Strategic Plan

2017/18 – 2022/23
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VICE CHANCELLOR’S INTRODUCTION

Cardiff Metropolitan is a global university rooted in Wales and with a history of practice-focussed and professionally oriented education that dates back to 1865. Our Strategic Plan for 2017/18 to 2022/23 emboldens this commitment to education, research and innovation undertaken in partnership with our students, governments, business and industry and with tangible benefits for individuals, society and the economy. Our University is committed to ensuring that every student has the opportunity to fulfil their full potential to make outstanding graduate-level contributions to their own and future generations through sustainable economic growth and social cohesion for our City, Wales and the wider world.

Improving the student experience is at the heart of our values-driven strategy. Our origins in the Cardiff School of Art have established a rich environment in which creativity is highly prized. Our unique and successful approach to internationalisation enables us to advocate diversity from a position of strength. We are all committed to championing academic freedom. Our outlook, our research and our mind-set prioritise innovation. These four values are driven by the behaviours of our talented staff and students, by our leadership, trust, courage and accountability to each other and to our stakeholders and collaborative partners; we are one community: we are the ambitious and competitive Cardiff Met.

Our strategy is one of improvement, growth and diversification that will ensure our place in the top 50 UK universities by 2022/23 and a place in the global university rankings for the first time. Our reputational enhancement will make Cardiff Met a university of first choice for students wishing to study art and design, business and management, education and public services, sport and health sciences, and digital, data and design technologies.

Investment in the student journey and in our estate and facilities will enhance our student experience and outcomes. This will be achieved by extending our reach to partner schools and colleges in Wales through our new Cardiff Open Colleges model, improving our learning, teaching and student support on campus, and integrating our global partners. A new model of curriculum delivery will enable students to develop ethical, digital, global and entrepreneurial skills, experience, knowledge, confidence and resilience in addition to their subject specialist knowledge.

Our reputation as the university judged to have the highest quality research amongst ‘post 92’ universities in the most recent UK Research Excellence Framework (REF 2014) will be strengthened through the creation of Global Academies for world leading interdisciplinary and international research and innovation with impact. Ours is a truly international university with students from over 140 countries and our growing reputation and size will ensure more leading international academics and students choose to work and study at Cardiff Met.

Ours is a future where talent will be attracted and supported and where creativity, diversity, freedom and innovation will establish Cardiff Met as one of the world’s most international and impactful universities, a university that changes the world one student at a time.

Professor Cara Aitchison MA(Hons) PgDRLP CertEd MA PhD FACSS FRGS FHEA
President and Vice-Chancellor
Professor in Geography and Cultural Economy
SECTION 1 - OUR STRATEGY IN SUMMARY

1. PURPOSE

Our University’s purpose is to deliver high quality and high impact practice-focused and professionally recognised education, research and innovation in partnership with our students and industry. In working together, and by championing creativity and diversity, we will enable every student to fulfil their full potential to make outstanding graduate-level contributions and generate sustainable economic growth and social cohesion for our City, Wales and the wider world.

2. PRIORITIES

The Strategic Plan 2017/18 - 2022/23 signals a ‘step change’ for the University by outlining a programme of seven priorities:

1) Establishment of a values-driven University that champions creativity, diversity, freedom and innovation through trusted partnerships that generate educational transformation, research with impact, sustainable economic growth, social cohesion, and health and wellbeing.

2) Improvement in the quality and outcomes of teaching and the wider student experience through delivery of the ‘Cardiff Met EDGE’, a core offering that will enable students to develop Ethical, Digital, Global and Entrepreneurial skills, experience, knowledge, confidence and resilience.

3) Diversification informed by student demand and employers’ needs to establish a new Cardiff School of Technologies and new synergies between technological innovation and existing Schools.

4) Development of ‘Cardiff Global’ to signify an international University that celebrates its roots in Wales: the ‘Cardiff Global’ programme will develop ‘Global Academies’ to deliver interdisciplinary, international and impactful postgraduate and research provision and ‘Cardiff Open Colleges’ to deliver progression routes into the University from schools and colleges across Wales and the wider UK, support the expansion of Welsh medium provision and foster civic engagement in the Cardiff Capital Region.

5) Managed growth of all five of the University’s current Schools.

6) Enhancement of the University’s research and innovation activities, involving significant growth in the volume, quality, value and impact of research and innovation.

7) Development of synergy between on-campus and off-campus provision.
SECTION 2 - PILLARS THAT SUPPORT OUR STRATEGY

Delivery of the University’s identified purpose and its seven priorities will be achieved by significant Pillars within the University being firmly in place. The pillars are, in essence, the supporting framework housing the provision and portfolio that define Cardiff Metropolitan University.

