



Cardiff  
Metropolitan  
University

Prifysgol  
Metropolitan  
Caerdydd



Candidate Pack



## President and Vice-Chancellor, Professor Cara Aitchison

MA(Hons), PgDRLP, Cert Ed, MA, PhD, FAcSS, FRGS, FHEA

### I am delighted you have expressed interest in Cardiff Metropolitan University at this pivotal moment in the University's development.

Cardiff Metropolitan is a global university that meets the civic, economic and international needs of Wales. Over more than 150 years the University has become established as a driver of education and social transformation and a catalyst for innovation and economic growth.

The University's academic portfolio is oriented towards practice-focused and professionally recognised education and research. Taught programmes align with the University's research, innovation and enterprise agenda that delivers impact in art and design, business and management, education and social policy, sport and health sciences and digital, data and design technologies.

The University's recent successes are evidenced in its ranking as the highest performing modern university for research quality in REF 2014, the award of the Queen's Anniversary Prize for innovation in 2015, the achievement of 96% employability in the 2016 Destination of Leavers in Higher Education survey, its placing as 1st in Wales and 4th in the UK in the 2016 People and Planet League, accreditation in 2017 as the only university in Wales to be awarded the Small Business Charter and the Social Enterprise Mark and, most recently, a rise of five places in the *Complete University Guide 2018* and four places in *The Guardian University League Table 2018*.

Our new Strategic Plan 2017/18 - 2022/23 builds on these improvements and signals a 'step change' for the University by outlining a programme of seven priorities:

- Establishment of a values-driven University that champions creativity, diversity, freedom and innovation to generate educational transformation, research with impact, sustainable economic growth, social cohesion and health and wellbeing.
- Improvement in the quality and outcomes of teaching and the wider student experience to develop Ethical, Digital, Global and Entrepreneurial skills, experience, knowledge, confidence and resilience.
- Diversification to establish a new Cardiff School of Technologies.
- Development of 'Global Academies' to deliver interdisciplinary, international and impactful postgraduate and research provision and 'Cardiff Open Colleges' to deliver progression routes into the University.
- Managed growth in all of the University's Schools.
- Enhancement of the University's research and innovation activities, involving significant growth in the volume, quality, value and impact of research and innovation.
- Development of synergy between on-campus and off-campus provision.

Cardiff Metropolitan is a great University with a strong ethical core and an appetite for development. If you believe that you can help to deliver our 'step change', then I would welcome hearing from you.





# About the University

Cardiff Metropolitan is a thriving global University founded in 1865 and with a rich and established history in a vibrant European capital city. With an academic portfolio oriented towards practice-focused and professionally recognised education and research, the University offers over 200 courses with a strong focus on employability and teaching excellence.

The University has almost 20,000 students enrolled on programmes located in Cardiff and at collaborative partners across the globe. Our students come from over 140 countries and we are deeply committed to developing global citizens of all our students. The University has significant strengths in delivering international student and staff mobility programmes and the undergraduate curriculum and wider student experience is currently being developed to embrace global mobility opportunities alongside employability initiatives.

Our new Strategic Plan, approved by the Board of Governors in the spring of 2017, envisages a strong offer to students that will enable them to develop knowledge, skills and experience as ethical, global, digital and entrepreneurial graduates.

Our teaching is underpinned by our research and innovation and in the most recent REF exercise the University was ranked as the highest modern university for research quality.

**Our vision is to be a top 50 UK university. We will do this by building on the ambitions outlined in our 2012-2017 strategic plan which stated that the University would be renowned for:**

- ✓ High-quality, student-centred provision and internationally relevant curricula that promote student employability and personal success
- ✓ Knowledge transfer/knowledge exploitation excellence, underpinned by a strong ethos of research and entrepreneurship
- ✓ The creativity of its staff, students and graduates
- ✓ The excellence of its academic schools, each of which will be eminent in its field

## Our mission is:

- ✓ To provide student-centred learning opportunities that are accessible, flexible, inclusive, lifelong and of the highest quality
- ✓ To provide a culture within which applied research and enterprise will flourish
- ✓ To develop established and new centres of excellence in professional education, applied research and knowledge transfer
- ✓ To provide services meeting the needs of Wales and wider communities by working in partnership with city, national and international bodies.

The University is based on two campuses in the north-west and north-east of the City of Cardiff. The Llandaff Campus, located in the north-west and nestled between Llandaff Cathedral and the River Taff, is home to the Cardiff School of Art and Design and the Cardiff School of Management, both of which are housed in new purpose built and award-winning buildings. In addition to a wide range of learning, teaching and student support services the Llandaff Campus also houses an Art Gallery and the National Centre for Product Design & Development Research (PDR). The Llandaff Campus is also home to a range of health sciences provision including specialist laboratories, a Podiatry Centre and a Speech Language Therapy Centre.

