

**CARDIFF UNIVERSITY'S
STRATEGY
2009/10 TO 2013/14**



OUR VISION

We will be one of the world's leading universities with an academic community recognised for its international distinction and impact

Cardiff University is a research-intensive university operating on an international stage. With our research-led vision, membership of the Russell Group, breadth and depth in education provision and capacity for sustainable economic, social and cultural impact, we occupy a unique place within higher education in Wales.

We believe that the outcomes of our research, education and innovation and engagement activities are most powerful when these core strands of our purpose are inextricably linked and self-reinforcing. Our Vision recognises that the success of Cardiff University is built on the successes of its staff and students, individually and collectively.

To bring our Vision closer, academic excellence rooted in world-leading research and scholarship is an absolute priority. Taking that imperative further, we have identified two areas for current emphasis:

- An increase in our postgraduate community – particularly recognising the value of a large and vibrant postgraduate research community to a strong and sustainable research culture and research base;
- An increase in our international outreach and impact – ensuring that internationalisation is embedded in our activities in a strategic and sustainable manner that maximises benefits for the University and for Wales.

DELIVERY OF OUR VISION

The driving forces behind our Vision are our commitments to achieving the highest international standards in research and education and to providing a rich and varied research-led environment where all staff and students can achieve their full potential to the benefit of the wider community and society as a whole. The direction and priorities for delivery are set out in this Strategic Plan, and through our Strategy Map we seek to achieve balance and integration between all aspects of our work to ensure that our academic goals and responsibilities are met.

Our values provide the framework within which we work to achieve our strategic priorities:

- We value freedom of thought and intellectual curiosity;
- We value excellence, innovation and contemporary relevance;
These are the lifeblood of a successful university.
- We support an ethical, open and collaborative work ethos;
We demand the highest levels of ethics and conduct in research, teaching, scholarship and administration. Organisational and individual behaviour needs to be based on integrity, openness and transparency, and to recognise that together we can achieve more.

- We have a culture based on dignity, respect and courtesy;
- We have a strong commitment to equality and diversity;
Our policies set out our commitment to a positive working and learning environment that enables all to achieve their potential.
- We encourage sustainability.
We are conscious of our corporate social responsibilities and of the long-term role we play in both immediate and wider societies. We exercise this responsibility through our academic activities and through managing the University in a sustainable manner.

Conscious of the beneficiaries of our work, we have articulated three interdependent pillars upon which we will build our future success and impact:

- **For the advancement of knowledge:** undertaking world-leading research and scholarship;
- **For our students:** providing an inspiring and enriching educational experience;
- **For our communities:** creating global impact through our academic excellence.

Achievement of our objectives and priorities is dependent on us valuing our people, being an efficient and effective organisation, enhancing our partnerships and our contribution to the community, providing excellent facilities and infrastructure, ensuring financial sustainability and making sound investment decisions. Effective communication both within and outside of the University will be essential.

CARDIFF UNIVERSITY STRATEGY

VISION	We will be one of the world's leading universities with an academic community recognised for its international distinction and impact		
VALUES	<ul style="list-style-type: none"> We value freedom of thought and intellectual curiosity We value excellence, innovation & contemporary relevance We support an ethical, open, and collaborative work ethos 	<ul style="list-style-type: none"> We have a culture based on dignity, respect and courtesy We have a strong commitment to equality and diversity We encourage sustainability 	
PRIORITIES	Academic excellence rooted in world-leading research and scholarship, with a current emphasis to increase the University's postgraduate community and to increase the University's international outreach and impact		
OBJECTIVES	<p style="text-align: center;">FOR OUR STUDENTS An inspiring and enriching educational experience</p> <ul style="list-style-type: none"> Informed and led by world-leading research and scholarship Recognised and well-regarded by employers and professional bodies Built on a culture of excellence and enhancement Includes a vibrant and growing postgraduate community 	<p style="text-align: center;">FOR THE ADVANCEMENT OF KNOWLEDGE World leading research and scholarship</p> <ul style="list-style-type: none"> Esteemed internationally for its significance, originality and rigour Built on a strong disciplinary base which supports multi-disciplinary groups A location of choice for the best researchers and graduate students Acts as a magnet for international research & development in Wales 	<p style="text-align: center;">FOR OUR COMMUNITIES Creating global impact through our academic excellence</p> <ul style="list-style-type: none"> A catalyst for enhancing the economic and social development of Wales and the UK Recognised as a centre of choice for continuing and professional education Internationally acclaimed for informing public policy and services Renowned for the value derived from knowledge transfer and public engagement
ENABLERS	<p>PEOPLE and ORGANISATION ? Foster a supportive environment for all staff & students ? Nurture leadership, empowerment & development ? Recognise & value good performance ? Maintain a healthy and safe working environment ? Develop rapid & efficient processes ? Maintain good governance</p> <p>PARTNERSHIPS and COMMUNITY ? Work with others to enhance our contributions locally as well as internationally ? Collaborate with world-leading people & organisations ? Maintain a lifelong relationship with alumni</p> <p>ESTATES and INFORMATION INFRASTRUCTURE ? Develop distinctive physical & virtual environments that foster cohesion & excellence for staff, students & collaborators ? Develop further an information infrastructure including 21st Century IT & library provision</p> <p>INVESTMENT ? Plan for sustainable growth ? Make selective & prioritised investment</p> <p>COMMUNICATION • Improve the quality & value of communication to all recipients ? Create a sense of community within a positive working & learning environment ? Gain greater awareness, engagement & support among our local communities ? Gain recognition internationally for academic distinction & impact</p>		