This framework of pillars includes the:

- **Places** where staff, students and stakeholders come together to devise and deliver transformational education, research and innovation in partnership
- **People** who create the high quality and high impact education, research and innovation that will establish Cardiff Met as a top 50 UK university
- **Performance** that we expect of our people and which is underpinned by our shared values and evidenced by our behaviours.

1. PLACES

Schools

The University’s academic portfolio is oriented towards practice-focused and professionally recognised education and research. The University's programmes are designed to enable students to fulfil their full potential in making outstanding graduate-level contributions to society, economy, environment and culture in Wales and the wider world. Programmes are delivered by the University’s five current Schools:

- Cardiff School of Art and Design
- Cardiff School of Education
- Cardiff School of Health Sciences
- Cardiff School of Management
- Cardiff School of Sport

The University will establish a new academic school - **Cardiff School of Technologies** - focused on Data, Digital and Design Futures (‘4D’: Data Digidol Dylunio Dyfodol) and underpinned by the science, technology, engineering, arts, mathematics and design (STEAMD) agenda. The School will address the future education, research and innovation needs of the digital media and smart technology, data sciences and informatics and design technology and engineering sectors in Wales and the wider world. It will develop its work in tandem with the Cardiff Capital Region City Deal initiative, Welsh Government economic policy and the UK Industrial Strategy.

The University will develop a new Estates Strategy to ensure that investment decisions about the new Cardiff School of Technologies and the University’s existing campuses are taken in an integrated fashion. The master planning exercise will involve the consideration of a range of options including the potential for relocating the Cardiff School of Education.
Cardiff Global

The Cardiff Global initiative will act as a pipeline from recruitment to research by strengthening undergraduate recruitment from schools and colleges in Wales and by developing recruitment to postgraduate programmes internationally. The Cardiff Global Initiative will comprise two components: ‘Cardiff Open Colleges’ and ‘Global Academies’.

- **Cardiff Open Colleges** will develop strong partnerships with schools and colleges to deliver clear progression routes to University entry, extend support for students from disadvantaged backgrounds, promote expansion of Welsh medium provision and foster civic engagement.

- **Global Academies** will develop existing research strengths and new opportunities to deliver interdisciplinary and international postgraduate and research provision with high levels of impact.

Centres for Research and Innovation

Taught programmes align with the University’s research, innovation and enterprise agenda to deliver impact in art and design, business and management, education and public services, health and sport sciences, and data, digital and design technologies. Research and innovation is currently delivered through Centres and Groups and will, following the full implementation of the Strategic Plan and a review of existing provision, be delivered through the Global Academies, Centres and Groups with progression being possible from one to another and synergy encouraged between them.

2. PEOPLE

Cardiff Met EDGE

To ensure our students fulfil their full potential the University will provide a unique student experience embodied in the **Cardiff Met EDGE**. This will involve:

- Excellent learning and teaching that provides students with high levels of knowledge, skills and experience as Ethical, Digital, Global and Entrepreneurial individuals for the 21st century.

- Enabling all students to develop additional skills, experience, confidence and resilience through a coherent package of placements, projects, internships, volunteering and study abroad activities as part of the ‘core’ student experience.

The Cardiff Met EDGE will form the heart of the student experience with the subject-specialist taught programme wrapped around this core set of graduate competencies and life experiences. This initiative will: support the values of the University by serving to rebalance opportunity and attainment between students entering the University with different levels of social, cultural and economic capital; enhance the ethos and identity of Cardiff Global by linking students from Wales and the wider world; and lead to graduates who are highly sought-after by employers from Wales and the wider world.
Professional Services

The people within our Professional Services are vital to the success of students and staff and therefore to the overall success of the University. The University will value and support all staff and students equally in delivering its new Strategic Plan.

To enable the University and its staff and students to succeed in an increasingly complex, commercialised and competitive environment some remodelling of Professional Services structures and functions will take place. Organisational change will be accompanied by staff development opportunities to ensure that all staff are enabled to provide sector-leading student-facing services and support commensurate with the needs of our diverse student body, staff, collaborative partners and stakeholders.

3. PERFORMANCE

Delivery of the targets and outcomes in our Strategic Plan will result in the success of our people: our students, staff and stakeholders who will be enabled to flourish. These successful outcomes require successful inputs from our committed colleagues and all staff will be supported and rewarded within an organisational culture that prioritises appropriate values and helpful behaviour. The corollary is that we will also work together to limit values and behaviour that run counter to our ethos and intended outcomes.