The Cyncoed Campus in the north-east of the City has international standard sports facilities and has been home to the Cardiff School of Sport and the Cardiff School of Education and Social Policy. As part of the 2017/18 – 2021/22 Strategic Plan the University is developing a new MasterPlan for the estate and is investing in a merged School of Sport and Health Sciences which will, over time, be located on the Cyncoed Campus. More than £50m has recently been invested in enhanced student and research facilities at Cyncoed and a new sports hall and outdoor athletics arena to further our international reputation in this area. The next phase of development which will begin in summer 2018 will include a new swimming pool and new student residential accommodation to develop a world-leading campus for the Cardiff School of Sport and Health Sciences.

The University has just established the Cardiff School of Technologies and has plans to locate the School on a waterfront City Centre campus next to Cardiff Central Station from 2021. Focused on student demand and employer need in Digital Media and Smart Technology, Data Science and Informatics and Design Technology and Engineering, the School was launched at the Senned in March 2018. Plans are

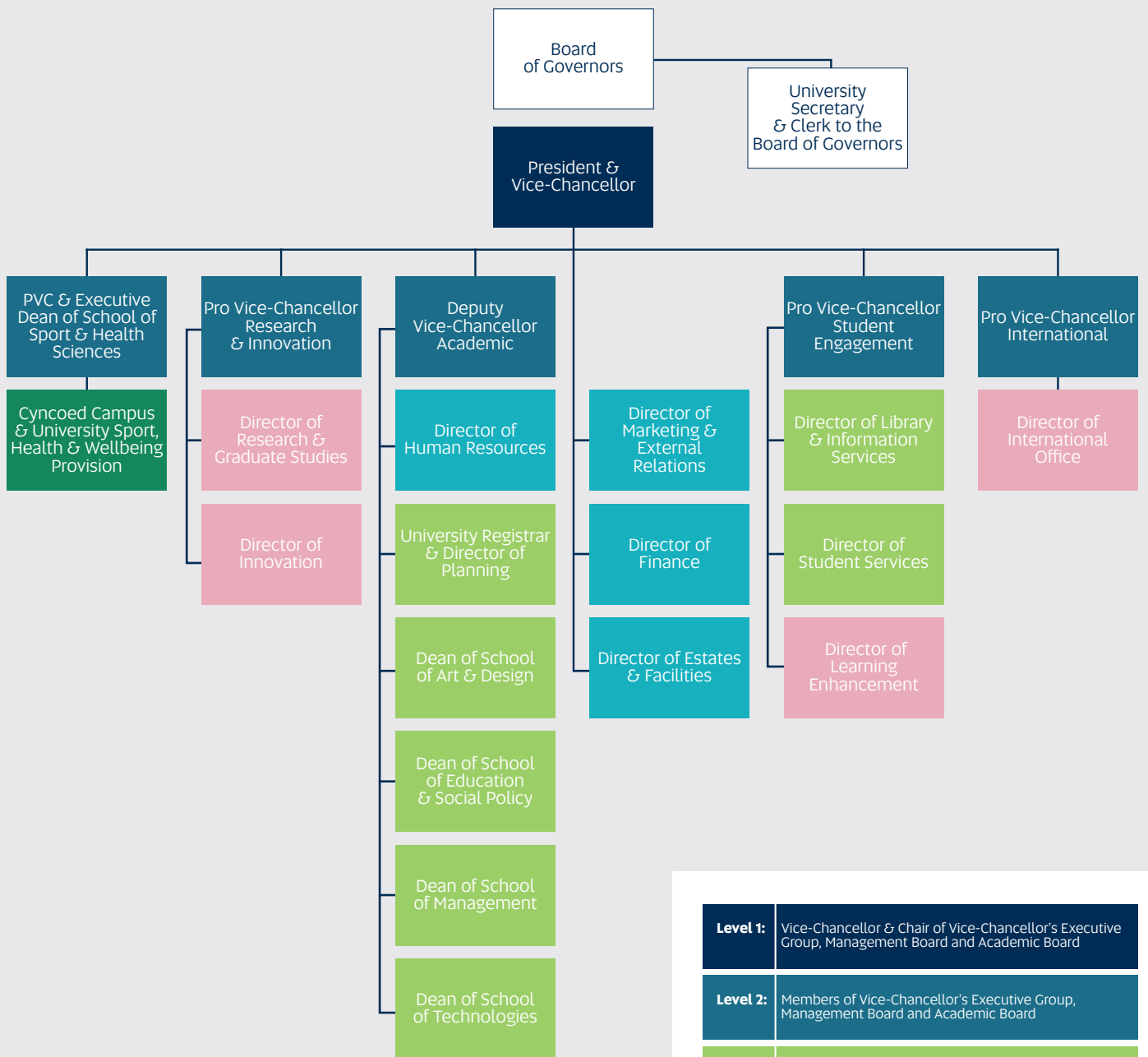
also progressing to relocate the Cardiff School of Education and Social Policy from the Cyncoed Campus to the City Centre Campus to be co-located with the Cardiff School of Technologies.

