



Vision | 2018 - 2021



The Principles

The vision and accompanying strategic plan guides our decision-making and actions. It shapes the educational programmes we deliver, the research we undertake and the impact this research leads to.

It guides our management structure and the financial decisions we take. It will allow us to develop and move forward to be a strong, innovative and world-leading Dental School, underpinned by outstanding educational programmes and research excellence.

We want to attract the best and deliver the best from our programmes and research environment and this strategy aligns with Cardiff University's 'The Way Forward' and encompasses the Education, Research and Innovation Strategies for the School of Dentistry.

Our Mission

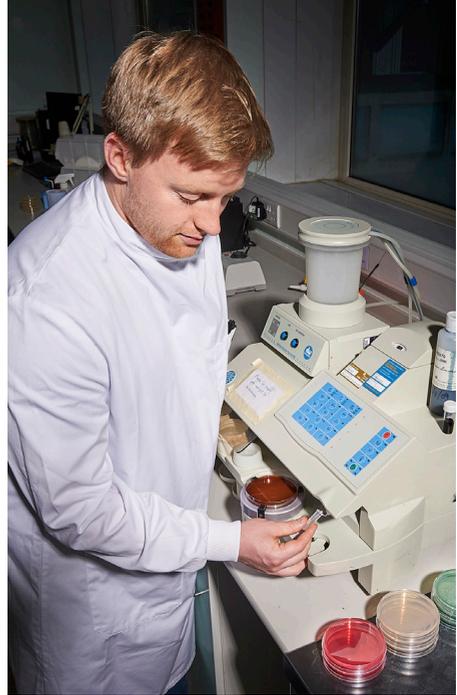
Our mission is to provide an environment for students, scientists, clinicians and professionals to excel in world-class research, education and clinical care.

Our Vision

Focussing on excellence, we will deliver a high quality innovative curriculum to develop reflective health care professionals for the multi-disciplinary dental team and engage in high quality, translational and impactful research underpinned by fundamental sciences. We will deliver high quality patient care in a professional, friendly and supportive environment and continually engage with the NHS, local communities, government and industry to advance innovation in research and clinical education.

Our Ambition

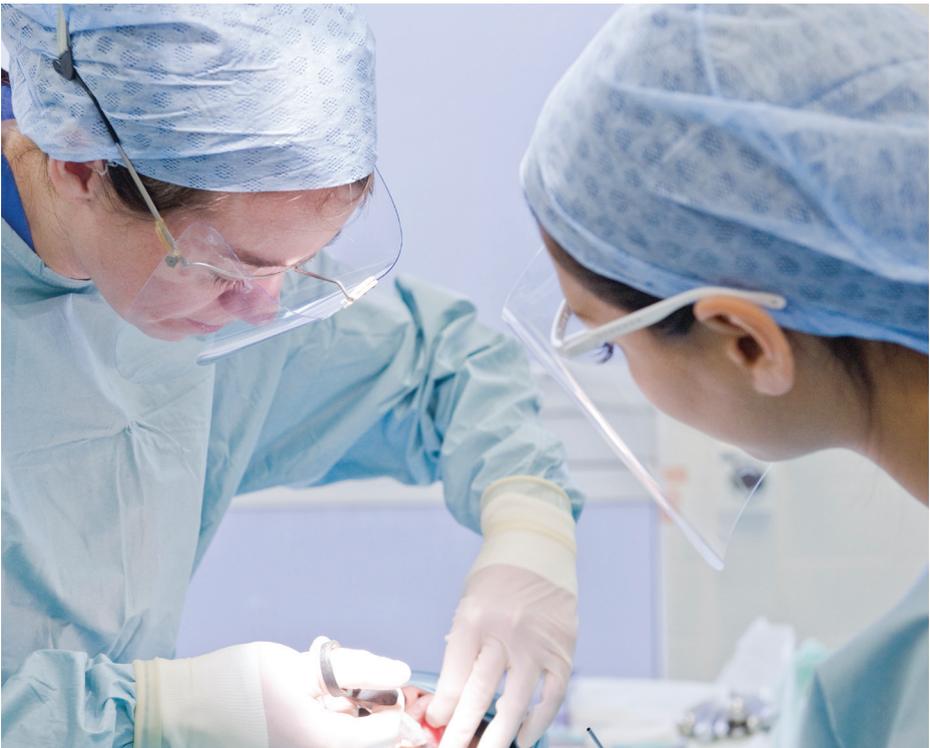
- To be consistently in the top 5 Dental Schools in the UK for education and research as measured by the Times and Guardian Good University Guides
- Deliver world leading impactful research in oral and translational clinical sciences, as measured by the publication of internationally excellent research outputs and research impact cases
- Deliver innovative and inspirational educational programmes for all our students
- Produce outstanding clinicians and researchers to improve the oral health of the people of Cardiff, Wales, the UK and globally
- Provide a supportive and dynamic environment for all our staff to realise their potential.



