

VISION AND STRATEGY

2022 – 2030

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Introduction

Our School of Dentistry, and the people who work and study here, are subject to the effects of a volatile, uncertain, complex and ambiguous world in which we live. For us to reach our goals, and even exceed them, we need to know where we are going, why that is our direction and how we will get there.

Our Strategy sets out our long-term ambitions for the School and the roles we each play in the achievement of our collective vision.

With a focus on long-term planning, we will effectively manage the School's finances to deliver our vision and ambitions. We will bring transparency to financial decision-making, spending our money well, without waste and in line with our values. We will manage financial risk and facilitate continued investment in our people environment and infrastructure.

The School of Dentistry Strategy and Vision aligns with the University Strategic Plan and its Vision 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. The University's Strategic Themes and Enabling Strategies are referenced throughout our Strategy to highlight synergy and common goals.

Our Vision

“Excellent, equitable dental and oral health through education and research.”

By fulfilling our vision, we intend to improve our standing and be consistently recognised as one of the top 50 dental schools in the world and in the top three in the UK.

Our Values

We operate according to the Nolan Principles of Public Life and are guided by the following values that influence the work we undertake, and hold us accountable to deliver our very best, every day.

Ambition

We are ambitious for the success of our School; challenging ourselves, innovating, thinking beyond conventions and striving to achieve excellence in everything we do.

Co-operation

We work together as one team.

Valuing our staff and student voices

We know our staff and students understand the environment in which they work and study, trusting their voices to identify drivers for change and enhancement.

Accountability and responsibility

Our staff are empowered to take ownership to make key decisions in their areas of responsibility.

Clear decision making

We have transparent processes guided by, evidence, data, and our strategy that will allow us to communicate the rationale behind our decision making.



Our People and Our Culture

To support and enable all our people to reach their highest level of personal and professional performance.



Underpinning Objectives

We will be known as a School that:

- Has a supportive culture which is inclusive, positive, and fair; where opportunities are open to all, people can lead, and are led effectively, and change is professionally managed;
- Supports and rewards the personal and professional development of our people and provides the learning opportunities and tools they need to achieve their full potential;
- Will improve the health and wellbeing of our staff by creating and embedding a culture that is compassionate, well-informed and responsive, where health and wellbeing is everyone's responsibility;
- Has an inclusive culture that hears people's voices, values their opinions, and addresses their concerns; and
- Has a long-term vision with planning for staffing that focuses on attracting and retaining a talented and diverse workforce.
- Prioritises public engagement, proactively involving our stakeholders/ students and the public in shaping our vision and delivering our strategy



Making it Happen



Supportive Culture

- We will continue to develop structured career development routes for academic staff, supporting progress towards academic promotion via mentoring and encouraging them to avail themselves of these opportunities via Performance Development Review (PDR);
- We will implement the recommendations of Cardiff University's Technician Commitment Working Group, improve access to professional career development opportunities, and make technical staff contributions visible and recognized;
- We will support our Professional Services staff to achieve career development ambitions by the provision of financial support for training and encouraging opportunities for on-the-job shadowing, mentoring, learning and development;
- We will hold All Staff Events at least twice a year and support relevant training opportunities to enable people to achieve their full potential and progress in their career;
- We will introduce a new process to allocate funding to support staff, replacing the Senior Management Conference and Development (SMCAD) fund to ensure equitable access for all academic staff;
- We will support staff to return to work when they have had an extended period away (e.g., parental, sick leave) or break in activity;
- We will positively support academic staff to align to the Cardiff Academic performance expectations to ensure all staff contribute to the School to the best of their ability;
- We will publish a Workload Allocation Model annually to bring transparency and equity to academic workload;
- We will continue to promote and improve supportive communities with mentoring networks for all staff; and
- We will continue to promote a culture of supportive and collaborative professional relationships with our students.

