



Cardiff  
Metropolitan  
University

Prifysgol  
Metropolitan  
Caerdydd

UK & IRELAND

# UNIVERSITY OF THE YEAR

THE AWARDS  
2021



University of Sanctuary



## INTRODUCTION FROM THE PRESIDENT AND VICE-CHANCELLOR **PROFESSOR CARA AITCHISON**

**MA (Hons), PgDRLP, CertEd, MA, PhD, FAcSS, FRGS, FHEA, FLSW**

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**I am delighted that you have expressed interest in Cardiff Metropolitan University and in contributing to our progressive agenda for education, research and innovation.**

Our Cardiff Met community here in Wales and around the world has achieved tremendous success over the last five years in delivering the bold ambitions set out in our Strategic Plan 2017/18-2022/23 and we are now finalising an equally ambitious 'Strategy 2030'.

Our progressive, values-driven University has grown, diversified and improved significantly over the last five years with this success evidenced by significant increases in student numbers and turnover, major improvements in all league table positions and, most recently, the awards of the Times Higher Education UK and Ireland University of the Year 2021 and The Times and The Sunday Times Welsh University of the Year 2021.

I am keen to share with you our successes, ambitions and challenges so that you can begin to assess if Cardiff Met is right for you. Partnership working is key to our success and our primary partnership is between the University as an employer and the people who work and study here; our staff say they are proud to work 'for' and not just 'at' Cardiff Met and nurturing this sense of belonging and partnership is key to the success of our university and our students.

Cardiff Metropolitan University, dating back to 1865, is a driver of educational and social transformation, a catalyst for innovation and the economy, and a key contributor to inclusive and sustainable growth locally, nationally and internationally.

In partnership with our students, staff and stakeholders, we transform lives and communities through high-quality, high-impact education informed by cutting-edge research and innovation. Our collaborative endeavours extend from our two campuses in Cardiff to schools, colleges, business, industry, charities, government and communities locally, nationally and internationally, including through our extensive trans-national education partnerships. Our values guide our efforts and we work with purpose, compassion and impact to make economies more prosperous, societies fairer, cultures richer, environments greener and communities healthier.

Our growing student body has over 12,000 Cardiff-based students; 20% are studying postgraduate programmes and 30% are international students from over 140 countries. We have a further 10,000 students in 15 countries across the world studying our programmes through our 17 global education partners. We are committed to inclusive working and learning environments, and our student and staff body enjoys a strong sense of community together with the benefits of a high quality of life in a vibrant university city of over 50,000 students.



Our teaching, research and innovation delivers impact around the world, in our nation of Wales and our capital city of Cardiff. Our three Global Academies, launched in 2020, have developed interdisciplinary research with international impact, our undergraduate curriculum has developed the Cardiff Met EDGE providing Ethical, Digital Global and Entrepreneurial capabilities in our students, our Open College programme delivers progression routes from further education and our Open Campus project welcomes over 6,000 school children on campus each year to benefit from our expertise in sport, education and health.

Our values steer our strategy and we were the first university in Wales to introduce the real living wage, receive the Social Enterprise Mark and the Small Business Charter and become a designated University of Sanctuary. We work closely with the Council for At-Risk Academics (CARA), have been offering Sanctuary Scholarships to refugees and asylum seekers for the last four years and have recently welcomed a CARA Fellow from Afghanistan. In March 2022 we also launched a £400,000 CARA Fellow and Sanctuary Scholar programme of support for academics and students

displaced by the war in Ukraine and we continue to support our collaborative research partner Lviv National Academy of Art (LNAA) in Ukraine.

Our growth agenda, realised through the development of over 40 new degree programmes since 2019 and evidenced by an increase in turnover of almost 40% over the last five years, is driven by our values and our focus on our people. Our staff have placed Cardiff Met as Capita's top employer of choice among UK universities since 2019; the Postgraduate Research Excellence Survey has ranked us number one in the UK for supervision and for resources and research skills (2020/21); and our taught students have been supported to create graduate start-ups that consistently place us in the top 10% of UK universities.

We are experiencing buoyant student recruitment; while UCAS applications for 2022 entry are up 3% on 2021 across the sector, applications at Cardiff Met are up 14% on 2021 following a similar 14% rise from 2020 when the Wales Governance Centre (2020) deemed Cardiff Met Wales' most financially sustainable university.







Through our ambitious Strategy 2030 we are now embarking on the next phase of our strategic growth in scope, scale and performance to take us from excellent to outstanding. Our new strategy prioritises extensive investment in our campuses, capitalising on our strong cash generation in recent years, our very low borrowing and our established growth trajectory in the student body. Investment in new and repurposed academic buildings, additional sport facilities, student residences, digital technology and the further greening of our campuses will strengthen our student experience and help us achieve our ambition, in alignment with Welsh Government and Cardiff City Council, to become Net Zero on campus by 2030.