[Download our Strategic Plan Summary 2017/18 - 2022/23 here.](#)





# Executive & organisational structure



|                 |   |
|-----------------|---|
| <b>Level 1:</b> | Vice-Chancellor & Chair of Vice-Chancellor's Executive Group, Management Board and Academic Board   |
| <b>Level 2:</b> | Members of Vice-Chancellor's Executive Group, Management Board and Academic Board                   |
| <b>Level 3:</b> | Members of Management Board & Academic Board  |
| <b>Level 3:</b> | Members of Management Board   |
| <b>Level 3:</b> | Members of Academic Board (Academic Board also includes members of staff in addition to Levels 1-3) |

Approved by the Board of Governors in April 2017 for full implementation by 2017/18.

**The five Academic Schools are the core business and drivers of Cardiff Metropolitan University. Between them they offer over 100 different academic and professional programmes.**

### **Cardiff School of Art & Design**

The School is home to 1,200 students, united by ambition and a true passion for creative enquiry. They are makers and thinkers in the fields of fine art, design, architecture and a range of craft practices. The School has workshops and studios that ensure students can operate as professionals from the moment they start their studies.

### **Cardiff School of Education & Social Policy**

The School has been delivering Initial Teacher Education provision for over 60 years and is recognised as being amongst the largest centres of teacher education and training in the UK. The Department of Humanities and the Department of Professional Development have excellent recruitment figures, plus an increasing national and international reputation for excellence.

### **Cardiff School of Sport & Health Sciences**

The Cardiff School of Sport and the Cardiff School of Health Sciences merged 2017 to form the Cardiff School of Sport and Health Sciences. The new School will be located on the Cyncoed Campus which is currently being developed to offer a state-of-the-art campus solely devoted to sport and health sciences. The current School of Health Sciences comprises biomedical sciences, health sciences, food sciences, psychology, podiatry, dental technology and public health. The School is also home to the world-leading Food Industry Centre which has just been awarded an £11m grant from Welsh Government to ensure further innovation and investment in this vital sector of the Welsh economy.

The current Cardiff School of Sport has established an international reputation for the quality of its learning and teaching, research and innovation and has strengths across the range of sport and exercise disciplines: the University's REF 2014 submission to Sport and Exercise Sciences, Leisure and Tourism was ranked equal 7th overall in the Times Higher Education listings. The new School of Sport and Health Sciences will continue to develop its current expertise, including its world-renowned Centre for Performance Analysis, whilst also developing new synergies between sport and health, including an expansion of its sport and exercise medicine provision.

The University has an established record in elite sport and this will be strengthened with

further investment in facilities, coaching, strength and conditioning and performance analysis. The Cyncoed Campus makes a major civic contribution to sport by opening its doors to over 2,500 young people every week who participate in sport programmes offered by the University and our partners.

### **Cardiff School of Management**

Based in a spectacular new building, including a Bloomberg Trading Suite, the school offers a wide range of programmes carefully designed to help students become highly attractive to employers. Cardiff School of Management has educated some 4,500 students from around the world, including many on its flagship MBA and MSc programmes.

### **Cardiff School of Technologies**

The new Cardiff School of Technologies is based on the Llandaff Campus but will move to a purpose-built campus in the City Centre from 2020/21. This new School will build on its existing Computer Science offerings, focussing on Digital Media, Smart Technology, Data Science and Informatics and Technology Design. Over 20 organisations have endorsed the new School including Sony, the BBC, Office for National Statistics and a wide range of digital and technology companies and colleges in the Cardiff Capital Region, who will work in partnership with the University to develop and deliver applied programmes.

### **Centres of Excellence**

Cardiff Metropolitan University has centres of excellence in each of its Schools and with a shared focus on design and performance to maximise human potential and economic growth.

The National Centre for Product Design and Performance (PDR) is one of the UK's leading design centres and works with over 300 manufacturing and technology companies. It is particularly accomplished in the development of medical technology and surgical implants and, in 2015, was recognised with the award of a Queen's Anniversary Prize for its use of 3D digital scanning technologies in maxillofacial reconstructive surgery.

The Perception Experience Lab and the FAB Lab, accredited by Massachusetts Institute of Technology, along with other innovations in visual perception technology, have established a cluster of world-leading expertise that enhance the University's research and innovation in design and human performance.



# Our global reach & partnerships



## Working in partnership with our students and stakeholders, locally, nationally and globally is a hallmark of Cardiff Metropolitan University.

The University is committed to developing civic and global citizens of its students and currently has students from more than 140 countries studying for awards. Global mobility is a key component of Cardiff Met's ethos and students and staff can study at over 1,000 universities around the world, with funding for mobility programmes supported by the University and its partners and by Santander Scholarships and, at present, the European Commission.