We expect our people to strive for excellence in everything they do by sharing the following common values and behaviours that enable us to deliver the outcomes of the Strategic Plan:

<table>
<thead>
<tr>
<th>Values</th>
<th>Behaviours</th>
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<tr>
<td>Creativity</td>
<td>Leadership</td>
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<td>Diversity</td>
<td>Trust</td>
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<tr>
<td>Freedom</td>
<td>Courage</td>
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<td>Innovation</td>
<td>Accountability</td>
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The Strategic Plan maps a series of Measures of Success (i.e. key performance indicators) in the form of targets that will be delivered by everyone working together and embracing the values and behaviours identified above.
SECTION 3 - OUR STRATEGIC PRIORITIES

1. A Values Driven University

2. Cardiff Met EDGE: Ethical, Digital, Global, Entrepreneurial

3. Cardiff School of Technologies

4. Cardiff Global: An International University Rooted in Wales

5. Managed Growth Across All Schools

6. Growth in Research and Innovation

7. Synergy between On- and Off-Campus Provision

1. A VALUES-DRIVEN UNIVERSITY

Establishment of a values-driven University that champions creativity and diversity and develops trust and partnerships to generate sustainable economic growth and social cohesion.

By ensuring that shared values drive the University’s activities and development, Cardiff Met will become a more dynamic and innovative organisation that is attuned and responsive to its community and stakeholders. These factors will enable the University to enhance its performance, optimise its activities to create both short-term and long-term value for its full community of stakeholders and address social, economic, environmental and cultural global challenges.

The key values promoted in this Strategic Plan were identified through a process of Strategic Conversations with staff and students. It will continue to be important that staff and student dialogue drives the consensus about the values that are the most important to the University.

The successful implementation of a values-driven approach requires alignment between the values of individuals and the values of the University. Cardiff Met will build on its successful Healthy University initiative to foster alignment with the values. This will be achieved through working in partnership with the Cardiff Met Student Union to develop an academic environment and organisational culture that enhances the health, wellbeing and sustainability of its community, enables people to achieve their full potential, promotes ethical and sustainable ways of working, and fosters beneficial interactions between the University and the communities it serves.

The values-driven approach will have beneficial impacts on the factors that have the greatest impact on both how people experience the learning and working environment and how they deliver the measures of success identified in this Strategic Plan:

- Organisational culture and relationships
- Outward-looking and externally-referenced mind-set
- Opportunities for personal development
- Promotion of equality and diversity
- A technology-enhanced environment
- Health, safety, personal wellbeing and work life balance
- An aesthetic, practical and environmentally sustainable working environment.

The deployment of a whole University approach to planning, development and delivery is consistent with the principles enshrined in the *Future Generations (Wales) Act 2015*. It will also ensure that the University impacts on the *Cardiff Liveable City* initiative through which major organisations in Cardiff are collaborating to make the city an even better place to live, work and visit.

The University will make changes to its ways of working to encourage greater creativity and innovation. This will involve streamlining bureaucracy and minimising duplication and waste by reducing the number of committees and working groups, standardising and simplifying business processes, and enhancing data capture and data analytics. It will also involve increasing trust and confidence through greater delegated and distributed leadership.

A more holistic and visible University performance management culture will be developed. This will involve establishing clear roles, objectives and behaviours that are aligned to the purpose and priorities of this Strategy. It will also necessitate building individual, team and organisational capability and capacity to deliver the purpose and priorities of this Strategy. Above all it will require focusing on continuous improvement and the pursuit of excellence.

The University will develop more effective internal communications. This will involve meaningful dialogue about change, sharing information about decisions and performance and using a wider array of communication channels and methods.

Cardiff Met wishes to be a university that is renowned for supporting and developing its staff. This will enable the University to attract high quality staff, including a healthy proportion who perceive working for Cardiff Met as an excellent opportunity for developing skills and gaining experiences that will equip them to progress to other roles, including at other organisations.

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<tr>
<th>Impacts</th>
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<tr>
<td>Higher proportion of women in senior roles (i.e. roles at levels 1, 2 &amp; 3)</td>
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<td>More BME staff</td>
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<tr>
<td>More international staff (particularly in academic roles)</td>
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<tr>
<td>Optimal turnover of academic and professional service staff</td>
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<td>Higher proportion of staff feeling valued by the University</td>
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<td>Higher proportion of staff feeling communications are effective</td>
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<td>Higher proportion of on-campus students participating in intramural sport &amp; recreational activities</td>
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2. CARDIFF MET ‘EDGE’: ETHICAL, DIGITAL, GLOBAL, ENTREPRENEURIAL

Cardiff Met will improve the quality and outcomes of teaching and the wider student experience through the Cardiff Met EDGE, a core offering that will enable students to develop Ethical, Digital, Global and Entrepreneurial skills, experience, knowledge, confidence and resilience.