 <p>Recognising and Rewarding Performance</p>	<ul style="list-style-type: none"> • We will encourage and enable our staff to achieve their goals, rewarding and celebrating excellence through University schemes to include the Outstanding Contribution Award Scheme (OCAS), Celebrating Excellence Awards (CEA), and NHS schemes such as National Clinical Impact Awards (ACCIA), ensuring processes are in place so that all eligible staff are considered annually for these awards; and • We will scope and then implement new ways for recognising and rewarding performance.
 <p>Health and Wellbeing of our Staff</p>	<ul style="list-style-type: none"> • We will align to the University's 'A Strategy for Creating a Mentally Healthy University' for transforming our School staff Community's approach to their own mental health and that of others; • We will deliver workshops, in consultation with staff, on a range of issues perceived to be relevant such as stress, resilience, sleep and mental health awareness; • We will act on concerns and feedback from all sources to maintain a healthy, happy, and purposeful environment for all people, promoting their wellbeing; • We will embrace technology and the 'Better Ways of Working' agenda for all staff to facilitate healthy work life balance; • We will look for sustainable ways to develop resilience, building capacity in order to cover staff leave, illness and other absences, protecting the wellbeing of all our staff; • We will raise the profile of the School as one that has a friendly, welcoming, and inclusive culture that develops and values its people and gives a sense of belonging through our webpages and our equality, diversity, and inclusion agenda; • We will continue to support and promote equality, diversity, and inclusivity including disability and we will celebrate diversity within our workplace, challenging inequality and encouraging mutual respect and collaboration; • We will continue to increase the visibility of the pathways for raising and addressing staff concerns; • We will establish a communications strategy that is clear and inclusive; and • We will seek to strengthen bidirectional communication between the Dental Directorate (NHS) and the School.
 <p>Attracting and Retaining Talent</p>	<ul style="list-style-type: none"> • We will develop a staffing strategy to support succession planning in all areas of the School. • We will attract and retain a diverse workforce through implementation of the Race Equality Strategy and Athena SWAN; • We will develop academic training routes for clinical academics; and • We will introduce academic specialty trainees in dental disciplines where there is a shortage of clinical academics, working with external partners to ensure that clinical academia is included in the allocation of training numbers.
 <p>Indicators of Success</p>	<p>By fulfilling our ambition, we expect to:</p> <ul style="list-style-type: none"> • Achieve a 100% annual PDR completion rate *excluding staff with formal exemptions; • Achieve a 100% mandatory training completion rate *excluding staff on periods of planned absence; • Be in the top quartile of all Dental Schools in the UK for our staff recommending the university (School) as a great place to work; • Support annually 100% of eligible staff wishing to be considered for academic promotion; • Ensure that 100% of eligible staff are considered annually for an Outstanding Contribution Award and Celebrating Excellence Award nomination; • See recognition of staff's excellence and impact internally, nationally and internationally; and • See recognition of staff by external bodies nationally and internationally including: <ul style="list-style-type: none"> - Awards and Prizes - Invited lectures - Honorary positions - Invited membership of Learned Societies - Apply for a Gold Athena SWAN award in 2026.



Education and Students

To deliver accessible education to the highest standard.

To champion engagement with impactful pedagogical scholarship activities.



Underpinning Objectives

We will be known as a School that:

- Welcomes students from all backgrounds;
- Is proud to be part of a Welsh University which champions the Welsh language, and targets recruitment and retention of students from Wales;
- Champions inclusive entry criteria to our programmes, providing education for a diverse range of learners and their associated learning needs;
- Offers contemporary curricula that ensure clinical and professional capability, are responsive to local population demands in Wales, and that promote an ethos of lifelong learning;
- Internally and externally integrates our curricula with stakeholders such as Health Education and Improvement Wales (HEIW) and the General Dental Council (GDC);
- Empowers students of oral health professions to work collaboratively and synergistically with a wider health and social care team;
- Has a financially sustainable education portfolio to enable continued investment and improvement of our programmes and our facilities;
- Works in close partnership with Cardiff and Vale University Health Board (CVUHB) in providing a safe training environment and clinical facilities which is supported by state-of-the-art learning technologies;
- Implements robust quality assurance for our educational programmes to meet stakeholder requirements, including our students and other stakeholders as part of the process;
- Champions comprehensive student progress by monitoring and individualised support;
- Encourages staff involvement with educator networks and learned societies, the development of educational resources, and the dissemination of information and knowledge to the wider international educational community; and
- Champions an evidence-based and inspirational approach to teaching and learning, applying local, national and international policy.
- Establishes and promotes international engagement opportunities for our students.