Cardiff Metropolitan is one of the UK's most internationalised universities with partnerships around the globe. Many of the University's degrees offered in Cardiff are also run through its partner universities. Cardiff-based students can study part of their degree at a partner university and students on Cardiff Met degrees at our partner institutions can opt to study part of their programme in Cardiff. Our current partners are in Bahrain, Bangladesh, Bulgaria, China, Cyprus, Greece, Egypt, Hong Kong, India, Lebanon, Morocco, Oman, South Africa, Singapore and Sri Lanka.

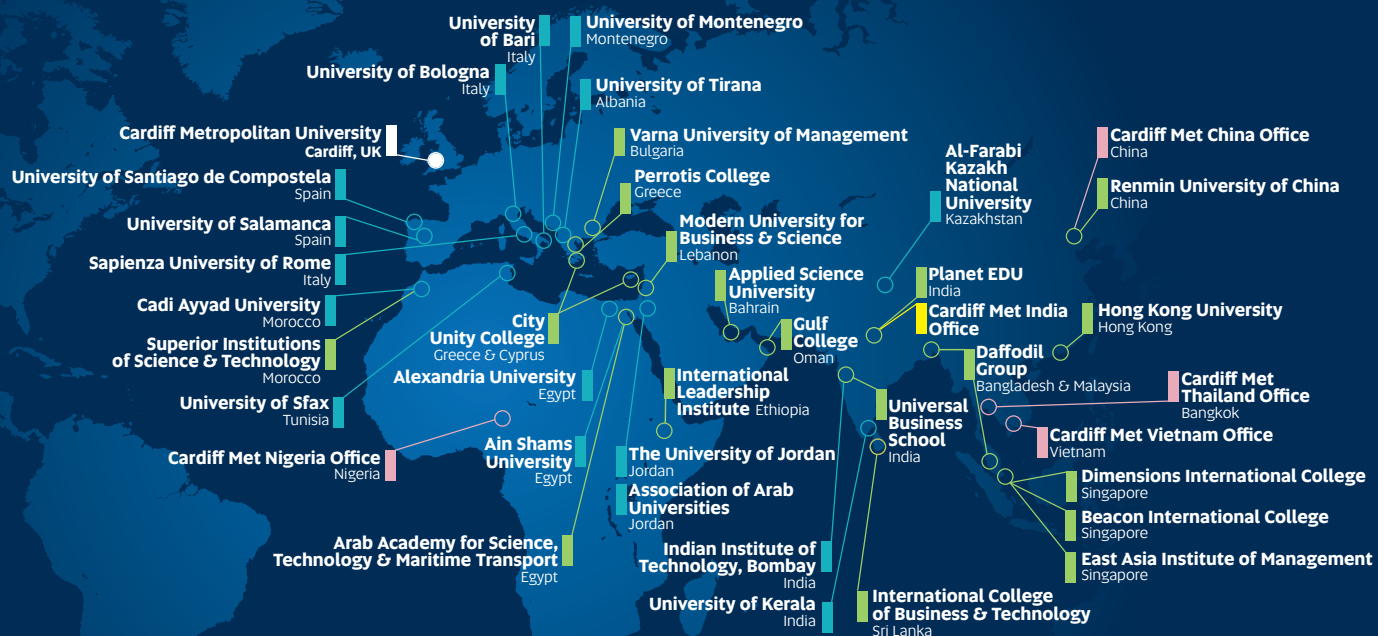
Within Wales, the University has extensive partnerships with industry, government and the third sector and has been instrumental in the development of many aspects of economic and education policy and practice, including the recent development of the Digital Competence Framework for schools in Wales.

Within the City of Cardiff, a joint venture agreement with Cardiff Council, has seen Cardiff Met Sport assume responsibility for the delivery of Sport Development for the City, strengthening the University's relationship with key stakeholders such as Sport Wales and Cardiff City FC and providing opportunities for students to gain experience.

The University is committed to playing a key role as a catalyst for economic growth and a driver of educational and social transformation. It offers a wide range of outreach programmes with schools and colleges and events and lectures open to the public. The University is a key partner in the proposal for the Cardiff Capital Region City Deal with industry and with Cardiff University, the University of South Wales and 10 local authorities in south-east Wales.



# Our global reach...



- Global Partners
- Transnational Education
- Cardiff Met Overseas Offices



# Our students

The student experience is at the heart of our institution. We give our students the opportunity to realise their potential, providing them with the knowledge, skills and experience they need to secure their chosen careers. We constantly strive to improve and enhance our students' experience, both by investing in staff and facilities and by refining and improving our operations in response to student feedback.

