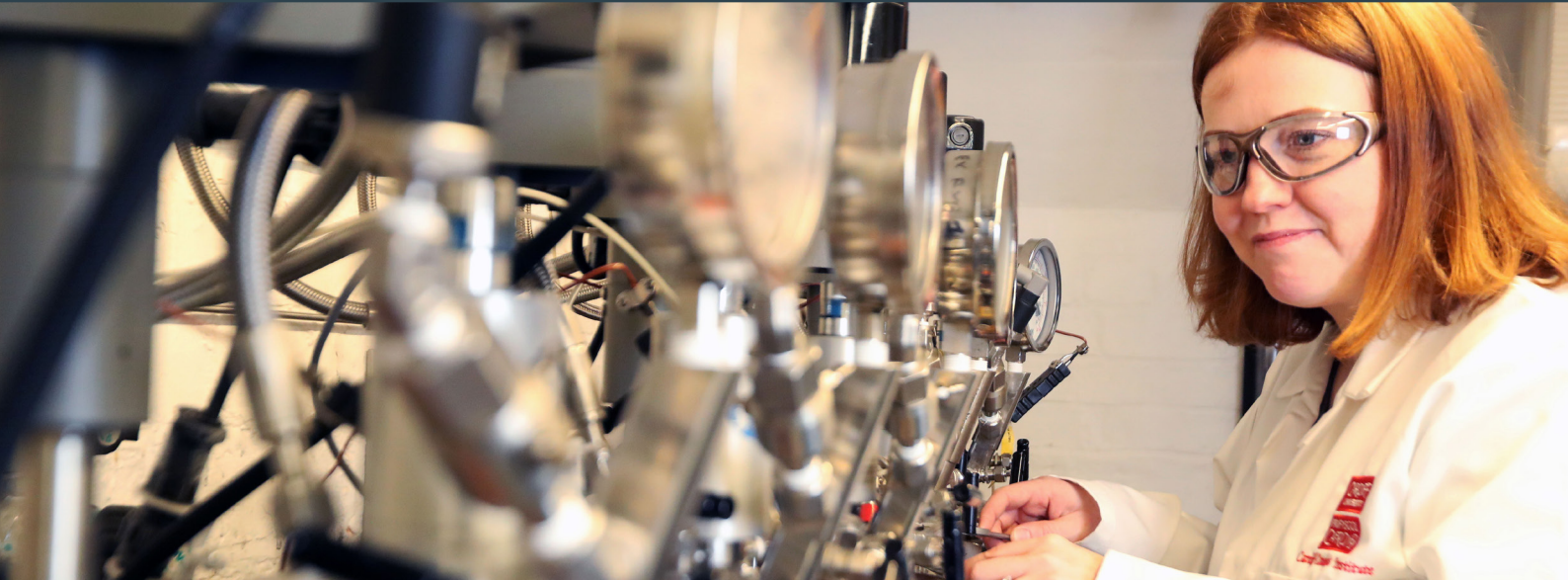


# The Way Forward

## 2018-2023



## Sub-strategy | Research

### Our ambition

Cardiff University has an international profile as a successful, broad-based, research-intensive University, confirmed by the achievement of a top five position in the Research Excellence Framework (REF) 2014.

Our ambition for the next period is to secure our reputation as a community of scholars with the imagination, energy and capacity to co-create the future. We want to be recognised for our innovation and contribution to the health, wealth, security and well-being of future generations in Wales, in the UK and globally.

We view disciplinary, interdisciplinary and applied research as interrelated and mutually constitutive, and strive for excellence in each.

### Building on the previous strategy

We were delighted with the results from REF 2014, which placed Cardiff University in the top five institutions (based on Grade Point Average). The period following the REF 2014 result has seen continuing research success including major new publications, projects, and partnerships and a steady increase in research income from a diverse range of funders. This confirms to us that we have a cohort of excellent staff, producing research and impact that is genuinely world leading.

'Research Forward 2015' was a systematic reflection on our REF 2014 performance. The project enabled us to identify what the University needs to do to secure a similar outcome in the next REF.