Making it Happen



Enhancing the Learning Environment

- We will implement the HEIW contract for the Dental Hygiene and Dental Therapy and Hygiene provision, developing interprofessional education approaches to teaching and learning, ensuring that our students have the opportunity to learn and practice together, with students from other programmes and other schools;
- We will update our methods of recording clinical undergraduate and postgraduate student activity, grading and reflections, using a bespoke online portfolio system that aligns with sound educational theory and European recommendations;
- We will embed state-of-the-art dental technologies and virtual blended learning approaches into our curriculum;
- We will continue to develop opportunities to invest in innovative online exam software; and
- We will actively work with organisations across the UK to ensure consistent standards are maintained across the national training sector.



Planning for Successful Student Futures

- We will align with the University's 'Welsh Language Strategy' and work closely with the Coleg Cymraeg Cenedlaethol to recruit and prepare highly skilled dental health care graduates with the ability to contribute bilingually to Welsh economic, social and cultural life;
- Within the boundaries of our infrastructure, we will increase our undergraduate programme capacities, to improve the long-term output of highly skilled future-facing graduates to facilitate workforce planning ambition in Wales;
- We will reconfigure elements of our undergraduate programmes, emphasising interdisciplinarity and addressing educational inefficiencies, whilst engaging with our students to ensure accessibility;
- We will improve our monitoring of student progress, across all taught programmes, through individualised development plans;
- We will encourage a reflective culture;
- We will improve the student experience, resilience, and efficiencies within our postgraduate taught clinical programmes by identifying and creating opportunities for shared teaching and assessment;
- We will grow our outreach placement provision enhancing student experience, focusing on the delivery of dental care in high need communities and enabling opportunities for students to provide dental care through the medium of Welsh;
- We will explore opportunities for our undergraduate students to benefit from student mobility initiatives and leadership development programmes;
- We will enable Continuing Professional Development (CPD) training opportunities for the Welsh and wider UK dental workforce, whilst meeting international market opportunities; and
- We will explore opportunities to introduce new postgraduate taught clinical programmes in dental specialties where market demand has been identified and to grow our existing academic postgraduate programmes.



Valuing our Students as Partners

- We will develop clear, open communication pathways for staff and students to interact and exchange feedback; and
- We will continue to extend the opportunities through which our students can actively contribute their expertise and energy to help shape their educational experience.



Supporting our Students' Wellbeing

- When addressing wellbeing we will take into account best practice in prevention, early intervention, improving transitions and addressing vulnerability;
- In partnership with our central Student Disability Service, we will support students coping with a range of disabilities;
- We will further develop our personal tutoring system and staff capability via training to deliver pastoral care in order to signpost those students to specialist services at Cardiff University;
- We will work with our student body to ensure they are informed as to how they can access wellbeing and healthcare services;
- We will continue to promote systems to allow students to report concerns; and
- We will promote a culture of equality, diversity, and inclusivity within our School.



Indicators of Success

By fulfilling our ambition, we expect to:

- Consolidate and improve our strong position in our subject and School standing each year, in the following league tables and surveys:
 - Guardian University Guide; Times Good University Guide – to be within the top 3 UK dental schools
 - QS World University Rankings – to be within the top 50 dental schools.
 - National Student Survey (NSS) & Postgraduate Taught surveys – 80%+ satisfaction in each domain;
- Achieve 100% student employability across all clinical taught programmes;
- Achieve annual intake targets across our postgraduate taught programmes;
- Improve reputation and, in turn, application rates for our postgraduate taught and continuing professional development programmes; and
- Be recognised as a centre of excellence for Oral Health Professionals education, measured by our activity in leading international taskforces and policy reformers.



Research and Innovation

Develop global collaborative communities and partnerships to deliver world leading, impactful and innovative research and scholarship that addresses key local, national and global challenges relating to oral and general health.



Underpinning Objectives

We will be known as a School that:

- Develops outstanding academic researchers and sustains a culture in which research excellence and knowledge exchange can flourish;
- Conducts world leading oral and general health-oriented research that is financially sustainable;
- Drives innovation in impactful research and places research excellence at the heart of our civic mission; and
- Improves evidence and practice and influences policy for our communities across Wales, nationally and internationally.