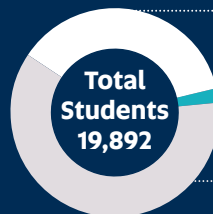
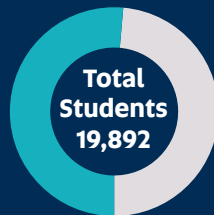


## National Student Survey and Teaching Excellence Framework)\*

In the National Student Satisfaction Survey 2016-17, 84% of our students said they were satisfied overall and at least one programme in each of the five Schools achieved a score of 100% overall satisfaction. In the 2017 Teaching Excellence Framework the University achieved a Silver Award. A key focus of the 2017/18 – 2021/22 Strategic Plan is the further improvement of student engagement and the wider student experience and the post of PVC Student Engagement was created in 2017 specifically to drive this area forward from the highest executive level.

**Cardiff and South Wales based students (2015/16)**  
10,256

**London & Overseas-based students (2015/16)**  
9,636



**61% Undergraduate**

**2% Research**

**37% Taught Postgraduate**



**Basketball Women** 1st Team won League

**Indoor Cricket Men** 1st Team won Western League

**Football Women** 1st Team League Winners & Conference Cup Finalists

**Football Men** 1st Team Championship Winners  
4th Team League Promotion

**Women's Rugby** 1st Team League Winners

### Men's Football

- 🏆 BUCS Championship Winners
- 🏆 Secured top 6th place in the Welsh Premier League in debut season
- 🏆 Runner's up – Europa League Play Off

### Women's Football

- 🏆 BUCS 1st Team won their 8th Southern Premier League title
- 🏆 Awarded Nation Radio Student Team of the Year for 2016
- 🏆 Alongside the Men's team, ranked the No1 institution for BUCS Sport Football

**Men's Rugby** 3rd Team Promotion

**Tennis Men's** 1st Team League Promotion  
Conference Cup Finalists

### BUCS Medals

**Individual Gold**  
**Morgan Jones**  
Indoor Athletics

**Individual Silver**  
**Fiona Hockey**  
Pole Vault  
**Gwen Northall**  
Judo  
**Charlotte Wingfield**  
200m  
**Men's 4 x 100 relay team**

**Women's 4 x 100 relay team**

**Individual Bronze**  
**Amy Odunaiya**  
200m  
**Women's Indoor Relay**  
**Men's Indoor Relay Athletics**



A total of **35 staff, students and alumni** participated in the **2016 Rio Olympics** as athletes, coaches and sport science support staff. Gold medals were won by **Helen Glover** in rowing and two Gold medals for **Aled Siôn Davies** for para shotput and discus. Two silver medals by **Daniel Bibby** and **Sam Cross** in Rugby Sevens were also won.

### Destinations of Leavers of Higher Education survey

96% of our graduates secured employment or entered further study within six months of graduation, according to the latest data. **This is the highest figure of any modern university in Wales, and placed Cardiff Met in the upper quartile of all universities in the UK.**





# Outstanding learning & teaching

Cardiff Met has a well-established approach to learning, teaching and assessment that is founded upon: high-quality academic standards; working in partnership with students; active learning; work experience, volunteering and outward mobility; global citizenship; and research-informed teaching. Our objective is to develop creative, resilient and sought-after graduates with aptitudes, skills and experiences that will enable them to impact on their chosen profession or pathway.

In recent years, we have:

- ✓ Improved the timeliness and quality of feedback to students.
- ✓ Enhanced the professional standards of staff.
- ✓ Promoted a framework for students' acquisition of clearly defined graduate attributes.
- ✓ Developed tools to audit programmes and provide advice to programme teams in the areas of sustainability and internationalisation.
- ✓ Provided multiple opportunities for students to contribute to decision making fora.
- ✓ Increased the number of students undertaking some element of their programme through the medium of Welsh.
- ✓ Fostered social learning networks to support the integration of international and cross-cultural perspectives.
- ✓ Increased the number of students participating in international mobility.

The delivery of a high-quality and flexible student learning experience remains core to our mission and values. The University will respond to an increasingly competitive global higher education market through investment in extending its capacity for and use of technology enhanced learning and in refreshing its portfolio of programmes. Underpinning this will be a rational, systematic curriculum that facilitates flexible learning, incorporates education for sustainable development and global citizenship and which facilitates transnational education.

- ✓ Cardiff Metropolitan University has the highest number of National Teaching Fellows of any university in Wales. Over 86% of staff on academic contracts are classified as 'qualified to teach' including fellowship recognition. A total of 44% of academic staff have Doctoral qualifications and the University aims to increase this to 60% by 2022/23.

In recent years a number of accolades have been received by the University for its teaching and its students' experience:

- ✓ The University secured first place in the International Student Barometer for the sixth time in 2016 for its provision of Overall Student Support.
- ✓ The Centre for Entrepreneurship was awarded the National Guardian University Award for Entrepreneurship in 2015.
- ✓ The University was ranked 1st in Wales and 4th in the UK in the 2016 People and Planet University league table indicating the University's commitment to sustainable development and building on its 'Healthy University' initiative.
- ✓ In 2016, 96% of students were in employment or further study, six months after graduation (Destination of Leavers of Higher Education, 2016).

