**Advisory Note on cultures and environments**

Following the seminar session on 25 February, here’s some suggested additional reading/examples for colleagues to look at.

Institutional environment statement 

* See Cardiff’s institutional statement for an example of how the layering of references to individual UoAs in specific sections adds a sense of strategy and coherence (see especially sections 1.3, 2.1.4, 2.3 and 4.1 all of which add a flavour of different UoAs contributions to different aspects of institutional strategy)

Example of a UoA referencing institutional statements effectively

* See Cardiff UoA: 27 – English 
  + Note the use of visualization to explain complex multidisciplinary environment (section 1, for example)
  + Note the references to strategic decisions/approaches and a real ‘REF-directed’ account of the activities and their reasons (see section 1.2)
  + Note the evidence cross-referencing between environment and specific ICS (Impact Case Studies) as part of a portfolio (see section 1.3)
  + Note references to institutional environment statement on things like training and development (see section 2.2

Example of a UoA where the focus is more narrative listing rather than shaped into strategic account (so serendipity of these things happened rather than strategy of these things happened because)

* See Cardiff UoA: 14 – Geography
  + Lots of details included (names, groups, facts) but not a great deal of trajectory/focus on the why of the UoA delivering these things with strategic intent or purpose

For an example of a very consistent ‘ethos’ running through a UoA environment statement:

* See Cardiff UoA17: Business and the use of ‘public value’ (and established approach within the Business School at Cardiff) as a coordinating concept across all aspects of the submission