farr MBE JP DL



Dr Angela Gallop



Dr Bryan Jackson OBE

Our distinguished friends

Our 2011 roll call of honour included a host of distinguished personalities who received recognition for their outstanding achievements, contribution to society or service to the University.

- First Children’s Commissioner for England and international authority on children’s services, Professor Sir Albert Aynsley-Green was awarded the HonDEd in recognition of his outstanding contribution to children’s education, health and other services.
- Internationally celebrated artist Sir Peter Blake CBE was awarded the HonDArt in recognition of his outstanding contribution to art and design in Britain and around the world.
- NSPCC patron Mrs Jenny Farr MBE JP DL was awarded the HonDLitt in recognition of her significant contribution to the welfare and ambitions of the University, Nottinghamshire and the whole of regional and national life.
- Foremost forensic scientist Dr Angela Gallop was awarded the HonDSc in recognition of her influential contributions to developing the role of science in the cause of justice.
- Industrialist and regional champion for the East Midlands, Dr Bryan Jackson OBE was awarded the HonDBA in recognition of his outstanding work as Chairman of the East Midlands Development Agency to promote economic growth, jobs and better communities.
- Prize-winning actor and director Samantha Morton was awarded the HonDLitt in recognition of her significant contribution to the arts, particularly film and television.
- Eminent political scientist Baron Bhikhu Parekh of Kingston-upon-Hull was awarded the HonDSocSci in recognition of his outstanding contribution in the fields of multiculturalism and race relations.
- Influential art critic Adrian Searle was awarded the HonDArt in recognition of his outstanding contribution to public appreciation of art through high-quality reviews and art journalism.
- Barrister and academic lawyer Eleanor Sharpston QC – one of Europe’s senior law officers – was awarded the HonLLD in recognition of her outstanding contribution to the legal profession and the conduct of justice.
- Assistant Chief of the Air Staff for the RAF, Air Vice-Marshal Barry ‘Baz’ North OBE was awarded our Alumnus of the Year 2011 title in recognition of his outstanding 30-year service to the RAF. Air Vice-Marshal North graduated in Business Studies in 1981.

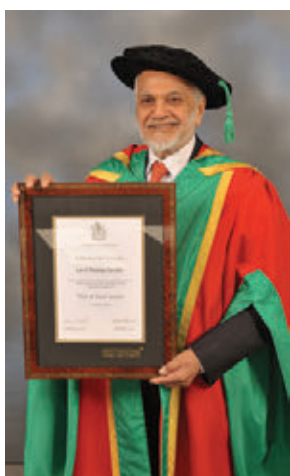
Samantha Morton

Baron Bhikhu Parekh of
Kingston-upon-Hull

Adrian Searle

Eleanor Sharpston QC

Air Vice-Marshal Barry
‘Baz’ North OBE



Financial summary

Review of the year to 31 July 2011

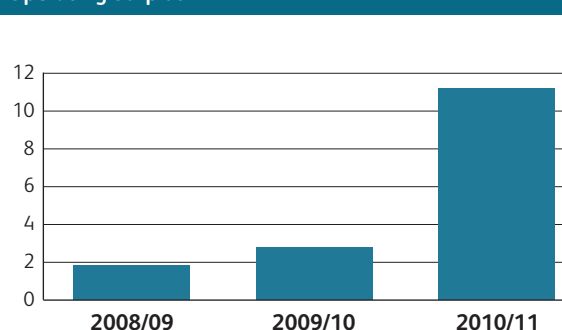
Income and Expenditure

The University's Consolidated Income and Expenditure Account can be summarised as follows:

	2010/11 £m	2009/10 £m	2008/09 £m
Income	200.0	190.3	178.2
Expenditure (excluding adjustments for FRS 17)	-188.9	-187.5	-176.3
Operating surplus	11.1	2.8	1.9
Release from Revaluation Reserve	1.8	1.8	1.8
Exceptional items		4.7	
Pension adjustments in respect of FRS 17	-3.6	-4.9	-4.4
Historic Cost Surplus / Deficit	9.3	4.4	-0.7

The University produced an operating surplus for the year of £11 million. After incorporating adjustments for pension scheme accounting under Financial Reporting Standard (FRS) 17 'Retirement Benefits', and exceptional items, the historic cost surplus for the year was £9.3 million.