While the Coronavirus pandemic has undoubtedly posed challenges for the higher education sector, Cardiff Met has responded admirably and the University's performance remains among the strongest in the sector in relation to the sustainability of our finances, league table positions reflecting student and staff satisfaction, student recruitment and outcomes, research and innovation, international collaboration and our civic mission.

Indeed, our growth, diversification, improvement and response to the Covid-19 pandemic were all identified in the judges' citation when Cardiff Met was awarded the title of 'Times Higher Education UK & Ireland University of the Year 2021' in November 2021:

***"In a year dominated by Covid-19, Cardiff Metropolitan University exemplified the calm, consistent response required in times of crisis. By acting early, and by working collectively to support and sustain the entire university community, Cardiff Met's leadership set a tone and standard that typified the whole institution's response."***

***"In the most testing of years, Cardiff Met never lost sight of the journey it was on before Covid, and it made sure that its plan for growth and rejuvenation was followed through. It did so with skill, commitment and courage, judiciously balancing risk throughout."***

As we emerge from the two-year pandemic with new approaches to working and learning and a new Strategy 2030 for Cardiff Met, 2022 is an exciting time to join our University and to work with us and our partners as we strive to develop from excellent to outstanding in achieving inclusive and sustainable growth within a context shaped by our shared values and ambitions and aligned with the aspirations of the Future Generations Wales Act and the United Nations Sustainable Development Goals.

Our growth, diversification and improvement means that we now seek to appoint excellent candidates to an exciting range of new academic positions across our five academic Schools. If you have a record of achievement that demonstrates the commitment, aptitude and enthusiasm to contribute to our global learning community through excellent teaching, scholarship, research and innovation, along with a shared passion for our values and vision, we look forward to receiving your application. We are particularly keen to hear from, and to support, applicants who will help develop our research standing and who will enhance the diversity of our university, our community and our partnerships.

This candidate pack is designed to assist you in determining the alignment of your experience, skills, aspirations and values with our development as a high performing, impactful, collaborative and compassionate community.

I hope you find the information contained both here and on our website useful in informing your application and please do get in touch if you have any questions.

With best wishes,



**Professor Cara Aitchison**

MA (Hons), PgDRLP, CertEd, MA, PhD, FAcSS, FRGS, FHEA, FLSW





# LEAGUE TABLE PERFORMANCE

The award of **'Welsh University of the Year 2021'** by *The Times* and *The Sunday Times* recognised Cardiff Met's strong performance in the 2020 National Student Survey where the University featured in the UK top 40 for both satisfaction with teaching quality and the wider student experience. The review also recognised the progress made in delivering our ambitious strategy and associated range of developments. In particular, the development of Cardiff School of Technologies, launched in 2018 and now with over 1,000 students, and our long-standing and outstanding contribution to sport performance and participation were highlighted. The University was also recognised as a supportive, inclusive and welcoming work and study environment that strives

to nurture healthy and resilient staff, students and communities across Cardiff and beyond by widening participation and adding value to the lives of our diverse students.

The University's most recent award of The Times Higher Education **'UK & Ireland University of the Year 2021'**, presented at the THE Awards 2021 ceremony in London in November 2021, confirms Cardiff Met's position as a university with compassionate strategic leadership, sustainable finances, a rapidly improving reputation and a strong sense of community underpinned by values that inform a sense of shared purpose and which drive a progressive approach to impact.

Colleagues and students have worked hard over the lifetime of the current Strategic Plan to deliver improvements in all major league tables in 2021:



**The Complete University Guide 2022: 63rd (from 130) in 2021, up from 87th in 2020 and 96th in 2019**



**The Guardian Good University Guide 2022: 62nd (from 121), up from 72nd in 2020 and 113th in 2019**



**The Times Good University Guide 2022: 79th (from 132) in 2021, 79th in 2020 and up from 112th in 2019**



**THE World University Rankings 2022: 1,001-1,250 banding**



**Postgraduate Researcher Experience Survey 2021: 1st for supervision**

In the most recent Staff Survey, conducted by Capita in November/December 2020 and designed to evaluate progress against areas of improvement identified in the 2019 survey, Cardiff Met was ranked first in the UK as an 'Employer of Choice' from all HEIs surveyed by Capita in 2019 or 2020. The results of the 2020 survey demonstrated that:



**96% of staff agree that Cardiff Met is a good place to work (sector average of 87%)**



**94% of staff agree that they would recommend Cardiff Met to a friend as a place to work (sector average of 78%)**



**93% agree that they feel proud to work for the University (sector average of 84%)**



**90% agree that the University's Vice-Chancellor's Executive Group manage and lead the University well (sector average of 60%)**



**75% agree that communication in the University is effective (sector average of 50%)**



**74% agree that they feel valued by the University (sector average of 57%)**



## A VALUES DRIVEN COMMUNITY

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Recent success, evidenced by student engagement and outcomes, league table results and awards, recognises that Cardiff Met is a values driven organisation seeking to widen educational opportunities, reach and impact by establishing a cohesive, collaborative and compassionate community. Throughout the challenges posed by the Coronavirus pandemic this combination of financial sustainability and sense of community has enabled us to live our shared values of Creativity, Freedom, Diversity and Innovation and our valued behaviours of Leadership, Trust, Courage and Accountability.

