The Way Forward
2018-2023
Our Vision

Cardiff University exists to create and share knowledge and to educate for the benefit of all.

Our vision is to be a world-leading, research-excellent, educationally outstanding university, driven by creativity and curiosity, which fulfils its social, cultural and economic obligations to Cardiff, Wales, the UK and the world.

By fulfilling our vision we expect to improve our standing as one of the top 100 universities in the world and the top 20 in the UK.

Our Values

We will operate according to the Nolan Principles of Public Life and furthermore be guided by the following values:

Institutional autonomy
We are committed to accountable autonomy within and for the institution as a whole.

Freedom of enquiry
We uphold the right to curiosity-driven investigation that may or may not have practical application. Through peer review in its broadest sense, the quality of research is expected to be of the highest standard.

Collegiality, leadership and management
We encourage collegiality, which is essential to university life, and promote the leadership and management necessary for the effective and responsible use of university resources. We will strive to support the well-being of our staff and students.

Equality, diversity and inclusion
We are committed to equal pay, treatment and opportunity, to supporting diversity and creating an open and inclusive community.

Environmental sustainability
We promote sustainability education and enable students and staff to make positive changes to our environmental impact.

Financial resilience
We are committed to creating the necessary surplus both to invest for the future and for insurance against unexpected adverse events.

Civic mission
We will fulfil our civic mission and broader social responsibilities and are committed to the Welsh language.
Strategic Themes

Education and Students
We work in partnership with our students to take them on an inspiring educational journey that will develop their leadership skills and prepare them for the world of work, enabling them to participate fully in society and enrich their lives. We are committed to ensuring a high quality and consistent student experience, attracting well-qualified and motivated students who will benefit from and contribute to our excellent research and learning environment. We will provide a high quality, flexible learning environment alongside excellent student services.

In support of the above, we will:
- create a Centre for Student Life to deliver efficient, effective and transformational services to our students
- offer all students the opportunity to undertake a work placement during the course of their studies
- ensure that all students receive regular, timely and useful feedback on their academic progress
- ensure that our students are challenged, stretched and supported in their studies to achieve to the full extent of their ability
- listen to our students, and use their feedback to improve our teaching and the wider student experience
- continue to develop our physical and digital learning environments to support independent and collaborative learning
- engage with the Teaching Excellence Framework to support our ambition and assess our progress.

We will expect all our subjects to be in the top 25% of The Times Good University Guide subject league tables.

Research
Research is central to Cardiff University’s identity. Over the coming The Way Forward period we wish to retain the high quality achieved in the 2014 Research Excellence Framework whilst increasing research volume. We will continue to use University Research Institutes to focus our investments and address global challenges. We will broaden our range of funders and develop strategic relationships with industry and foundations, support and develop our researchers to broaden the base of research-active academics, embed the impact agenda into all our research activity and ensure that our incentive system is aligned with research success.

By 2023 we will have:
- entered the UK top 12 on research power
- secured annual research grants and contracts funding of £200m
- established an interdisciplinary Institute of Advanced Studies focussed on global challenges.

Innovation
Innovation is an integral part of the creative purpose of the University. The Cardiff Innovation System embraces all areas of academic activity and all types of innovation, including policy-related as well as cultural, economic and technological innovation. Social Science plays a critical role in ensuring success, and there will be a particular focus on students and enterprise.

We will:
- build Innovation Central and the Translational Research Facility in support of the Cardiff Innovation System
- establish an Innovation for All programme to embed innovation in educational practice and staff development
- continue to develop the Cardiff Innovation System both through investment and culture change
- play a leading role in the development of the Cardiff Capital Region
- ensure that staff are recognized and rewarded for success in this area
- develop ten strategic, long-term partnerships with organisations to foster economic growth and social progress, as a measure of our performance.
Civic mission

Our civic mission to help improve the health, wealth and well-being of the people of Wales has a renewed focus since the EU referendum.

We will:
• contribute to improving the quality of education in Wales, through active participation in the education and training ecosystem, taking this as a key measure of success in our civic mission
• promote social cohesion within Wales through a programme of targeted outreach via partnership with the NHS to help improve public health outcomes
• ensure we make a positive contribution to the development of the Welsh language and fulfil our legal and moral obligations in this area
• increase both the scale and the scope of our relationships with Welsh businesses, third sector and public organisations
• support the creation of 1,000 high value jobs in the Welsh economy.

