



Cardiff
Metropolitan
University

Prifysgol
Metropolitan
Caerdydd

STRATEGIC PLAN

2017/18 - 2022/23

JUNE 2017

OUR PRIORITIES

1. A Values Driven University

Our University will champion *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. Cardiff Met 'EDGE'

Our University will improve the quality and outcomes of teaching and the wider student experience through delivery of the 'Cardiff Met EDGE', enabling all students to develop *Ethical, Digital, Global and Entrepreneurial* skills, experience, knowledge, confidence and resilience.

3. Cardiff School of Technologies: 4D: Data | Digidol | Dylunio | Dyfodol

Our University will establish a School focused on Data, Digital and Design Futures developed in partnership with technology companies. It is intended to locate the School in a new purpose-built City Centre Campus accommodating 2,000 students by 2022 and offering education, research and innovation addressing student demand and employer need in digital media and smart technology, data science and informatics and design technology and engineering.

4. Cardiff Global

Our University will implement a 'Cardiff Global' programme comprising *Cardiff Open Colleges* and *Global Academies* connecting Cardiff and our global partners. *Cardiff Open Colleges* will deliver progression routes from schools and colleges, support the expansion of Welsh medium provision and foster civic engagement in the Cardiff Capital Region. *Global Academies* will deliver interdisciplinary, international and impactful postgraduate and research provision in areas where the University is internationally-leading.

5. Managed Growth Across All Schools

Our University will increase its student population by extending its geographical reach, increasing its programme portfolio and enhancing its partnerships with employers and stakeholders. Delivery will be underpinned by: high quality academic standards and research-informed teaching; highly skilled and qualified staff with industry links; high levels of student and staff mobility and an international outlook; and technology-enhanced learning and assessment leading to high levels of graduate employment.

6. Growth in Research and Innovation

Our University will build on its position as the UK's modern university with the highest quality research (REF 2014) to develop its reputation through significant growth in the volume, quality, value and impact of research and innovation.

7. Synergy between On- and Off-Campus Provision

Our University will develop its sector-leading Trans-National Education provision and unique model of international collaboration to facilitate even higher levels of student mobility and postgraduate progression to Cardiff Met from our international partners.

OUR PURPOSE

The 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.

OUR PERFORMANCE

The University's performance will be measured by the success of our staff, students and stakeholders working in partnership to improve graduate outcomes, civic engagement, international influence and economic impact.

OUR PILLARS

Delivery of the University's identified purpose and its seven priorities is supported by our three pillars of Places, People and Performance:

PLACES

Our two *Campuses* are where staff, students and stakeholders devise and deliver transformational education, research and innovation in partnership.

Our five *Schools* offer practice-focused and professionally recognised education and research to support civic, economic and international development.

Our *Cardiff Global* initiative, encompassing Cardiff Open Colleges and Global Academies, will ensure our local and global activities are mutually reinforcing.

Our *Centres for Research & Innovation* will align with our taught programmes in art and design, business and management, education and social policy, sport and health sciences, and technologies.

PEOPLE

Our *Students and Staff* are our most valued asset. By creating an environment in which individuals thrive we will thrive as a University providing high quality and high impact education, research and innovation.

The *Cardiff Met EDGE* will enable all students to develop skills, experience, confidence and resilience through a coherent package of placements, projects, internships, volunteering and international mobility.

A values-driven approach to organisational culture and practice will develop a positive, collaborative and enabling working environment.

Professional Service structures and functions and Academic Roles will be remodeled to develop a sector-leading and student-facing service culture.

PERFORMANCE

The Strategic Plan maps a series of annual Measures of Success in the form of targets that will be delivered by everyone working together.

Our performance will be underpinned by our shared values of *Creativity, Diversity, Freedom and Innovation*.

We expect our people to strive for excellence in everything they do by sharing our common values and our behaviours of *Leadership, Trust, Courage and Accountability*.

Cardiff Met has the highest number of National Teaching Fellows of any university in Wales. Over 86% of staff on academic contracts have formal teaching qualifications including Fellowship of the Higher Education Academy.

OUR UNIVERSITY IN NUMBERS



This is the fourth consecutive rise for the University in the *The Guardian* league table with Cardiff Met ranked first or second in Wales in the half the subject areas it offers. The *Guardian* ranked Cardiff Met best in Wales for Biosciences; Design and Crafts; Drama and Dance; Economics; Fashion and Textiles; Hospitality, Event Management and Tourism and second best in Health Professions, Sport Science, and Architecture.