Making it Happen



Nurturing and Supporting Delivery of Research Excellence, with Integrity and Inclusivity

- We will ensure support structures are in place to help all staff conduct and support research in accordance with the highest ethical standards;
- We will ensure all research is of the highest standard;
- We will implement a peer review process in line with University policy to improve the quality of our funding applications and more effectively support staff whose funding bids are unsuccessful;
- We will provide effective and accessible technical support for lab-based research, reviewing the technical services support for long term sustainability;
- We will introduce mandatory Annual Individual Research Plan (AIRP) meetings for all research active, including post-doctoral, staff;
- We will establish a bank of shared resources, including standard operating procedures, submitted funding applications and reviewers' comments, online learning packages and links to funding opportunities; and
- We will assess the quality of our research fairly and **transparently**, according to the San Francisco Declaration on Research Assessment (DORA).



Enrich our Research Culture, Promoting Success Across our Research Community

- We will build transparency into all decision-making by publishing details of applications/awards for internal funding, committee membership and development of research processes;
- We will provide access to role-specific training, mentoring and professional and career development support, especially for early- and mid-career researchers;
- We will provide support, training and mentoring to staff on scholarship pathways wishing to undertake research;
- We will celebrate and share details of research successes with internal and external stakeholders through a communications strategy; and
- We will promote our research activity and attract external collaborators and potential postgraduate research students.



Accelerate Growth of Research

- We will develop a policy to bring transparency to our allocation of studentship funding in support of University and external initiatives;
- We will collaborate with the Cardiff and Vale University Health Board and Cardiff University Joint Research Office;
- We will establish substantive programmes of research with impact:
 - By effective communication pathways to promote targeted funding opportunities to individuals and groups;
 - By the use of external small-grant funding to pump-prime new research ideas and generate preliminary data;
 - By increasing large programme grant applications;
 - By encouraging researchers to apply for large equipment bids, to strengthen the School's research infrastructure and to enable high-quality, innovative research; and
 - By increasing external funding for PhD studies.



Accelerate Research Innovation

- We will provide leadership, working in partnership with key stakeholders, in oral and general health research and scholarship;
- We will encourage collaboration between academics and clinical academics working with the Clinical Trial Manager to enhance our clinical portfolio studies;
- We will create a 'consent to participate' database of patients and establish and grow a practice-based research network and dental patient and public involvement groups to inform and support our research;
- We will engage with international networks and lead international projects;
- We will grow new interdisciplinary research collaborations, both nationally and internationally;
- We will encourage collaboration, sharing of best research practice and mentoring with the best in the University, including other Schools in Unit of Assessment 3 ("Allied Health Professions, Dentistry, Nursing and Pharmacy") and the College of Biological and Life Sciences; and
- We will actively encourage staff, including Postgraduate Researchers (PGRs) and Early Career Researchers (ECRs), to present their research at strategically relevant international research conferences, join committees/boards of esteemed societies and funding panels, nominating colleagues for prizes and hosting international conferences and research events.



Nurture and Promote Creative, Innovative Academics for the Future

- We will commit to the obligations and responsibilities set out in the **Concordat** to support the career development of researchers;
- We will prioritise the professional and career development and training of PGRs and ECRs;
- We will introduce a 4-year clinical PhD with a Clinical Component Programme;
- We will identify and support researchers (including PGRs and ECRs) who are eligible and suitable to apply for fellowships (e.g., UK Research Innovation, Wellcome Trust, European Research Council), to complement training that is offered by the College/University; and
- We will promote research among undergraduate students.



Research Planning for the Future

To periodically review our research groupings and ensure fitness for purpose and sustainability:

- We will establish the criteria by which high performing research groups can be identified;
- We will identify areas of research suitable or appropriate for growth;
- We will invest in and merge activity, where appropriate;
- We will implement staff succession planning; and
- We will attract new Teaching and Research (T&R), Clinical Teaching and Research (CT&R) and Research (R) appointments according to strategic research needs and only recruit research staff on an outstanding research trajectory.



Research Impact

- We will support research that is impactful;
- We will forecast, identify, and capture existing and emerging impact cases; and
- We will encourage and support applications for University impact funding (e.g. Innovation for All).
- We will develop international networks to collaborate and improve the reach and impact of our work.



Indicators of Success

By fulfilling our ambition, we expect to:

- Achieve and aim to exceed our annual research award and income targets;
- Support all T&R, CT&R and R staff publishing at least one 3 or 4* research paper as last or first author per academic year;
- Identify at least one potential impact case from each research group to be developed for the REF in 2027/8; and
- Have at least one active clinical portfolio study in the School per year.