While the Coronavirus pandemic has brought the worst of times for Wales and the wider UK, it has shown the very best of Cardiff Met: academic and professional services staff have ensured that high quality learning and teaching has continued and that students' mental health needs are supported; health and social care staff and students returned to work on the front line; biomedical science staff remained at work to pioneer research into antibody testing; teacher education students supported parents with home schooling; scientists and product designers created and donated PPE and sophisticated testing equipment; sport staff kept our community active with online wellbeing programmes; estates staff helped us host both Wales' national blood donor centre and a Covid testing centre on campus thus reducing the number

of hospital visitors, and commercial services staff managed accommodation and catering for front line workers, international and care-leaver students for whom Cardiff Met remained home throughout the various lockdowns.

Our staff and students feel a strong sense of belonging; over the last two years our decision-making has placed the physical, financial and mental health and wellbeing of our staff and students at the heart of our response: we retained all permanent, non-permanent and sub-contracted staff on full salaries throughout 2020, making this decision before the Furlough scheme was announced; we recruited to almost 100 posts for 2021 starts; and we were the first university in Wales to offer rent rebates to students in our university-operated accommodation in each wave of the pandemic.

Through the delivery of the Strategic Plan, and the response to the Coronavirus pandemic, our highly professional and dedicated staff have established a positive platform on which to build the next phase of our development. We are now looking for values-driven staff to assist us as we move forward with our passion to deliver the priorities in our new Strategy 2030 that will strengthen further our delivery of improved educational, social and economic outcomes for the students and stakeholders we seek to serve in Wales and the wider world.



## THE UNIVERSITY

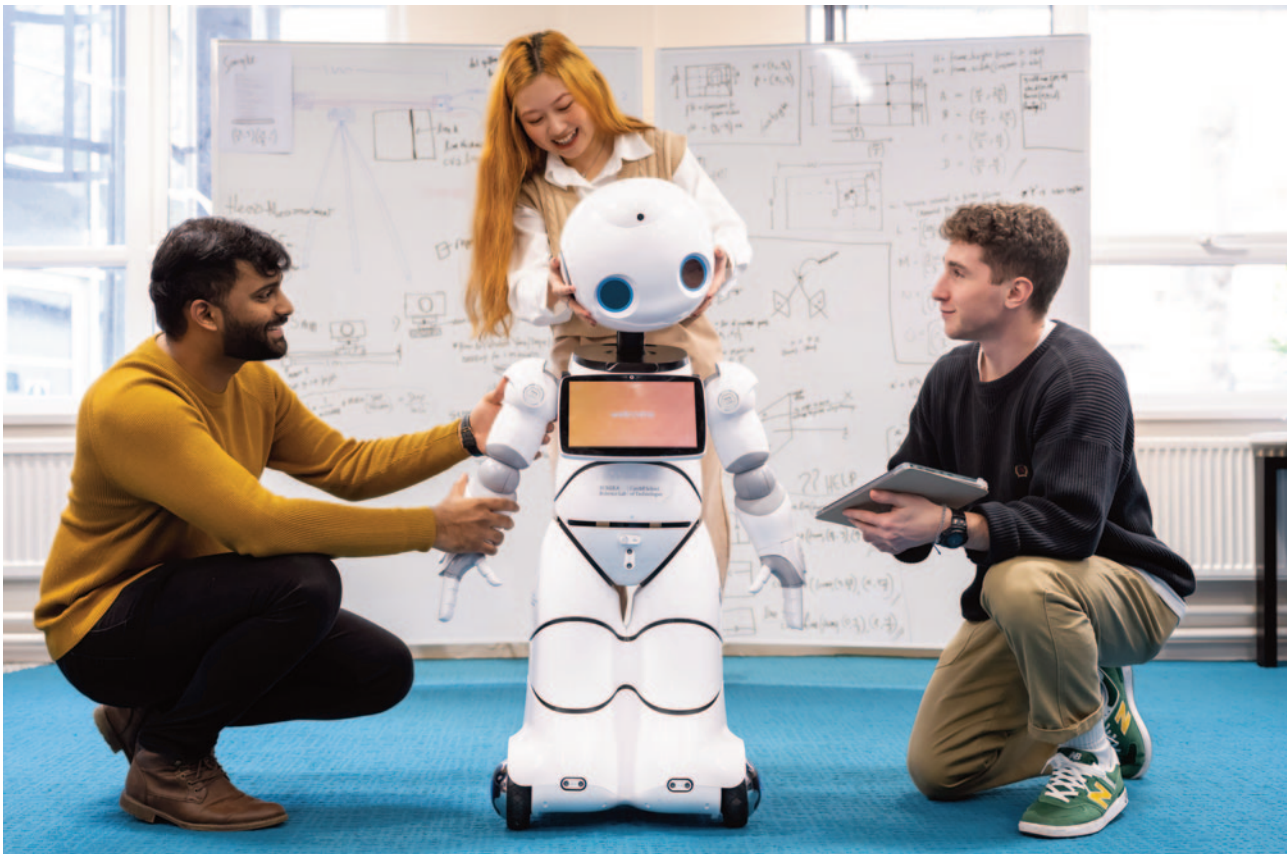
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Cardiff Metropolitan University's academic portfolio is oriented towards practice-focused and professionally recognised education and research. Our taught programmes align with the University's research and innovation agenda and deliver impact in a wide range of areas across art, design and environment, business and management, education and social policy, sport and health sciences and digital and data sciences, computing, robotics and engineering technologies.