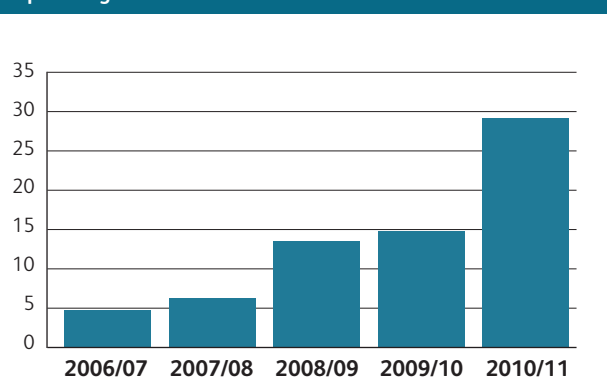
Operating Surplus £m



Cash Flow

The Consolidated Cash Flow Statement highlights strong cash management with a net inflow from operating activities of £28.8 million, which equates to 14% of total income (£15.1 million 2009/10, 8% of total income).

Operating Cash Flow £m

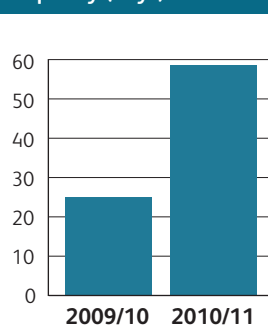


Liquidity and Net Debt

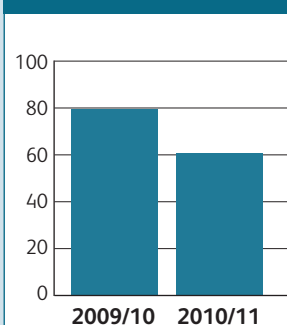
At 31 July 2011 cash and investments totalled £26.7 million equating to 57 days liquidity (25 days 2009/10).

The charts below highlight trends in respect of liquidity and net debt.

Liquidity (days)



Net Debt



Balance Sheet

After a period of significant investment in estates and infrastructure – some £200 million funded through a combination of grants, disposal proceeds, loans and working capital – for the year-ended 31 July 2011 capital expenditure was £8.5 million.

This lower level of investment combined with strong net cash inflow from operating activities has seen cash reserves return to levels held prior to the estate regeneration strategy and net liabilities return to a net assets position.

	2010/11 £m	2009/10 £m	2008/09 £m
Fixed Assets	284.6	289.1	255.6
Endowment Assets	0.8		
Net Current Assets / Liabilities	3.2	-8.4	9.2
Long-term creditors	-88.8	-90.4	-92.0
Provisions	-12.0	-12.6	-12.0
Net Assets	187.8	177.7	160.8

Excluding Pension Reserves FRS 17

Student statistics

Students by level of degree		
Postgraduate Research	560	2.09 %
Postgraduate Taught	4,585	17.08 %
First Degree	20,048	74.68 %
University Foundation Degree	523	1.95 %
Other Undergraduate	1,127	4.20 %
Total	26,843	100 %

Students by mode of attendance		
Full-time	17,571	65.46 %
Sandwich	5,168	19.25 %
Part-time	4,104	15.29 %
Total	26,843	100 %

Students by geographical origin		
Nottinghamshire	5,553	20.69 %
Rest of East Midlands	4,101	15.28 %
Other UK	14,984	55.82 %
Channel Islands / Isle of Man	68	0.25 %
EU	503	1.87 %
International	1,385	5.16 %
Not known	249	0.93 %
Total	26,843	100 %

Graduate Destinations 2010	
Employed (or due to start employment by 10/02/11)	77.9 %
Further study	21.5 %
Others	3.7 %
No employment / study	5.1 %

Note: Some graduates fall into both the employment and further study categories

Students by College / School		
School of Art & Design	3,218	12.00 %
School of Architecture, Design and the Built Environment	2,860	10.65 %
College of Art & Design and the Built Environment Total	6,078	22.65 %
GSR Management Costs	31	0.12 %
Nottingham Business School	4,865	18.12 %
Nottingham Law School	2,841	10.58 %
School of Social Sciences	3,315	12.35 %
College of Business, Law and Social Sciences Total	11,052	41.17 %
School of Arts and Humanities	2,713	10.11 %
School of Education	2,723	10.14 %
School of Animal, Rural and Environmental Sciences	910	3.39 %
School of Science and Technology	3,367	12.54 %
College of Arts and Science Total	9,713	36.18 %
Total	26,843	100 %