Postgraduate Research

- Achieve 100% PGR completion rates within 4 years;
- Evidence reported overall PGR satisfaction >90% annually;
- Increase our PGR student group by 50%; and
- Support 20% of our PGR group to undertake a clinical PhD.



Our Environment

To provide a contemporary, suitable and comfortable working environment and to meet our role in the University achieving its Environmental Sustainability Enabling Strategy 2018-2023 (Recast 2020).



Underpinning Objectives

We will be known as a School that:

- Has a healthy working environment;
- Aligns our strong sustainability agenda and decarbonisation strategy with those of the University and NHS;
- Considers sustainable development as a key part of School decision making; and
- Enables and encourages students and staff to make positive changes to our environmental impact.



Making it Happen



Sustainable Environment

Cardiff University has declared a Climate Emergency and we aim to become a carbon net zero institution by 2030 by adopting the following strategies: Scope 1 –the direct burning of fossil fuels; and Scope 2 - indirect burning of fossil fuels to supply electricity and water. By 2050, we aim to be carbon neutral in Scope 3- indirect emissions from activity such as travel, goods and services, and supply chains. Working in partnership with the Cardiff and Vale University Health Board (CVUHB) Dental Directorate we will also ensure our clinical practices align to the NHS Wales De-carbonisation Strategy.

We are also committed to helping achieve the Welsh Government recycling target of 70% by 2024/25. To help reach these goals we commit to the following:



Sustainability; Leading and Educating

- We will work in partnership with the NHS through joint committees to ensure strategic collaboration is achieved with institutional environmental agendas;
- We will align with European curriculum recommendations for teaching sustainable dentistry and the University's Responsible Futures programme in the Student Union to help educate our students on sustainability issues;
- We will take part in the University's behavioural change programme to embed efficient and environmentally conscious practices for all staff and students' day-to-day roles;
- We will promote the annual University Sustainability week and Green Impact Initiatives.
- We will create School Eco Champion roles to drive change; and
- We will seek out examples of sustainable dentistry such as the Primary Care Division Environmental Sustainability Project to draw on and align.

 <p>Sustainable Travel</p>	<ul style="list-style-type: none"> • We will encourage staff and students to travel to work and study sustainably by promoting University and NHS sustainable travel options; • We will invest in new shower facilities in the lower ground floor changing area to facilitate sustainable travel options; • We will immediately and actively seek ways to mitigate the carbon emissions of staff and student overseas flights; and • We will promote the use of technological alternatives to reduce the need to travel.
 <p>Sustainable Procurement</p>	<ul style="list-style-type: none"> • We will align to the University's sustainable procurement policy and ensure that it remains at the forefront of our purchasing behaviour; and • We will avoid and reduce the impact our supply chain has on the climate and biodiversity.
 <p>Healthy Working Environment</p>	<ul style="list-style-type: none"> • We will review the way our spaces are used to ensure all staff have an appropriate place and facilities to carry out their work; • We will identify and create a Staff Common Room to help maintain our sense of community, enhance collegiality, collaboration and provide a space for innovation and ideas to be generated; • We will enhance the lower ground floor student changing environment, providing clean and secure facilities for our undergraduate community; • We will work with the University and the CVUHB to consider financially viable ways to enhance our current working environment across the University Dental Hospital; • We will work with the CVUHB to ensure that maintenance and repair requests are dealt with swiftly; and • We will proactively lobby the University and CVUHB for involvement in plans for the new dental hospital development as part of UHW2 planning.
 <p>Indicators of Success</p>	<p>By fulfilling our ambition, we expect to:</p> <p>Environmental Sustainability</p> <ul style="list-style-type: none"> • Publish an annual School sustainability report quantifying the impact of the changes we have made against The Way Forward, Environmental Sustainability Enabling Strategy (Recast 2020); <p>Key performance indicators:</p> <ul style="list-style-type: none"> • Work towards achieving the Welsh Government recycling target of 70% by 2024/5; • Scope 1,2(2030) and Scope 3(2050) decarbonisation key performance indicators; and • Submit at least one Green Impact Award application annually <p>Healthy Working Environment</p> <ul style="list-style-type: none"> • School Space Guidance to be developed by September of 2023; and • Evidence positive staff feedback in biannual reviews.



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