Today the University has over 12,000 students based on two campuses in Cardiff and over 10,000 trans-national education students studying Cardiff Met degrees at partner institutions in 15 countries around the world. Students come from over 140 countries and 20% of our Cardiff-based students are international and mostly studying postgraduate programmes. Postgraduate students make up 30% of our Cardiff-based student body and our undergraduate student body comprises 50% from Wales, 15% from Black, Asian and minority ethnicities, 54% women and 38% from UK low participation neighbourhoods.

Having undergone significant recent change, the University is in a strong financial position with turnover having increased from under £100m in 2017/18 to over £122m in 2020/21. The financial outturn for 2021/22 is forecast to be over £135m and over £150m for 2022/23. Significant cash generation, including over £18m in 2020/21, continues to enable the University to invest in the development of its campuses and facilities and a new Master Plan is currently being developed for a post-Covid world and a programme of transformation placing sustainability, health and wellbeing at the heart of both campuses.

Our University has grown and diversified over the last three years by developing over 40 new degree programmes and revalidating over 30 existing programmes to meet student demand and employer need. New programmes include a wide range of provision in Computing, Engineering, Cyber Security, Robotics and Data Science together with new programmes in Initial Teacher Education, Law, Policing, Architecture, Aviation and in health sciences and allied health professions, many of which have supported responses to and recovery from Covid-19.



## STRATEGIC PLAN

Cardiff Met is rooted in Wales while providing practice-focused and professionally oriented education to students from around the globe. We are committed to ensuring that every student has the opportunity to realise 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.

Our Strategic Plan 2017/18 to 2022/23 mapped out an ambitious journey of diversification, growth and improvement underlining our 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. The plan identified seven strategic priorities that have either now been delivered or are at an advanced stage of development:

- Values-driven approach: developing a sense of purpose and community that drives the university's mission
- Cardiff Met EDGE: improving 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
- Cardiff School of Technologies: the development of a new School providing a portfolio of taught programmes and research that respond to employer need and student demand in computing, digital and smart technology, data science and informatics, cyber security, electronics and robotics engineering
- Global Academies: the development of interdisciplinary research and postgraduate programmes that build on areas of strength to address global challenges
- Managed growth across existing Schools: the development of new taught programmes in areas leading to graduate level employment
- Growth and impact in research and innovation: building on our position as the UK's modern university with the highest quality research (REF 2014) to develop a systematic increase in research volume, value, quality and impact in REF 2021
- Rebalancing on- and off-campus provision: stabilising growth in TNE and increasing recruitment of on-campus international students

Our new Strategy 2030 will maintain the momentum established over the last five years so that Cardiff Met can fully achieve its ambition of becoming established as a distinctive and progressive high-performing university with a strong reputation, sustainable finances, innovative professional partnerships and significant local, national and global reach and impact.

Strategy 2030 will build on the sense of purpose, professionalism and aspiration developed by the successful strategy launched in 2017. It will further strengthen our approach in the four key areas of: learning, teaching and the students experience; research and innovation; global engagement; and our civic mission.

We will do this by focusing on new strategic priorities including: significant investment in our estate and achieving Net Zero on campus by 2030; expanding our taught programmes, research and innovation in sustainable and low carbon futures; increasing the volume, value and impact of our research and innovation; developing taught postgraduate programmes aligned to our Global Academies; delivering a new and coherent approach for our international partnerships, collaborations and students; establishing ourselves as Wales' Sporting University and, most importantly, delivering an outstanding student journey.