International

We are a global, outward looking university with a growing international staff and student community.

We will:
• respond flexibly to the demands of Brexit and reformulate our relationship with our European neighbours accordingly
• ensure that by 2023, 30% of our home students will be internationally mobile and another 25% will be from domiciles outside the UK
• attract the best talent worldwide and aim to grow our international academic staff ratio to 30%
• build on our strong relations with existing strategic partners KU Leuven and Xiamen University, developing a network of five strategic partner institutions in key regions worldwide to raise our profile and increase our education and research collaborations
• expand our international summer school programme
• keep open the option of a campus outside the UK if the opportunity arises.

Enabling Strategies

In support of our academic, national and international strategic aims, we will take the following actions:

People

Through a new people strategy we will develop a positive staff experience to match the student experience, believing that success in both is interdependent and that well-being is a priority. For academic colleagues, the norm will be both to teach and research, and scholarly activity relating to teaching will enjoy parity of esteem with research activity. Professional Services colleagues will provide outstanding responsive support above the Russell Group median. We will assess progress through our biennial staff survey, aiming to be in the top quartile amongst our peers for our staff recommending the University as a great place to work.

Finance

We will create on average over the period an annual operating cash surplus of at least £30m. We will at least treble new funds secured from philanthropic sources by 2023, to reach a regular annual minimum of £7.5m. Our approach to budgeting will be based on a contribution model that both rewards success and creates the financial basis for the University to invest for the benefit of all.

Estates and Infrastructure

We will continue to put our Estates Masterplan into practice and carry out a programme of renewal, maintenance and refurbishment in support of The Way Forward ambitions.

Environment

We will reduce our carbon emissions and our use of energy, water and plastic, minimising pollution and waste by re-using and recycling wherever possible.
Our Ambition

We want to make Cardiff University an institution that is respected the world over, where students have a superb study and life experience, staff are proud and happy to work, and where alumni participate actively in our community.

We want to be a credit to Wales and key to the economic and social success of the nation. We will remain a comprehensive university that takes account of the needs of Wales in the range of disciplines we offer. We will encourage the evolution of research, learning and teaching as our knowledge progresses and the external environment changes.

In determining the direction of travel we will strike a balance between financial prudence, academic judgement and national and social need. We will continue to work with our GW4 partners, Bath, Bristol and Exeter universities harnessing our research and innovation capacity and to solve global challenges and anchor the regional economy.
Assessing our Progress

We aim to remain in the world top 200 as measured by QS World University Rankings, the *Times Higher Education* World University Rankings, the Academic Ranking of World Universities and the Best Global Universities Ranking, and in the top 100 of at least one of these. We aim to enter the UK top 20 in *The Times* and *Sunday Times Good University Guide*.

We will measure progress on our strategic aims such that by 2023:

**Education and Students**

1. All our subjects will be in the top 25% of *Times Good University Guide* subject league tables.
2. At least 50% of our undergraduate students will undertake a work placement during the course of their studies.

**Research**

3. We will be in the top 12 in the next Research Excellence Framework for Research Power.
4. Research grants and contracts income will reach £200m per annum.

**Innovation**

5. We will have developed 10 strategic partnerships with industry and other external organisations.

**International**

6. 30% of our home undergraduate student population will have spent time abroad amounting cumulatively to at least three weeks during their time at Cardiff; 25% of our student population and 30% of our academic staff will be international.
7. We will have established five strategic partnerships with international academic institutions.

**Civic Mission**

8. We will work with colleges, educational partners, and all schools in Wales through our Strategic Framework for School Engagement, supporting teachers and working towards improved educational attainment.

**People**

9. Our biennial staff survey will show us to be in the top quartile amongst our peers for our staff recommending the University as a great place to work.

**Finance**

10. Philanthropic income will triple to £7.5m per annum.

**Environment**

11. We will phase out the use of single-use plastic such as plastic water bottles to the extent possible, and will improve recycling facilities of all kinds throughout the University.