FOR THE ADVANCEMENT OF KNOWLEDGE

World leading research and scholarship

- Esteemed internationally for its significance, originality and rigour
- Built on a strong disciplinary base which supports multi-disciplinary groups
- A location of choice for the best researchers and graduate students
- Acts as a magnet for international research and development

Our research develops knowledge and understanding and, in collaboration with a wide range of partners, is applied to produce real benefits locally and worldwide.

The 2008 RAE results highlighted the strength and breadth of our research. Almost 60% of all research was assessed as world-leading or internationally excellent, and 33 out of 34 research areas submitted were shown to be undertaking research that included work that was 'world-leading in terms of originality, significance and rigour'.

It is this strong and broad disciplinary research base that positions the Schools at Cardiff to combine their expertise to tackle the big issues of today and tomorrow through multi-disciplinary research. Increasing our ability to gain greater impact from multi-disciplinary work was a core objective in the merger of the University of Wales College of Medicine and Cardiff University in 2004 and the importance of this continues in our future research plans.

We aim to achieve international recognition across the breadth of our research activity through the pursuit of excellence in fundamental, applied and practice-based research. We support excellence in single disciplines and in interdisciplinary research, and endeavour to anticipate and help shape future research agendas.

Our research reputation is built on the excellence of our academic staff and the vitality of our research culture. This excellence is based within our Schools and cross-School research centres. In turn, research reputation is one of the principal factors in staff and student recruitment and this is likely to be an increasingly important consideration as the global market in higher education becomes even more competitive. In attracting, developing and retaining staff capable of working at a level which is internationally competitive, and in growing our postgraduate research student community, we will be securing sustainable foundations for research. These researchers form valuable collaborations and partnerships within academia as well as links with the private sector, the professions and public sector bodies. Alongside our international ambitions therefore, we will demonstrate the tangible benefits that an internationally-recognised, research-intensive university brings to Wales through our contribution to economic, social and cultural development.

FOR OUR STUDENTS

An inspiring and enriching educational experience

- Informed and led by world-leading research and scholarship
- Recognised and well-regarded by employers and professional bodies
- Built on a culture of excellence and enhancement
- Includes a vibrant and growing postgraduate community

Our students study in an environment enriched by world-leading research and scholarship through curricula content, contact with researchers and research infrastructure. Each School exposes their students to the benefits and challenges of education informed by research in ways appropriate to their disciplines. Many of our students also study in an environment enriched by links with the professions - as a major higher education provider for the professions, we have around 300 undergraduate and postgraduate taught courses that are accredited by more than 40 professional bodies. Schools also engage with their associated professions and graduate employers in ensuring that their course provision is at the forefront of equipping their students for the future. These are all distinctive features of the Cardiff student experience.

We place importance on supporting and inspiring our students towards successful completion of their studies and towards graduate employment or further study. The majority of this support is academic-focused and provided by our Schools. In addition, we continue to provide appropriate high quality central support and specialist services. We will continue to pay particular attention to supporting students during the first year as they adjust to learning within a university environment. We will also be placing specific emphasis during the planning period on enhancing the experience of our postgraduate students and will ensure that our structures enable staff within our Schools, Graduate Schools, Graduate Centre and support directorates to work together effectively for the benefit of our students.

Engagement between the University and our students is crucial. We will continue to support the on-going development of our professional student-led Students' Union. We are proud of its achievements in supporting and enriching students through their time at university and in contributing to a positive relationship between students and the local community. We will continue to work closely with the Students' Union to enhance the two-way communication between student and the University and we will continue to include student representation at all levels of the University decision-making structure.

In terms of the make-up of our student body, we have an inclusive culture in which diversity is valued. We aim to recruit and support undergraduate and postgraduate students who are able to benefit from Cardiff University's academic environment regardless of their background. The implementation of our Widening Access Strategy is fundamental to this commitment. Our international students play an important part within the diverse and rich educational experience of the University. We work hard to sustain, and where possible, grow our international recruitment in a highly competitive market –research profile is a key factor in this market. A high priority for the University is to increase our postgraduate research community in line with those of other world-leading institutions.

FOR OUR COMMUNITIES

Creating global impact through our academic excellence

- A catalyst for enhancing the economic and social development of Wales and the UK
- Recognised as a centre of choice for continuing and professional education
- Internationally acclaimed for informing public policy and services
- Renowned for the value derived from knowledge transfer and public engagement

The impact of our research and education is central to the existence of the University and is supported through our innovation and engagement activities. Through our Schools, their research, their staff, their students and their graduates, we provide strong tangible benefits beyond the world of higher education as an integral part of our Vision. We are a vital element in the development of communities and regions within Wales, the UK and globally. As a major research-intensive university, we are able to contribute to the development of Wales at a high level and across a broad spectrum of sectors. We are able to promote Wales internationally and provide a competitive advantage for the knowledge economy in Wales. We are committed to carrying out our responsibility to make a major contribution to economic, social and cultural enrichment both locally and globally. The demonstration of the value of investment in higher education from public money is never more important than in these times of economic recession.