## UNIVERSITY CAMPUSES

Cardiff Met has two teaching campuses, Cyncoed Campus in the north east of the city and Llandaff Campus on Western Avenue in the north west of the city. There are two further smaller campuses; Plas Gwyn, near the Llandaff Campus, which houses student residences and Alexander House, off Western Avenue near the Llandaff Campus, which was acquired recently to provide state-of-the art design and innovation space and to house a number of professional services. Both main campuses offer excellent environments in which to work, study and relax and each is surrounded by extensive green space and woodland supporting the University's emphasis on health and wellbeing.

**Cyncoed Campus** (below) is the main home to Cardiff School of Education & Social Policy and Cardiff School of Sport & Health Sciences. The campus offers outstanding sporting facilities reflecting the University's long-standing reputation as Wales' leading university for both elite performance sport and widening participation in sport. It has an outdoor centre, large refectory, student halls of residence, on-site shop and coffee bars and acts as the head office for the Students' and Athletics Union.

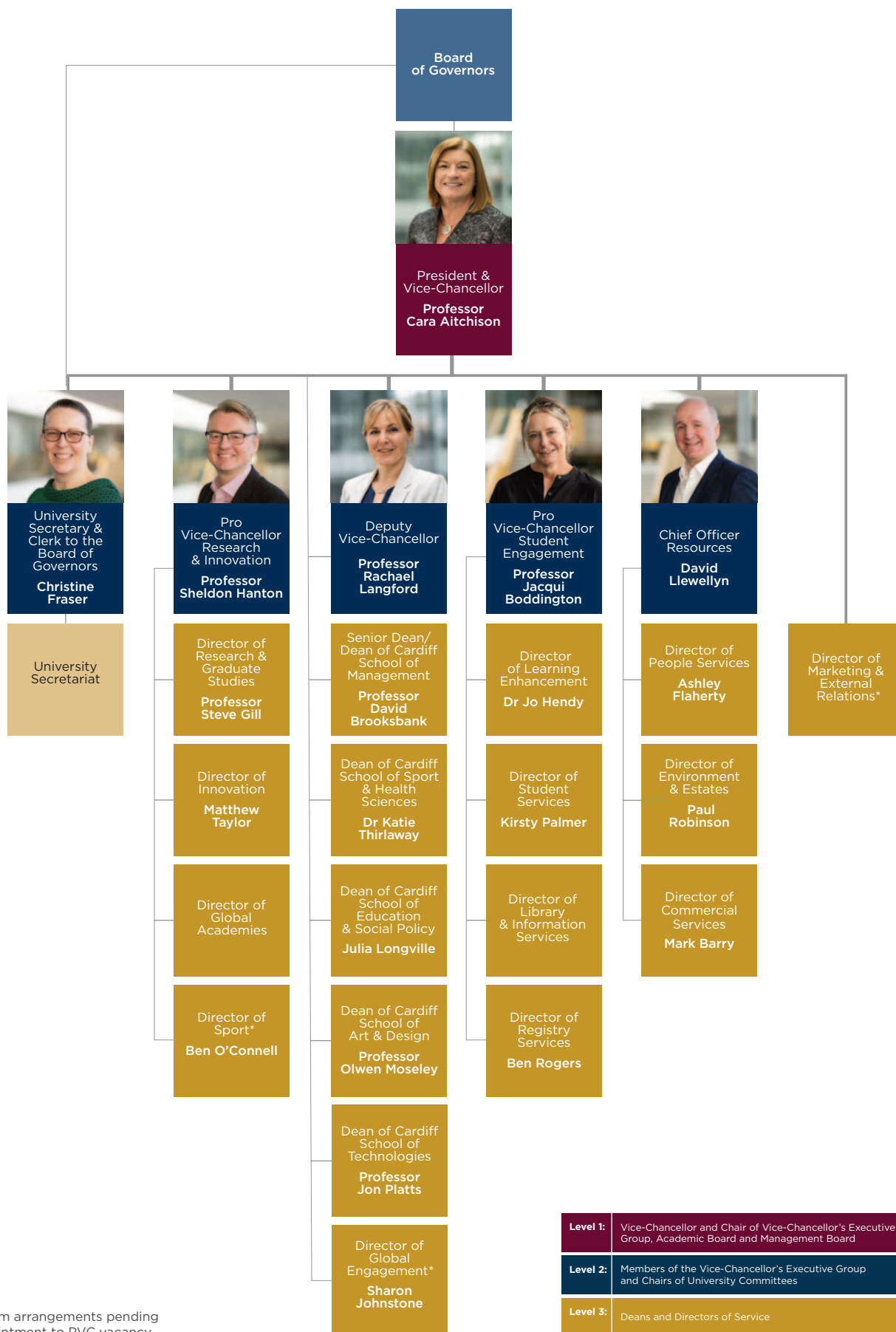
Cyncoed is also home to NIAC, the National Indoor Athletics Centre. The facility is fully equipped to international standard and has a seating capacity for 690 spectators. NIAC is utilised by students on sports courses, student clubs and the wider public. Governing bodies of sport, including Welsh Athletics and Welsh Netball, also use this facility on a regular basis. Sports medicine services are located within NIAC and include physiotherapy and sports massage. NIAC is used to host major events and, outside the sporting calendar, it has the flexibility to be transformed into a Conference Centre.