Our Partners

- The College of Biomedical and Life Sciences
- Dental Clinical Board, Cardiff and Vale University Health Board
- University Research Institutes and Networks
- Health Education and Improvement Wales (HEIW)
- Welsh Government
- Outreach University Health Boards and Trusts across Wales and England
- Industrial research collaborators.

We will work closely with our external stakeholders and partners to enhance our educational and research programmes and strengthen our strategic partnerships for the benefit of Wales and the UK.



Our Education & Students



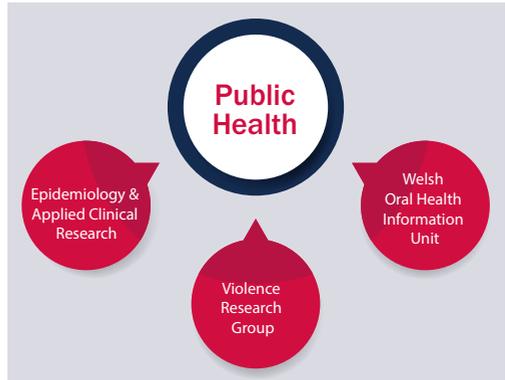
- We will maintain excellence in our teaching across all our programmes. Our undergraduate dental education will attract the best students and produce the best graduates to ensure the future of the dental workforce in Wales and the UK and deliver 100% employability upon graduation
- We will embed professionalism, patient care and scholarship across our curricula and ensure integration of the dental team and wider healthcare professionals through inter-professional education, robust and appropriate assessments and detailed feedback
- We will continue to attract and convert the highest quality postgraduate clinical students from around the world to become the specialist and professional leaders of tomorrow. We will grow our postgraduate taught student numbers in line with The Way Forward
- We will attract high quality postgraduate scientists and produce reflective researchers by providing opportunities for students to engage with competitive, high quality, research projects
- We will develop and engage with innovative and relevant digital learning technologies to enhance and maximise our student's learning experience.

Research, Innovation & Engagement

We will be in the top 5 Dental Schools in terms of research excellence as measured by the Research Excellence Framework (REF)

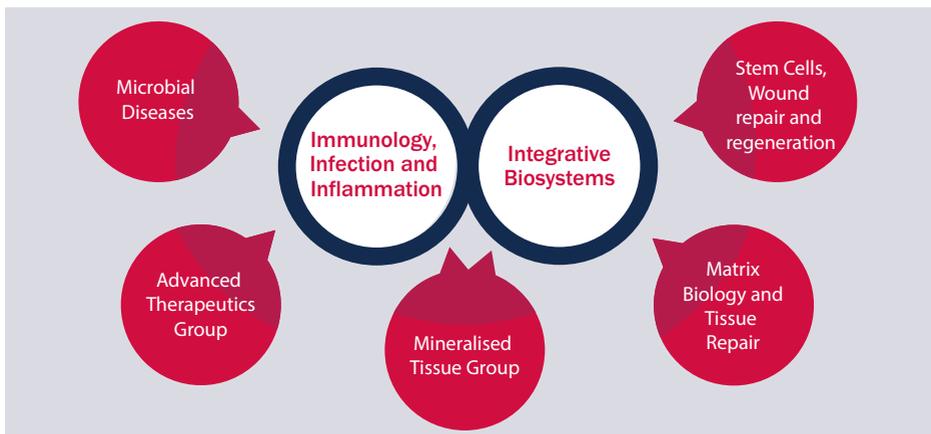
We will seek to grow our annual external research awards to support and contribute to the University's The Way Forward Strategy by focusing on our research strengths, diversify our funding portfolio and enhance our relationships with external partners.

We will work to ensure our research outputs are 3* and 4* in terms of research quality (as measured by REF) and focus on excellence.