SPORTING SUCCESS 2016/17



Performance Sport

The University supports national and international performance sport in Athletics, Basketball, Cricket, Football, Hockey, Netball, Rugby, Trampoline and a range of individual sports in addition to the British Universities

Championship sports of Badminton, Cycling, Equestrian, Gaelic Football, Futsal, Golf, Gymnastics, Lacrosse, Rowing, Rugby League, Squash, Swimming, Triathlon and Waterpolo.

Rio Olympics 2016

Gold medals were won by Aled Sion Davies in Para Shotput and Discus and Helen Glover in Rowing. Silver medals were won by Daniel Bibby and Sam Cross in Men's Rugby Sevens with Jasmine Joyce, Heather Fisher and Danielle Waterman all competing in the Women's Rugby Sevens. Ieuan Lloyd competed in Swimming, Stephen Thomas in Para Sailing and Katy Sealy for Belize in Heptathlon and Charlotte Wingfield for Malta in 100m and 200m Athletics.

Athletics

- Josh Griffith: 1st in UK Championship at London Marathon, qualifying for World Championships
- Morgan Jones: Gold medal at UK Indoor Athletics Championship: 60m Ambulatory
- Cardiff Met Men's Athletics Team: Gold medal in Welsh Universities Athletics
- Cardiff Met Women's Athletics Team: Gold medal in Welsh Universities Athletics
- Cardiff Met Athletics Team: Silver in BUCS Outdoor Championships
- Jonathan Hopkins: Gold medal in BUCS 3000m Steeplechase
- Hannah Johnson: Gold medal in BUCS Javelin
- Adele Nicoll: Gold medal in BUCS Shot
- Charlotte Wingfield: Silver medal in 200m
- Women's 4 x 100m Relay: Silver medal
- Men's 4 x 100m Relay: Silver medal
- Charlie Joslin-Alan: National Cross country team champion

Basketball

- Women's 1st Team: League Winners

Boxing

- Rosie Eccles: Current 'Elite Welsh Title' holder, 2016 European Silver Medal Winner and World Top 10 Ranking

Football

- Women's 1st Team: FA Wales Women's Cup Winners, Welsh Premier Women's League Cup Winners and BUCS 1st Team Southern Premier League Winners
- Men's 1st Team: BUCS Championship Winners
- Cardiff Met Men's Team: Welsh Premier League: Europa League Play Off

Hockey

- Cardiff & Cardiff Met Men's 1st Team: Wales Indoor and Outdoor Championship Winners

Rugby

- Women's 1st Team: League Winners

Tennis

- Emily Watson: Welsh Ladies Double Champion

STAFF

Measure of Success

	2015/16	2022/23
PhD academic staff	44%	60%
Women in Level 1,2, 3 roles - % of total	25%	45%
Black & Minority Ethnic staff %	7%	13%
International academic staff %	9%	16%
Communications are effective - % satisfaction	50%	75%
I feel valued by the University - % satisfaction	56%	75%

STUDENTS

Measure of Success

Total on-campus enrolments	10,042	14,425
Offshore TNE enrolments	7,350	10,000
Community First % - all modes/levels	24%	26%
Welsh medium \geq 40 credits	205	500
Average Entry Points UG FT	339	355
Retention Year 1 to Year 2 UG FT	90%	94%
NSS overall satisfaction	83%	89%
Good honours UG FT	64%	70%
Graduate Employability	75%	80%

RESEARCH

Measure of Success

Research and Innovation income £K	6,462	13,000
Refereed articles (or equivalent) per FTE	0.5*	1.5

FINANCE

Measure of Success

Total income £K	98,260	150,989
Surplus %	0.6%	3.0%
Staff pay as % of income	62%	55%

*Awaiting confirmation

OUR GLOBAL REACH

Our University has developed a unique model of international collaboration by working with high quality international partners to deliver Cardiff Met degrees to over 7,000 students in Bahrain, Bulgaria, China, Cyprus, Greece, Egypt, Hong Kong, India, Lebanon, Morocco, Oman, Singapore and Sri Lanka. Our international links and relationships with British embassies and foreign governments play a key role in developing the UK's international relations through education and cultural diplomacy.

The University has the highest success rate in gaining European funding for international mobility of any university in the UK at circa €30m, increasing annually. In 2016/17 students have travelled to: Argentina, Austria, Bulgaria, China, Germany, Greece, India, Italy, Malta, Morocco, Netherlands, Norway, South Korea, Spain, USA, Zambia to undertake courses, work placements, research projects and volunteering.

The University's Global Academies will extend our international reach and impact through inter-disciplinary research in areas that seek to address global challenges including Food Production, Security and Safety; Product and User-Centred Design; Leadership and Human Performance; and Exercise, Health and Wellbeing.



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