**Llandaff Campus** (above) is the home of Cardiff School of Management, Cardiff School of Art & Design and the recently established Cardiff School of Technologies. With millions of pounds of recent investment in Cardiff School of Technologies and the new Barbara Wilding Student Centre, as well as an increase in state-of-the art learning facilities for our students, the campus offers a gym and sporting facilities, Student Union offices, on-site shop, three coffee bars, and a large refectory. The campus is located approximately two miles from the city centre and is surrounded by parks, woodland, playing fields, the River Taff and the historic Llandaff Cathedral.

Investment of over £80 million is planned for both campuses; extensive new and repurposed academic buildings and further sport and health facilities are planned for Cyncoed Campus and at Llandaff Campus further work is planned to accommodate the expansion of the University and to offer further improvements in the student experience and hybrid working environment for staff. There are also plans to develop a cycle super-highway in partnership with Cardiff Council, with the highway located on the perimeter of the Llandaff Campus and stretching to the city centre and on to Cardiff Bay enabling pedestrianisation of the centre of campus to enhance health, wellbeing and the environment.

# EXECUTIVE & ORGANISATIONAL STRUCTURE



\* Interim arrangements pending appointment to PVC vacancy

<b>Level 1:</b>	Vice-Chancellor and Chair of Vice-Chancellor's Executive Group, Academic Board and Management Board
<b>Level 2:</b>	Members of the Vice-Chancellor's Executive Group and Chairs of University Committees
<b>Level 3:</b>	Deans and Directors of Service



# THE UNIVERSITY'S ACADEMIC SCHOOLS

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The University is structured into five Academic Schools offering over 250 different academic and professional programmes:

- Cardiff School of Art & Design
- Cardiff School of Education & Social Policy
- Cardiff School of Sport & Health Sciences
- Cardiff School of Management
- Cardiff School of Technologies

## Cardiff School of Art & Design

A British Art & Design School with a 150-year history, Cardiff School of Art & Design (CSAD) is housed in a state-of-the-art building on the Llandaff Campus and is home to students united by ambition and a true passion for creative enquiry. They are artists, designers, makers and thinkers in the fields of architecture, design, fashion, fine art, and a range of craft disciplines.

The curriculum is innovative and interdisciplinary, allowing for transformative collaboration and opportunities, merging STEM subjects with the crucial creative ingredients of Art and Design. Access to first class facilities, engagement with industry and exposure to world leading research enables students to navigate their own journeys to being practitioners, future academics, entrepreneurs, employable graduates and the employers of the future.

The School is also home to FabLab, the Perceptual Experience Laboratory, Spin-out companies Fovotech and HUG™, and a number of major research and innovation initiatives that cohere around visual perception and user-centred design, linking disciplines from fine art to computer science.

Most recently staff and students have been benefiting from a Royal Academy of Engineers visiting professor partnership: Engineering Future Generations. This three-year award, the first ever for a School of Art & Design, aims to transform the learning and teaching practices within the university to align to the Wellbeing of Future Generation (Wales) Act, the UN Sustainable Development Goals (SDG) and the updated QAA and Advance HE Education for Sustainable Development (ESG) Guidance (2021) to provide future-proofed education, preparing graduates to be agents for change.

The School has a number of international partnerships including a current British Council-funded research collaboration with Lviv National Academy of Arts in Ukraine and colleagues are currently offering support to our partners as they themselves offer support to students and staff displaced by the current war in Ukraine.





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

(CSESP), located on both the Cyncoed and Llandaff Campuses, offers a diverse and stimulating range of undergraduate and postgraduate programmes in education, policing, media and journalism, English and creative writing, social work and social policy. Over the past five years student numbers have increased by 20% as a result of the introduction of several new undergraduate and postgraduate programmes including a BA (Hons) Primary Education with Qualified Teacher Status and a BA (Hons) Professional Policing programme. Extensive provision in initial teacher education makes Cardiff Met Wales' largest provider of trained teachers and the School has been instrumental in shaping education policy and practice in Wales.

Working collaboratively with external partners, schools and organisations, the School ensures that programmes are discipline-specific, innovative and professionally relevant. Several programmes are accredited, for example the MSc Psychology in Education, BSc (Hons) Social Work, BA (Hons) Youth and Community Work and Initial Teacher Education (ITE) whilst the BA (Hons) Professional Policing is delivered under licence.