Board of Governors

(Members during the period 1 August 2010 to 31 July 2011)

Independent Members:

Mr R Bullock DL

Chairman of the Board
Chairman of the NTU Development Board
Head of Legal Practice, Freeth Cartwright LLP

Mr A K Edwards

Deputy Chairman of the Board
Chairman of the Audit and Risk Management Committee
Divisional Managing Director, Coated and Security Products, Filtrona plc

Mr A W W Brierley

Chairman of the Finance Committee
Solicitor
A Non-Executive Director of The Pensions Regulator
Formerly General Counsel and Company Secretary, 3i Group plc

Professor J F P Farrell

Independent Consultant specialising in Marketing and Business Consultancy

Ms S Ford-Hutchinson

Principal of the Strategic Research Consultancy, The Thinking Shop
Trustee of The National Centre for Social Research

Mr R J Freeston

Director, Savills (L&P) Ltd

Mr M Freyd

Chairman of the Estates Committee
Formerly a Director of Prolific Objective Investment Management
A Trustee of Age Concern Enfield
Treasurer of First Rung

Mr K Hogarth

Global Human Resources Director,
Freshfields Bruckhaus Deringer LLP

Ms C Hogg

Head of Retail and Intermediaries, Santander UK plc
Member of Finance Committee, Oxford University Press
Chair of First Story
Non-Executive Director, BBC Worldwide

Mr M Mason (appointed 1 November 2010)

Formerly Global CIO, Experian plc

Sir John Peace DL (retired from Board 13 June 2011)

Chairman of Experian plc and Burberry Group plc
Chairman of Standard Chartered Bank plc

Mr R W Ruse (retired from Board 31 October 2010)

Formerly Managing Director, Public and Community Sector, Lloyds TSB Bank plc

Mr T M Walmsley (appointed 1 November 2010)

Independent Business Consultant
Formerly Board Director, Polestar
A Member of the Board of Trustees, Nottingham Trent Students' Union

Mr J J H Watson

Chairman of the Remuneration and Employment Policy Committee
Formerly a Director of The Boots Company plc
A Director of Nottingham Development Enterprise

Academic Board Member:

Professor C Pole (retired from Board 31 March 2011)

Pro Vice-Chancellor - Academic
Formerly Dean, School of Social Sciences

Professor A Nollent (appointed 14 June 2011)

Dean, Nottingham Law School

Student Member:

Mr P Docherty

President, Nottingham Trent Students' Union

Professional Services Staff Member:

Mr S Goodman

Principal Technician, School of Architecture, Design and the Built Environment

Vice-Chancellor:

Professor N T Gorman DL

Chief Financial And Operations Officer:

Mr J S Jackson

Members of the Board of Governors are also the Trustees of the University for the purposes of charity law and the Board has due regard to the Charity Commission's general guidance on public benefit.

The Board of Governors seeks to conduct its affairs in accordance with recognised good practice in corporate governance. In pursuit of that objective, the Board has formally adopted the Governance Code of Practice published by the Committee of University Chairs and embraces the seven principles espoused by the Committee on Standards in Public Life.

Public benefit

As evidenced by many examples contained in this annual report, Nottingham Trent University delivers public benefit via a very broad and diverse range of activities which have a positive impact on society, and through its open engagement with the wider community to share knowledge, skills and values.

Making contact

In this report, we have tried to give you a flavour of the University through an outline of just some of the highlights of our year. If you require more details on the stories covered in this report – or on any other area of the University – please contact the Press Office on +44 (0)115 848 8774.

Acknowledgement

Written and produced by the Press and Internal Communications Office and Integrated Marketing, Nottingham Trent University. Thanks to all the students, alumni, staff and the University's partners in industry, business and the professions who helped make this report possible.

Facts and figures have been checked as far as possible for accuracy. The University cannot accept responsibility for any errors or omissions.

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