Our contribution covers a wide range of activities, including widening access to higher education among under-represented groups, provision of highly-skilled and adaptive graduates to employment and the professions, provision of relevant continuing personal and professional development, provision of Welsh language teaching, working with businesses, informing public policy and service development, technology transfer and commercialisation of research, working to increase the public understanding of science, developing relationships with local communities and organisations, and being committed to corporate social responsibility. We recognise that partnerships are essential in transferring the benefits of our activities beyond our walls.

As a major presence within Cardiff, both as employer and educator, our relationship with the Capital City is particularly important to us and we are committed to maintaining and further developing a mutually beneficial relationship.

STRATEGIC ENABLERS

Achievement of our objectives and priorities will depend on a number of strategic enablers within the areas of people and organisation, partnerships and community, estates and information infrastructure, investment and communication.

We also recognise that achievement of our objectives and priorities could well be affected by the current economic climate. Priorities and available resources will be kept under review and this, together with improved efficiency and careful control of costs will ensure that the University remains on a sustainable trajectory.

We wish to be characterised by:

- A working environment which is vibrant and creative, where diversity is valued and equality of opportunity ensured and where people are confident to act and innovate;
- An infrastructure which enables the achievement of our world-leading ambitions and services which are valued by all users;
- A strong sustainable resource base where sources of income are maximised and investment decisions are made on a strategic basis.

People and Organisation

We are a people-based organisation. High quality and motivated staff in all positions throughout the University, as well as the ability of staff and students to realise their potential, are key to our future success. We need to provide an environment that supports individual and collective achievement.

Underpinning our objectives, we therefore need to:

- Foster a supportive environment for all staff and students
- Nurture leadership, empowerment and development
- Recognise and value good performance
- Maintain a healthy and safe working environment
- Develop rapid and efficient processes
- Maintain good governance

Partnerships and Community

We recognise the importance of working together with other partners to increase the impact of the University's activities for the benefit of society. These partnerships are numerous and diverse, and are a constant part of working life in all parts of the University. Examples include our strong links with the health services of Wales, links with the many professions represented by our academic disciplines, links with industry, business, voluntary and public sectors, links with the users of our research and the employers of our graduates, and links with international universities and organisations as well as with local communities. Successful collaborations with academic partners both internationally, nationally and locally are also critical to our success. Furthermore, a lifelong relationship with our alumni provides a valuable link for the University and its present students to the world beyond higher education.

Underpinning our objectives, we therefore need to:

- Work with others to enhance our contributions locally as well as internationally
- Collaborate with world-leading people and organisations
- Maintain a lifelong relationship with alumni.

Estates and Information Infrastructure

In order to realise our academic ambitions, we need sustainable development of our infrastructure that recognises the now essential interplay between the virtual and physical environment. We need to provide and maintain a modern technological infrastructure that supports our research and education activities both on and off-site. We need to ensure that future estate developments and initiatives are aligned to the development of world class facilities for research, learning and teaching. We need to provide ready access to modern library facilities and explore innovative ways of providing new learning environments.

Underpinning our objectives, we therefore need to:

- Develop distinctive physical and virtual environments that foster cohesion and excellence for staff, students and collaborators
- Develop further an information infrastructure including 21st Century IT and library provision
- Established Advanced Research Computing @ Cardiff (ARCCA), one of the top three most powerful supercomputers in UK higher education, to provide high-level specialist support to our Schools.

Investment

To succeed we must be able to sustain our core activities and invest in strategic developments. In the current economic climate we especially need to demonstrate value for money in our use of public funds and to use our resources effectively and efficiently to enable sustainable growth. We must also eliminate waste, control costs and pursue the principles of sustainable development in all our activities.

We have identified the need to increase and diversify income sources and to gradually reduce our dependency on HEFCW funding. Plans are in place to maximise and grow additional sources of income via routes such as increasing research grants and contracts, philanthropic funds, IP and knowledge transfer activities, corporate relationships, and international relationships and partnerships.

Underpinning our objectives, we therefore need to:

- Plan for sustainable growth
- Make selective and prioritised investment

Communication

Underpinning all of our strategic objectives and enablers is the need to communicate effectively both within and outside of the University. We need to ensure that our staff and students know where to access information and can do so quickly. We need to ensure that our communications with external audiences are targeted, appropriate, accurate and timely so that the message is relevant to the recipient and the information is conveyed through the most suitable channel. We need to ensure that

engaging with us is always a positive experience and to encourage staff and students to recognise their responsibilities in communicating effectively.

We therefore need to:

- Improve the quality and value of communication to all recipients
- Create a sense of community within a positive working and learning environment
- Gain greater awareness, engagement and support among our local communities
- Gain greater recognition nationally and internationally for our academic distinction and impact.