The School has a strong focus on entrepreneurship, employability and graduate outcomes. In 2022 it became an Institute of Leadership & Management (ILM) Centre to enable students to gain an ILM Certificate or Qualification in Leadership & Management. Many students undertake relevant work placements to ensure they are ready for the world of work or further academic study. The BA (Hons) Primary Education with Qualified Teacher

Status is one such programme, delivered fully in partnership with schools. The School is home to the Cardiff Partnership for Initial Teacher Education, one of the largest centres of teacher education and training in the UK and building on over 60 years' experience and an enviable reputation for the quality of teacher training provision.

The School of Education and Social Policy has made significant progress in the development of a strong and sustainable research environment in recent years. This has been achieved through a systematic increase in our research capacity, volume, quality and impact facilitated by improving the research infrastructure, investing in and developing research with impact, and supporting an open-access, integrity-based and collaborative research culture. Staff have a wide range of research interests, spanning specialisms in education theory and practice, English literature, creative writing, and social policy. The School also has strong educational research links with Cardiff Met's School of Sport and Health Sciences and the School of Art and Design and is developing increasingly important approaches in co-constructed interdisciplinary education and research. In 2021 School staff were included in the University's submission to the REF Sub-Panel for Education. The research culture within the School is vibrant and growing and supported by a wide range of initiatives including a weekly well-attended virtual research seminar series with presentations from visiting speakers, CSESP staff, and postgraduate research students.



### Cardiff School of Sport & Health Sciences

Cardiff School of Sport & Health Sciences (CSSHS) has a global reputation for the quality of its teaching, research and innovation in the areas of sport and health sciences. Based across the Cyncoed and Llandaff campuses staff work in partnership with students, industry, health boards, sport national governing bodies and others to deliver employability focused education and impactful research.

Research undertaken in the School has a strong applied base and CSSHS is home to several centres of excellence including the Centre for Health, Activity and Wellbeing, the Food Industry Centre, the Youth Physical Development Centre, and the Sport Coaching Hub. In 2021 School staff were included in the University's submissions to two REF Sub-Panels: to UoA 3 Allied Health Professions, Dentistry, Nursing and Pharmacy and UoA 24 Sport and Exercise Sciences, Leisure and Tourism reflecting the breadth and quality of research.

The School has one of the most progressive and exciting portfolios of undergraduate and postgraduate programmes in the UK, providing our students with the opportunity to develop knowledge and skills, gain practical experience and utilise cutting edge equipment and facilities. Many of the programmes are professionally accredited to meet the requirements of the sport and healthcare professions, and a number are unique within Wales and the UK. Allied health programmes include BSc (Hons) Dental Technology and BSc (Hons) Podiatry. Staff and students are proud of the reputation of the pioneering BSc Sport Performance Analysis that delivers industry-ready graduates to FIFA, the Football Association of Wales, the Welsh Rugby Union and GB Hockey, to name but a few sports. Cardiff Met is the only University in the world to offer a Taught Doctorate in Sport Coaching that attracts students from around the globe. The BSc Sport Media and MSc Sport Broadcast are the latest additions to the portfolio and were designed to meet the media production and communication needs of the rapidly developing sport industry. The University's own Cardiff Met Sport TV channel regularly attracts audiences of over 5,000 for many of the University's sport matches, with Cardiff Met playing in BUCS Super Rugby and in the top Football Association Wales leagues for both men's and women's football.

The school also makes a major civic contribution to sport, health and wellbeing by opening its campus to over 2,500 young people every week. The Open Campus initiative enables young people to experience life on a university campus by participating in sport and physical activity programmes delivered by students who gain authentic learning and coaching experience whilst also making a significant contribution to the Cardiff community.



### Cardiff School of Management

Cardiff School of Management (CSM) is an ambitious, accredited provider of business and management education. State-of-the-art facilities on the Llandaff Campus provide an encouraging and creative learning environment, showcasing the School as a leading centre in the UK for Accounting, Economics and Finance; Business, Management and Law; Marketing and Strategy; and Tourism, Hospitality and Events Management. Staff are rightly proud of their significant contribution to regional regeneration and economic growth through teaching, enterprise work and applied research.

Innovation and a central position in the business life of Cardiff are key to the School's success. CSM was the first business school in Wales to receive the prestigious Small Business Charter, which highlighted the School's work-based learning programmes as national exemplars of good practice. The Charter-mark is now used to deliver the UK Government's Help to Grow Management programme, aiding companies to survive and grow at this challenging time for the economy.