The Cardiff Met EDGE will ensure improvement in the quality and outcomes of learning and teaching and the wider student experience to ensure all students graduate with high levels of knowledge, skills and experience as ethical, digital, global and entrepreneurial individuals. The provision of a rich, vibrant and supportive experience will meet the needs and expectations of an increasingly diverse student population.

With an academic portfolio oriented towards practice-focused and professionally recognised education and research, the University will offer over 100 courses with a strong focus on teaching excellence and employability and underpinned by equally strong creativity, research and innovation. These courses or programmes will be wrapped around a core set of experiences designed to develop confident graduates with high levels of ethical, global, digital and entrepreneurial skills; the Cardiff Met EDGE. This initiative will also serve to rebalance opportunity and attainment between students entering the University with different levels of social, cultural and economic capital.

The Cardiff Met EDGE initiative will be developed in partnership with the Cardiff Met Student Union. A joint approach is needed to ensure that the initiative successfully links aspects of learning and teaching within academic programmes with all other aspects of the student experience, irrespective of whether these are delivered by the University’s student services or the Student Union. The EDGE will greatly strengthen and extend the existing Cardiff Met Award to enable all students to develop additional skills, experience, confidence and resilience through a coherent and core package of placements, projects, internships, volunteering and study abroad activities that will be a central part of the Cardiff Met experience rather than optional 'added extras'. Consideration will be given both to delivering as much as possible of this package through the existing student fee and to remodelling the undergraduate academic year to deliver best value for students.

A remodelled Personal Tutor role will ensure all students are supported in developing the Cardiff Met EDGE as well as their own personal academic profile and attainment. The Personal Tutor will, alongside the Programme Director and other specified academic responsibilities, become key roles within the University’s structure and within the academic promotion and progression routes.

Supporting all of the initiatives outlined above, and key to ensuring the University’s success, are our Professional Services departments and their staff. Some remodelling of Professional Services structures and functions will be required to ensure the University and its staff and students are enabled to succeed in an increasingly complex, commercialised and competitive higher education environment. This realignment of functions is likely to take place early in the six-year planning cycle to ensure that the University is well positioned to recruit and retain students by delivering an outstanding student experience for all.
Impacts

- More academic staff having Higher Education Academy recognition or an equivalent teaching qualification
- Improved quality of student intake
- Higher rate of student retention
- Higher student satisfaction
- Better quality of student outcomes
- High level of overall employability
- Higher rate of graduate level employability

3. CARDIFF SCHOOL OF TECHNOLOGIES

The University will deliver targeted diversification informed by student demand and employers' needs through the development of a new Cardiff School of Technologies.

The University has undertaken extensive environmental scanning to inform its new Strategic Plan. This has highlighted the need for the University to be far more pro-active and visible within the Cardiff Capital Region, Wales and the wider world. The University can bring real and tangible added value to South East Wales, and consequently needs to be far more ambitious. The need for universities to deliver new, innovative, high impact and durable activities that support the generation of economic growth, social justice and civic engagement is only accentuated by the uncertainties and complexities of “Brexit”.

The long-term impact of “Brexit” on the viability and trading conditions of business and industry remains difficult to discern. However, Cardiff is undergoing a transformation that has seen the city emerge as one of the best places to live and work in the UK. The City’s economic base has successfully transitioned into a wider innovation and service economy generating employment across South East Wales. Cardiff and the region are set to change even further, driven by one of the fastest rates of city expansion in the UK and supported through the Cardiff Capital Region City Deal and improved connectivity with London. There is a strong fit between Cardiff Met’s expertise and growing sectors of the local economy: financial and business services; healthcare and biosciences; digital and creative industries.

The Cardiff Capital Region City Deal is set to attract fast-growing and high-value employment to the region, including in digital media, data science and design technologies. These are key sectors of national and international student demand and employer need, lead to highly paid graduate-level employment and have been identified as having significant growth potential in South East Wales, the UK and internationally (Cardiff Capital Region Growth and Competitiveness Commission Report, 2016; Tech Nation 2016: Transforming UK Industries, 2016; and South West England and South East Wales Science and Innovation Audit, 2016).

Technological development is driving change at all levels of society. In addition to generating new demand for education, research and higher-level skills development, the Welsh Government’s Curriculum for Wales, Curriculum for Life plan calls for close alignment between future employer skills needs and education and, in particular, the embedding of ‘digital competency’ within school life. Unsurprisingly, and justifiably, university students...
have high and different expectations from their predecessors about the use and availability of technology for academic and other purposes. All staff will therefore be expected to develop appropriate digital skills.