✚ ***Find out more about our Learning & Teaching here.***

✚ ***Our Learning, Teaching & Assessment Strategy 2015 - 2020 can be found here.***





# Research that makes a difference

Cardiff Metropolitan University undertakes research at the cutting edge of new knowledge creation and application. Our research has direct application in business, industry, professions and the community and our innovation and enterprise activities are aligned with our academic portfolio which is oriented towards practice-focused and professionally recognised education and research.

The University's research, innovation and enterprise deliver impact in art and design, business and management, education and social policy, sport and health sciences and digital, data and design technologies. Key strengths of the University's interdisciplinary and international research include those advancing human performance and product design.

Staff are engaged in a diverse range of enterprise activity including Knowledge Transfer Partnerships (KTPs), consultancy, collaboration, contract research and training. Renowned organisations such as Ford (UK), Coca Cola, Nestlé, Robert Bosch and Dowty Aerospace have all featured in our portfolio of applied research and knowledge transfer partners.

With a growing international reputation, the University is committed to developing its leading research groups, supporting new and emerging areas of research and realising ambitious plans in relation to REF 2021.

The results of REF 2014 revealed that 80% of the University's submission was 'internationally excellent' (3\*) or 'world leading' (4\*), placing Cardiff Met as the highest-ranking 'post-92 university' (and 41st overall) by the *Times Higher Education*. The institutional ranking based on 'impact' placed Cardiff Met 50th overall and second-highest 'post-92 UK university'.

The new Strategic Plan sets out a proposal for the creation of 'Global Academies' to develop the University's international and interdisciplinary taught postgraduate and research provision. It is envisaged

that Global Academies will link areas of research strength across the University, respond to new and emerging global challenges and develop the University's strengths in world-leading research in areas relating to human performance and product design.

Key research areas:

## **Cardiff School of Art & Design**

Advanced prototype design | Architecture and Architectural design technology | Art history, theory and philosophy | Art-science collaboration | Ceramics | Creative digital technology | Design history, theory and philosophy | Ecological building practices | Embodied interaction | Fine art | Engineering-building services | Environmental energy | Sensory design | Sustainable built environment

## **Cardiff School of Education and Social Policy**

Adult and continuing education | Contemporary media | Creative writing | Drama | Education policy | Educational technology | English | Higher education | Language in education | Music education | Outdoor learning | Primary education and early years | Science education