We will continue to work with our GW4 partners to deliver globally competitive research. Together, we have the research and innovation capacity, capability and motivation to deliver cross-sectoral partnerships and solve global challenges.

### Underpinning objectives

#### We will be known as a University:

- where academic careers flourish. All of our researchers, from students to professors, are empowered and supported to conduct research at the highest levels, on an increasingly competitive international stage

- which is responsive and rewards ambition. We are agile enough to capture research opportunities and respond effectively to a dynamic environment
- where research excellence with impact is recognised, supported and rewarded. Our researchers produce high quality publications as well as research outcomes with significant and far-reaching impact
- which invests in state-of-the art facilities, equipment and support for our researchers. We continuously improve our supporting infrastructure to underpin the production of excellent research with impact.

### Making this happen

Our whole research strategy, covering staff performance, research integrity, priority research areas and major investments is predicated on supporting and developing research excellence from early career to established, world leading researcher. We will be selective in our investment strategy with the aim of rewarding and developing excellence, from basic through to translational research.

# Sub-strategy | Research

In some cases the trajectory is already defined, and it will be a continuation of previous actions, updated/augmented as appropriate, including:

## Research excellence and impact

### We will:

- include excellent outputs and impact from a much greater proportion of REF-eligible staff, without a diminution of research quality in our submission to the next REF. Our aim is to be in the top 12 in REF 2021 (based on Research Power)
- support early career researchers in terms of training, building and sustaining their careers as well as increasing the visibility of and commitment to equality, diversity and inclusion
- contribute to the improvement of living standards and economic growth, through knowledge exchange and cooperation with our industrial partners in support of government strategy
- support this ambition by a range of funded strategic initiatives to ensure staff have the time and space and environment in which to undertake excellent research. Specifically we will invest additional funds in:
  - new University Research Networks
  - a major Research Fellowship Scheme
  - an annual Research Leave Scheme
  - funding to support international academic exchanges
  - funding to support 'return to research' activity for returners from extended periods of absence
  - an annual Research Infrastructure Fund
  - a strategic support fund for longitudinal data collection
  - a fund to ensure that we have complementary investment in impact development across the breadth of disciplines
- work with the School Directors of Research to ensure that all staff have an effective publication strategy in place, which meets Open Access requirements
- align our REF aspirations with the continued implementation of a robust and effective Performance Development Review process coupled with a fair recognition system of the effort and the enablers needed to produce excellent research in line with discipline-specific standards
- put in place the governance arrangements, project plan and budget to oversee the next REF submission.

## Interdisciplinary and collaborative research

### We will:

- facilitate interdisciplinary and collaborative activity within the University and beyond; locally, nationally and internationally, and will develop strong partnerships with industry and business
- develop and undertake large-scale, interdisciplinary initiatives with the potential to make innovative, disruptive contributions to global challenges
- continue to invest in the development of our University Research Institutes which we selected on the basis of evidence of research quality and critical mass
- invite applications to establish cross-College, interdisciplinary research networks, with the potential to become the next generation of University Research Institutes
- during the planning period establish an Institute of Advanced Studies as a forum for interdisciplinary research into major global challenges.

## Developing and supporting researchers and the research environment

### We will:

- build capacity through the recruitment, development and retention of high quality research students and staff at all career stages
- prioritise support for the development of inspirational and effective research leaders
- implement strong, effective and proportionate performance procedures to support and reward excellence, ambition and success, and achieve a consistent level of quality and integrity
- ensure our skills training provision is sector leading
- develop a strategy to address the equality, diversity and inclusion issues identified through Rolling REF
- continue to invest in the ambitious development plan for our Innovation System, including the Translational Research Facility, which will house two University Research Institutes, and Innovation Central, housing the world's first Social Science Research Park, both of which will allow us to work with the private, public and third sectors to address the challenges of our time.

## Research outcomes

### The outcomes of our excellent research will include:

- scholarly impact
- research-led teaching, curriculum design and professional development
- improvements to the health, wealth, security and well-being of future generations in Wales, the UK and globally.