The University will create a Cardiff School of Technologies, or ‘4D’: Data, Digidol, Dylunio, Dyfodol. This will be a new and unique collaborative approach to a global industry-education partnership designed to:

- Develop the future of digital, data and design technologies
- Deliver a catalyst for economic growth
- Devise an engine for educational aspiration and social cohesion

The Cardiff School of Technologies is designed to support innovation in the digital economy, a key growth sector as the UK prepares to exit the European Union. It will deliver international and national education, research and enterprise opportunities, creating new jobs, adding value to the economy and having positive impacts on civic society.

The School will contribute directly to extending the ‘Arc of Innovation’ that stretches from Cambridge through Oxford to Bristol along the M4 corridor. It will expand the innovation core of Cardiff city centre to connect with the corridor of commercial research and development from Newport to Bridgend, and will develop connectivity and new SMEs in Valley communities thus spreading wealth generation to areas not traditionally seen as locations for commercial investment.

Cardiff School of Technologies will complement and supplement the creative industries focus of Bristol and will generate new research and enterprise in areas aligned with current and future industry and commerce in the Cardiff Capital Region including data science, data analytics and informatics required by Government offices such as the Office for National Statistics, Intellectual Property Office and Her Majesty’s Revenue and Customs and by the growing financial services sector. The School will strengthen the digital economy cluster, act as a test bed for new technology development and offer an attractive environment for graduate start up and university spin out companies.

Each of the University’s current five Schools will benefit from the investment in digital, data and design technologies with technological innovation applied to the specific sectors addressed by the Schools. The University envisages using its new focus on technologies to act as a catalyst within our existing Schools, giving rise to new developments such as:

- Digital media for the education, creative industries and personalized healthcare sectors
- Data science for the management and finance sectors
- Design technologies for the biomedical and health sciences sector

As such, the School of Technologies has been designed to complement existing foci of both Cardiff University and the University of South Wales and, together, the three universities will be able to fully support the Cardiff Capital Region City Deal, particularly through an agreed collaborative innovation in the development of data sciences.
Impacts

- Growth of on-campus student population, both home and overseas students
- Growth of income
- Increased surplus
- Increased cash generation
- Reduced proportion of income spent on staffing
- Increase in graduate level employment

4. ‘CARDIFF GLOBAL’: AN INTERNATIONAL UNIVERSITY ROOTED IN WALES

The new ‘Cardiff Global’ programme will involve developing: ‘Global Academies’ to deliver interdisciplinary, international and impactful postgraduate and research provision; and ‘Cardiff Open Colleges’ to deliver progression routes into the University from schools and colleges across Wales and the wider UK, support the expansion of Welsh medium provision and foster civic engagement in the Cardiff Capital Region.

Cardiff Met’s reputation in international education stems from the quality of its on-campus delivery to overseas students and the development of an innovative network of international partners delivering ‘off-shore’ or ‘Trans-National Education’ (TNE). The University has been judged to be the top UK university for student support to overseas students studying at its Cardiff campuses six times in the International Student Barometer. The University's international off-shore partnerships span 14 countries: Bahrain, Bulgaria, China, Cyprus, Greece, Egypt, Hong Kong, Lebanon, Morocco, Oman, Singapore, South Africa, South Korea and Sri Lanka. The University has an outstanding track record in securing external funding to support student and staff mobility placements and, from 2017, participates in the international Council for at Risk Academics (CARA) fellowship programme and provides scholarships for asylum seekers through the national Student Action for Refugees (STAR) programme.

Although the University has a strong international profile the scope and impact of its local civic engagement is hidden from view to a significant extent. At a time when political structures and constitutional arrangements are in a state of flux, and long established ways of working and social consensus are being challenged, there is a renewed need for Cardiff Met to connect to and support local communities and champion an internationalist outlook.

Whilst there will be a greater focus on developing and celebrating the University’s local contribution, including through the development of Welsh language provision, the University will continue to have an outward looking and international orientation. The internationalisation of the University enriches the learner experience, facilitates the development of relevant programmes and curricula, and is beneficial for the economy and culture of Cardiff and Wales.

The University will take a more systematic approach to ensure that local and global activities are mutually reinforcing. A major new initiative in the form of Cardiff Global will act as a pipeline from recruitment to research by strengthening undergraduate recruitment from
schools and colleges in Wales and by developing recruitment to postgraduate programmes internationally.

The Cardiff Global initiative will comprise two components: Cardiff Open Colleges and Global Academies.