## **Cardiff School of Management**

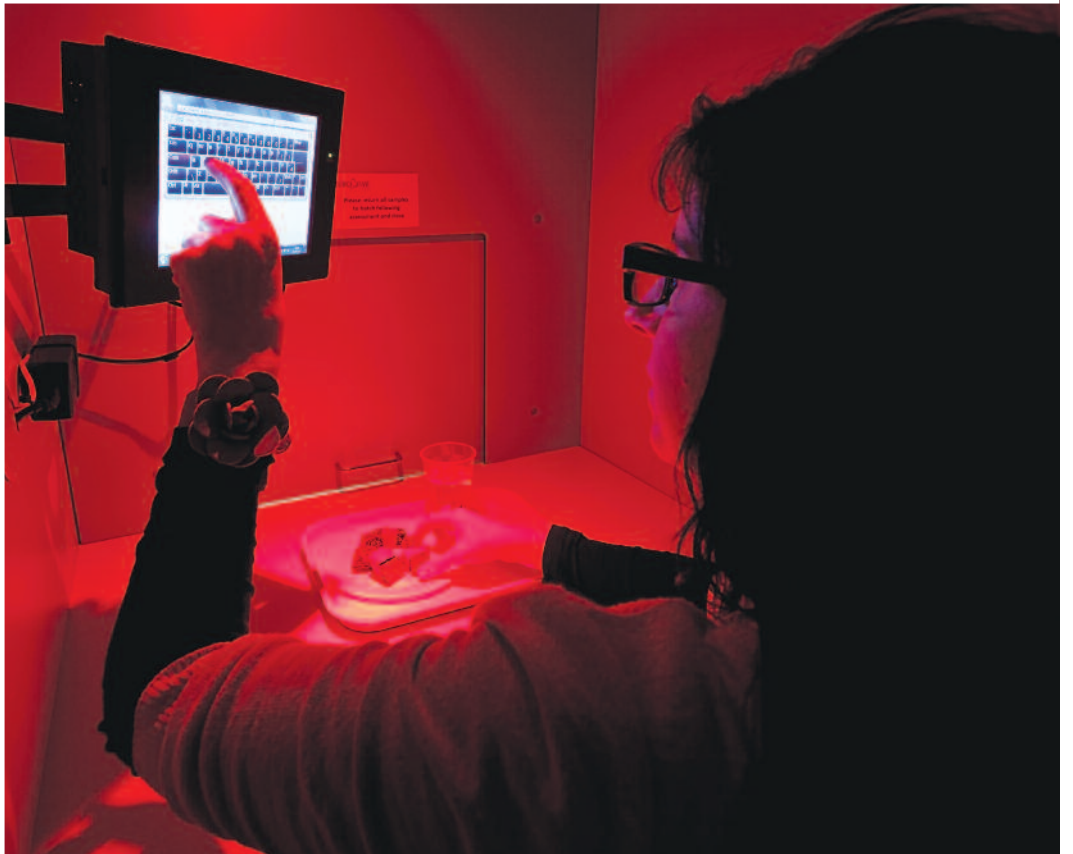
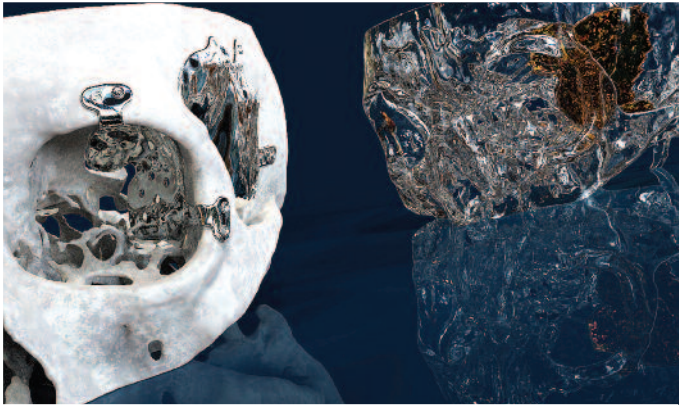
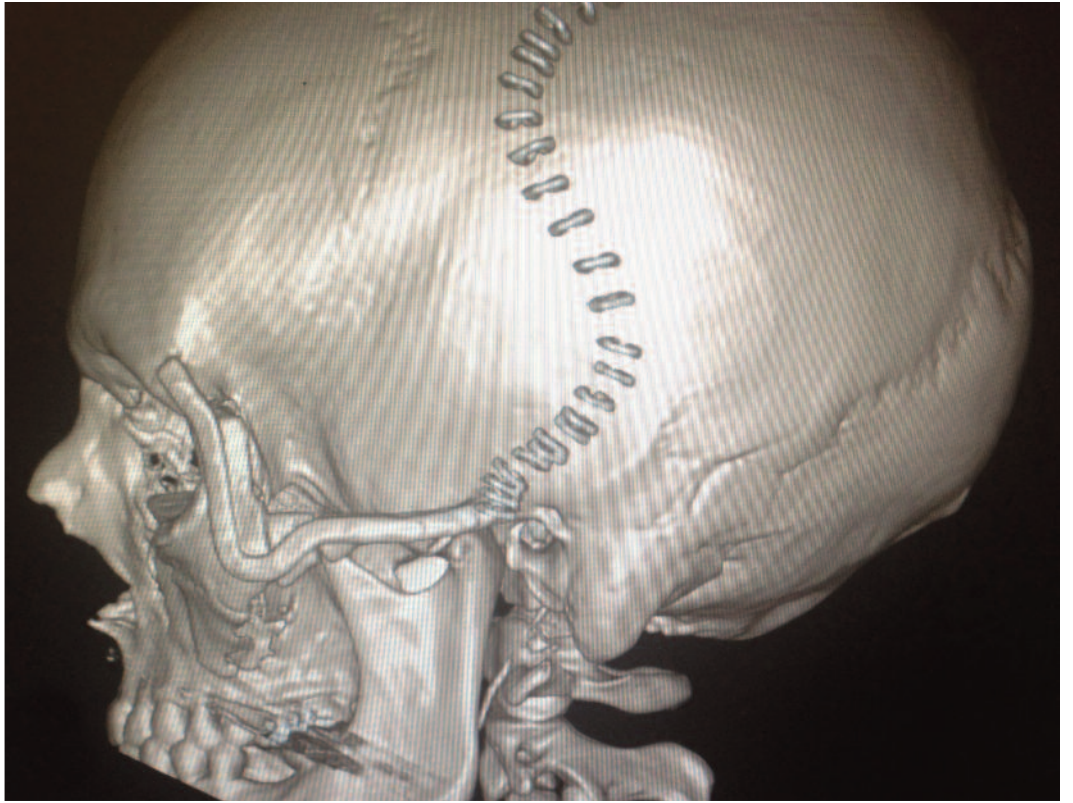
Applied engineering and management | Computing and informatics | Creative leadership and enterprise | Lean thinking | Public sector management | Renewable energy and systems | Sustainability | Tourism | Value flow | Wine industry