Building on our established excellence, we will strengthen our involvement in Cardiff University research networks, centres of excellence and URIs and increase our engagement with industry. We will seek to increase our postgraduate taught (PGT) student numbers, centres of excellence and URIs and increase our engagement with industry. We will seek to increase our postgraduate research (PGR) student numbers and use our MSc courses as a 1+3 model (1 year Masters, 3 years PhD).

We will strive to improve the quality of our research outputs to increase our 3* and 4* (as measured by REF) publications through a focus on excellence and enhanced collaboration with world-leading research groups nationally and internationally.



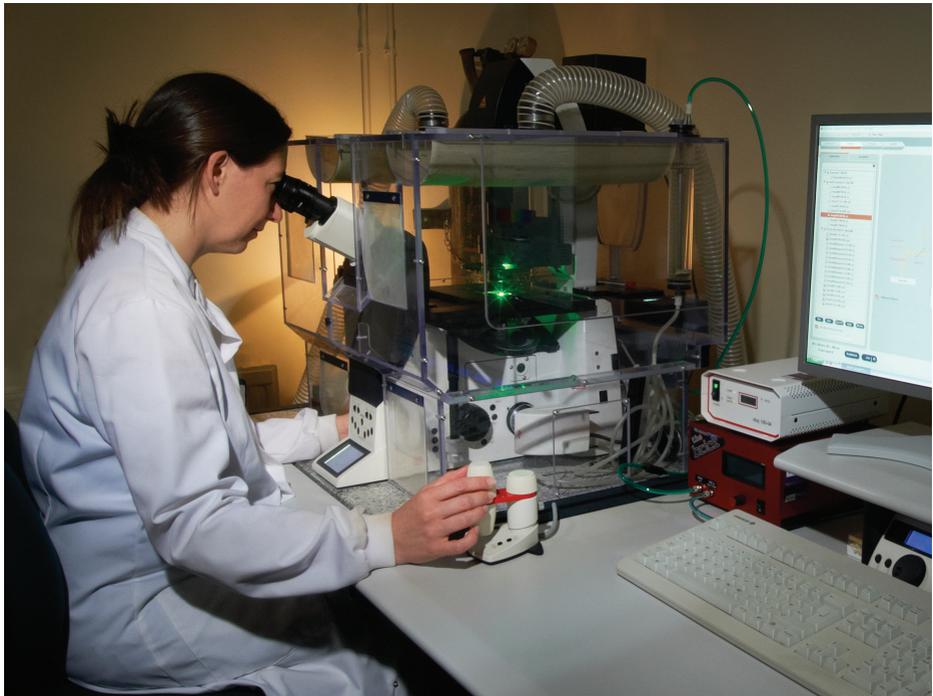
International Engagement

The School has an outstanding international record with respect to student exchange, institutional partnerships and global reach. Our international engagement activities will benefit our educational programmes and research activity alike.

Further growing our success, we will build on our existing agreements with our partner institutions in China to increase our postgraduate student recruitment and student and staff exchange opportunities.

We will diversify our international market for postgraduate student recruitment to reduce reliance on particular countries and increase our overseas research student recruitment through links with collaborator institutions and overseas embassies.

We will work with the College Dean for International to develop new agreements in areas relevant to our research and clinical / non-clinical programmes (Xiamen, KU Leuven) and build on individual academic links with overseas institutions to widen our global reach.



Staff Well-being and Collegiality

We are committed to providing a supportive environment for our staff to achieve their potential, recognise the role they play in the School and support them in taking ownership of their career.

We will ensure the well-being of all staff, promote staff mentoring and support staff in times of stress and pressure through supportive line management. The creation of the 'Staff Hwb' will provide an environment for staff away from desks, laboratories and clinics.

We will recognise staff performance through the annual PDR process that focuses on enhancing performance to maximise potential through clear objective setting and regular interim discussions.

Outstanding performance will be recognised through regular nominations to the annual OCAS and the Celebrating Excellence Awards. The School will actively support the promotion process to ensure staff are fully prepared.

We will develop a clear communication strategy to staff to ensure transparency of decision making.

Sustainability and Development

We will develop our teaching and research infrastructure to provide a state-of-the-art environment for our students and staff to achieve their potential.

The senior management team will provide robust financial planning and sound governance to ensure fiscal stability to allow the School to deliver its programmes and respond to opportunities on a case by case basis directed by a relevant and target led strategic plan.



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