Cardiff Open Colleges will develop strong partnerships with schools and further education colleges to deliver clear progression routes to University entry, promote the expansion of Welsh medium provision, and foster civic engagement. Although aligned with each of the six Schools the names of the Cardiff Open Colleges are likely to reflect nomenclature that is current in schools and colleges:

- Cardiff Open School for Art & Design
- Cardiff Open School for Business & Management
- Cardiff Open School for Education & Community
- Cardiff Open School for Health & Wellbeing
- Cardiff Open School for Science & Technology
- Cardiff Open School for Sport

Global Academies will develop existing research strengths and new opportunities to deliver interdisciplinary and international postgraduate and research provision with high levels of impact. A key strength of the University's international and interdisciplinary innovation is in the inter-relationship between human performance and product design, or Leading Design for Humanity, and this will form an overarching focus of the Global Academies. It is envisaged that the University will develop four to six Global Academies over the lifetime of the plan. Areas that might most immediately be considered for development as Global Academies include:

- Global Academy for Food Industries
- Global Academy for Design Innovation
- Global Academy for Inter-Cultural Leadership
- Global Academy for Human Performance

### Impacts

- Increased number of students progressing from partnerships with FE colleges
- Increased number of students from Community First areas
- Increased number of students from Low Participation Neighbourhoods
- Improved retention of students from Low Participation Neighbourhoods
- Increased number of students studying through the medium of Welsh
- Balanced undergraduate/postgraduate on-campus student population
- Increased number of postgraduate research students
- Increased number of overseas students on-campus
- Increased volume of research outputs
- Increased research and enterprise income
- Increased research and enterprise contribution
- Growth of number of international staff
- Increased number of children participating in Junior Sports Academies
- Increased proportion of Cardiff schools participating in Cardiff School Games
5. MANAGED GROWTH ACROSS ALL SCHOOLS

The University will undertake managed growth to increase annual turnover from £98m in 2016/17 to £151m in 2022/23. The major increase in income will be derived from growth in full-time home undergraduate students in Cardiff with numbers increasing from just over 7,000 in 2016/17 to just over 10,300 by 2022/23. This growth in undergraduate numbers will contribute to overall growth in the number of on-campus students from just over 10,000 in 2016/17 to just over 14,400 by 2022/23 across the five current Schools and the new School:

- Cardiff School of Art and Design
- Cardiff School of Education
- Cardiff School of Health Sciences
- Cardiff School of Management
- Cardiff School of Sport
- Cardiff School of Technologies

The University’s academic portfolio is oriented towards practice-focused and professionally recognised education and research. Programmes are delivered by the University’s five Schools and are designed to enable students to fulfil their full potential in making outstanding graduate-level contributions to society, economy, environment and culture in Wales and the wider world.

Competition for students is increasing as the UK experiences a demographic dip and a new higher education landscape emerges as a consequence of the UK Higher Education and Research Bill and growing national and international provision. Although global demand for higher education is increasing, the recruitment of overseas students into the UK is heavily regulated, and the impact of “Brexit” on the recruitment of students from the EU poses challenges. Traditional and straightforward transactional relationships between students and universities are no longer the norm; the student population is more diverse, students increasingly see themselves as partners, digitalised learning environments are becoming the norm across all modes and levels of education and blended learning is now the predominant method of learning in higher education.

This context highlights the need for all of the University’s programmes to be contemporary and for a commitment to excellence to drive the development and delivery of learning and teaching. High performance and best practice is evident in the University but there are wide variations between and within the academic Schools and thus in the quality of the student experience.

The academic portfolio and curricula are professionally orientated but there is a relatively low rate of portfolio renewal, new programmes are subject to a relatively long gestation period, and a high proportion of new programmes have failed to meet their delivery costs and are discontinued. Compared to other UK universities a low proportion of our on-campus students are postgraduates or study part-time.

New student finance arrangements in Wales will support part-time/flexible and postgraduate study. The development of the Cardiff Capital Region will support growth in high value employment. The UK Government is promoting the growth of apprenticeships,
and its evolving strategy and policy in response to “Brexit”, industry and vocational learning present other new opportunities.

The development of a higher education marketplace across the UK, increased competition for students and the introduction of the Teaching Excellence Framework (TEF) places greater emphasis than ever before on the need for learning and teaching to be well managed and student-centred and to deliver excellent outcomes.

The delivery of managed growth across all five current Schools will be supported through an improved portfolio review and development process involving closer engagement with employers and stakeholders and a better understanding of student markets. It will also be necessary to develop a system of portfolio ‘health checks’ underpinned by quantitative and qualitative data covering academic and financial viability factors, and to speed up the process for approving and developing new programmes, and discontinuing programmes that are no longer viable. The overall purpose of the portfolio review and development process will be to develop attractive, relevant and sustainable programmes and curricula that are designed and delivered to match the needs of students, employers and other stakeholders.