## **Cardiff School of Sport & Health Sciences**

Cardiovascular health and ageing | Food, nutrition and health | Health and risk management | Performance analysis | Physiology | Sociology and philosophy of sport | Sport, exercise and health psychology | Sport biomechanics | Sport coaching and pedagogy | Sport development and management | Sports injury and rehabilitation

 ***Find out more about our Research here.***

 ***Our Research Strategy 2014 - 2019 can be found here.***





# Cardiff

**The capital city of Wales has altered beyond recognition over the past decade. Significant investment in the city, the regeneration of its docks into a superb waterfront and a general interest in all things Welsh, from its music scene to its devolved government for Wales, makes Cardiff an exciting European destination and a very 'livable capital city'.**

Cardiff has the good fortune to house such gems as the National Museum of Wales, the Museum of Welsh Life, the Wales Millennium Centre and stunning civic buildings surrounded by acres and acres of parkland. The city boasts a year-round calendar of events. Despite all the recent changes, Cardiff remains a famously friendly city. Cardiff is a young, prosperous and vibrant city full of character and atmosphere with a range of first-class facilities for sport, nightlife, shopping and sightseeing.

Barcelona may be a famous city by the sea, but it is Cardiff that boasts Europe's largest waterfront development, Cardiff Bay. The harbour area has always been important to the city and in the late 19th century Cardiff was the world's busiest coal port.

In 1999, the Cardiff Bay barrage created a huge freshwater lake which is now surrounded by chic waterfront bars, restaurants and cafes. The Roald Dahl Plass, named after the famous Cardiff-born author, is a stunning public plaza next to the modern Welsh Government Building and the Wales Millennium Centre. The bowl-shaped area, with amphitheatre style seating, acts as a venue for open-air concerts and festivals throughout the summer. Lazy Sundays can easily be spent in Cardiff Bay, with a tapas lunch on the balcony at Terra Nova, followed by ice-cream at Cadwalader's and then a boat trip over to the seaside town of Penarth, or back to the city centre.

Cardiff is without doubt a sporting capital. The Principality Stadium dominates the skyline and has seen sporting history played out under its retractable roof since 1999. A legendary destination for rugby fans, Cardiff on an international match day,

is often awash with people from across the world. Many say there isn't anywhere better to watch a major sporting event than in a world class stadium, unusually situated at the heart of a city centre. It's not all about rugby though - the Principality Stadium is also home to the British Speedway Grand Prix and has hosted international boxing clashes.

Cardiff City FC also has its brand new stadium at Leckwith for the fans to enjoy the games. Cricket enthusiasts will enjoy an afternoon at Sophia Gardens, home to Glamorgan County Cricket Club, whilst ice hockey fans can see the Cardiff Devils team in action at the city's ice-rink.

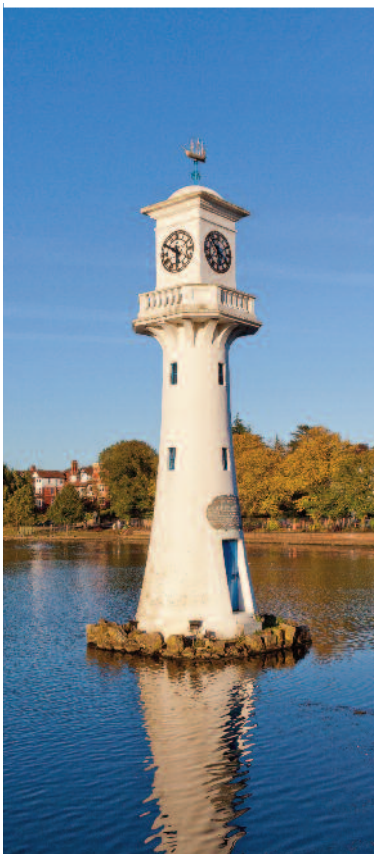
Cardiff Met itself has some of the best sporting facilities in Wales, but outside of the University there is plenty of opportunity for recreational sport. The River Taff runs right through the city centre and the beautiful surroundings of Roath Park Lake are worth a visit. The Welsh Institute of Sport at Sophia Gardens has world class facilities, including badminton, tennis and netball courts.

Surrounding Cardiff is beautiful and accessible coast and countryside, including Gower and Brecon, with ample opportunities for outdoor recreation and sport including mountain biking, sailing, cycling and walking. Cardiff itself has excellent transport links. Situated just off the M4 motorway, the city is served by Central Station in the heart of the city and by nearby Cardiff Airport. The city is only two hours from London by train and has access to main domestic and international destinations by air.

## Quick facts about Cardiff:

- ✓ Research by *MoneySuperMarket.com* put Cardiff in the top three UK cities for quality of life for the last three years running.
- ✓ Cardiff ranked 'third best' capital city in Europe. *The Quality of Life in European Cities Survey*.
- ✓ 3rd cheapest city in the UK for rental costs. *Student Living Index 2016*.







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