The University’s delivery of learning, teaching and assessment will be underpinned by high quality academic standards, the promotion of the professional standards and skills of staff, the application of an international outlook, working in partnership with students, the development of technology-enhanced learning and assessment, and research-informed teaching.

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<tr>
<td>Growth of on-campus student population including home and overseas students</td>
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<tr>
<td>Growth of income</td>
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<tr>
<td>Increased surplus</td>
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<tr>
<td>Increased cash generation</td>
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<tr>
<td>Reduced proportion of income spent on staffing</td>
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<tr>
<td>More academic staff having Higher Education Academy recognition or an equivalent teaching qualification</td>
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6. GROWTH IN RESEARCH AND INNOVATION

Enhancement of the University’s research and innovation activities, involving significant growth in the volume, quality, value and impact of research and innovation.

The funding environment for research and innovation is challenging. However, the creation of UK Research & Innovation, the Industrial Challenge Strategy Fund, and the UK and Welsh Government’s responses to ‘Brexit’ present new funding opportunities. Significant changes may be made to the operation of the Research Excellence Framework as a consequence of the impact of the Stern Review. These and other factors all point to a more competitive, fluid and complex research landscape and one that requires higher levels of innovation.

Cardiff Met was the highest ranked ‘new’ university for research quality in the 2014 REF. However, only a very small proportion of academic staff was returned and the University
made the second smallest submission of all UK universities. Research performance across and within the academic Schools remains inconsistent and the University produces a very low volume of national and international refereed journal articles relative to its size. The low volume of research outputs prevents the University from being recognised in the World University Rankings (a key league table for international recruitment) and impacts the development of the University’s reputation more generally, making it harder to recruit home students and home and international academic staff.

There is a strong fit between Cardiff Met’s expertise and strong and growing sectors of the local economy including financial and business services, healthcare and biosciences and the digital and creative industries. For its size, the University delivers a high volume of enterprise contracts each year, but their average value is relatively low even when allowing for the high concentration of SMEs in the local economy. While the University’s record for supporting graduate start-ups is good its record in relation to the development of more impactful spin outs is poor relative to other universities.

To address these challenges and opportunities the University will ensure that the strengths of the University’s taught programmes in art and design, business and management, education and public services, health sciences, sport sciences, and digital, data and design technologies are matched and linked to similar high quality impacts in research, innovation and enterprise. Research and innovation are currently delivered through Centres and Groups and will, following the full implementation of the Strategic Plan and the review of existing Centres and Groups, be delivered through the Global Academies, Centres and Groups with synergy encouraged and progression from one to another made possible.

The University will implement a systematic and transparent approach to agreeing research objectives, and monitoring and evaluating performance by:

- Providing academic staff with appropriate time, support and development opportunities to undertake research.
- Requiring academic staff provided with time for research and innovation to demonstrate tangible research outputs such as the securing and completion of externally funded projects, high impact publications, peer-reviewed and invited conference presentations and expert input to the media, product design, policy or planning consultations.
- Ensuring that research and learning and teaching are mutually reinforcing.
- Investing in research that is or has the potential to be recognised as internationally excellent or world leading.
- Strengthening the research base through the recruitment and retention of talented academics.
- Promoting equality and diversity among research active staff, particularly in relation to gender and ethnicity as areas where the University lags behind the sector.
- Increasing the volume and quality of engagement with the private, public and voluntary sectors, and prioritising innovation and enterprise activities that support economic growth in the Cardiff Capital Region.
Impacts
- More academic staff, and a higher proportion of academic staff, with PhDs
- More women holding Readerships, Professorships and other formal research leadership roles
- Increased number of PGR students
- Increased volume of research outputs
- Increased quality of research outputs
- Increased number of spin-outs
- Increased number of graduate start-ups
- Increased number of social enterprises
- Increased research and innovation income
- Increased financial contribution from research and innovation

7. SYNERGY BETWEEN ON- AND OFF-CAMPUS OFFERINGS

The University will develop greater synergy between its Cardiff-based and TNE offerings. This will involve TNE facilitating student mobility and acting as a pipeline for recruiting overseas students on-campus, and rebalancing provision to ensure that a higher proportion of the University’s students study in Cardiff.

The growth of TNE provision at Cardiff Met over the last decade has been a real success story. The expansion of TNE provision has been a key factor driving the internationalisation of curricula, has supported increased levels of inward and outward student and staff mobility, is beginning to act as a pipeline for the recruitment of overseas students on-campus and has generated income during a period of limited growth in on-campus provision and at a time of cuts in public funding. However, the number of students enrolled on collaborative programmes is close to matching the number studying on-campus in Cardiff, potentially raising questions about the University’s centre of gravity and its commitment to Cardiff and Wales.

TNE provision is subject to higher risks than campus-based provision by virtue of its reliance on partnerships and a method of delivery, which necessitates different measures of regulation, being conducted at a distance and often across cultural and linguistic divides. The University generates considerably less income per TNE student than it does for on-campus students (a TNE student generates between 3% and 15% of the income of an overseas on-campus student depending on the partnership arrangement). Whilst the costs of delivering TNE are lower than for on-campus provision, the full costs of supporting TNE provision have been understated as TNE provision requires more staff than on-campus provision relative to income. In addition, there is an opportunity cost to developing and supporting TNE provision in relation to the development and delivery of academic programmes for students on-campus.

TNE provision remains an important and beneficial component of Cardiff Met’s academic activity. The University will retain a sizeable TNE student population but will adopt a different approach to TNE development and delivery in the future. This will involve a clearer
articulation of the strategic purpose of individual TNE partnerships and the application of a more rigorous method for evaluating the performance and value of individual partnerships. This approach will enable the University to move the balance from high volume/low financial value/potentially high risk typically associated with TNE provision to lower volume/higher value/lower potential risk provision that is usually associated with on-campus overseas students.

<table>
<thead>
<tr>
<th>Impacts</th>
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<tbody>
<tr>
<td>Increased proportion of students studying on-campus in Cardiff</td>
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<tr>
<td>Growth of overseas student numbers on-campus</td>
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<tr>
<td>Progression of students from international partners to campus-based study</td>
</tr>
<tr>
<td>Increased number of student mobility placements</td>
</tr>
<tr>
<td>Increased number of overseas on-campus students progressing from TNE partnerships</td>
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SECTION 4

MONITORING OUR PROGRESS

1. GOVERNANCE AND MANAGEMENT

The Board of Governors will monitor the University’s progress against this Strategic Plan, informed by regular reports from the President and Vice-Chancellor and other senior staff.

The priorities in the Strategic Plan will be underpinned by an Annual Projects Plan devised by the University’s executive; a comprehensive programme of implementation projects setting out actions, outcomes sought, project timescales and delivery responsibilities with named lead and support staff.

The Strategic Plan is also supported by University level sub-strategies and the business plans for academic Schools and professional services.

Planning and delivery is managed through an annual business planning cycle which will be reviewed and revised alongside a review of the committee structure and cycle. Control and scrutiny is achieved through risk management, internal audit and external audit, with reporting lines and information flowing from School/professional services to senior management level, and onwards to the Board of Governors.

2. MONITORING & EVALUATION

The 20 Measures of Success listed on page 21 of this Strategic Plan are the key measurements that are used to monitor the delivery of our priorities. These serve to highlight the areas in which the University needs to make the biggest improvements in performance and also reflects those measures used in national and international league tables. The Measures of Success are listed with annual targets for the lifetime of the Plan and are represented on a single page for ease of assimilation by all staff. The Measures of Success form a key document in all planning activities including annual staff reviews. Performance will be monitored continuously and the indicators will be updated annually to report progress and to reflect any modification to the planned targets.

A wider range of strategy performance indicators will be used to provide a broader overview of the University’s ‘health’, performance and development. These will be reported on at strategic level meetings and planning discussions. Monitoring of the delivery of sub-strategies and school/professional service plans designed to support the overarching University Strategic Plan will also take place.
### 3. MEASURES OF SUCCESS

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<td>0.5%</td>
<td>3.0%</td>
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<td>92%</td>
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<td>83%</td>
<td>83%</td>
<td>85%</td>
<td>86%</td>
<td>87%</td>
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<td>Good honours UG FT</td>
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<td>64%</td>
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<td>66%</td>
<td>67%</td>
<td>68%</td>
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<td>PhD academic staff</td>
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<td>44%</td>
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<td>48%</td>
<td>51%</td>
<td>54%</td>
<td>57%</td>
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<td>Women in Level 1,2, 3 roles - % of total</td>
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<td>22%</td>
<td>21%</td>
<td>25%</td>
<td>25%</td>
<td>28%</td>
<td>31%</td>
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<td>37%</td>
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<td>BME staff %</td>
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<td>8%</td>
<td>9%</td>
<td>10%</td>
<td>11%</td>
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<tr>
<td>International academic staff %</td>
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<td>9%</td>
<td>9%</td>
<td>10%</td>
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<td>13%</td>
<td>14%</td>
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<tr>
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<td>I feel valued by the University - % satisfaction</td>
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## 4. STUDENT NUMBER PLAN

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