New programme growth saw the launch in 2020 of a cutting-edge LLB Law programme, now being followed by a suite of new law-focussed courses

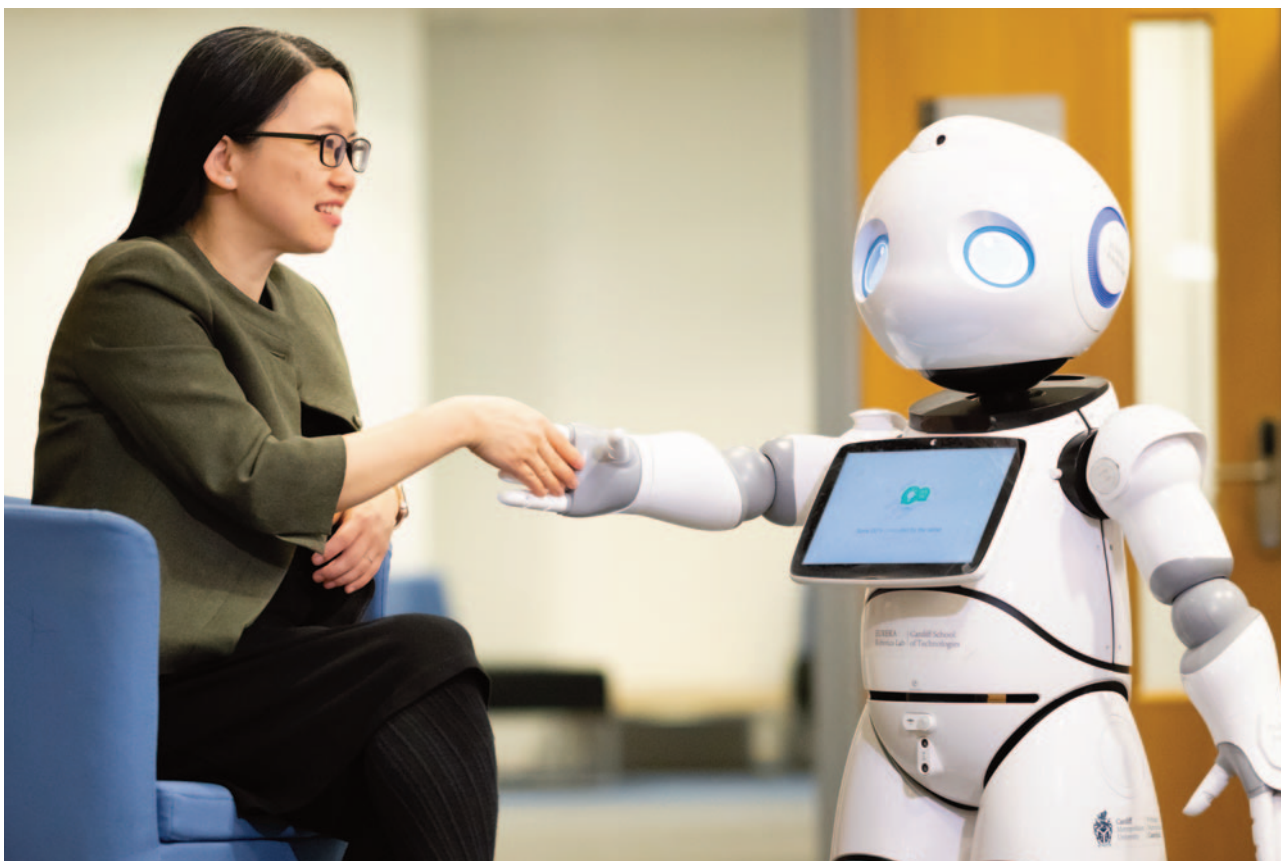
providing growth in this important area. These are practical and industry-facing developments created in partnership with the profession and with the specific aim of enhancing the employability of CSM graduates. In the same vein, a new Aviation Management degree is being co-delivered with Embry-Riddle Aeronautical University (ERAU) in Florida, the world's largest and most prestigious aeronautical university, alongside a proactive partnership with Cardiff Airport.

The School is also proud of the role it plays in delivering programmes around the world. With over 10,000 students studying management programmes at our international TNE partners, the School makes a positive difference to the life chances of students and communities around the globe. Closer to home, the School educates over 1,600 international students in Cardiff who make for a strong, diverse and enriching place to work and study. CSM is also proud to host an academic from Afghanistan who joined us under the Council for At Risk Academics' (CARA) Fellow scheme as we play our part in academe worldwide.

The School is home to a diverse and collegiate faculty, responsive to the needs of regional, national and international business communities, and set on an ambitious phase of growth in research intensity and programme development.







### Cardiff School of Technologies

The University's last Strategic Plan, approved by the Board in 2016/17, prioritised the development of a new Cardiff School of Technologies (CST) designed to meet employer need and student demand in a city that was rapidly developing as a centre of innovation and employment across the range of technologies. The School was formally launched in 2018 and opened in newly refurbished accommodation on the Llandaff Campus in 2020.

Cardiff School of Technologies (CST) has grown rapidly and now has over 1,000 students engaged on a range of programmes spanning computing, digital and smart technology, data science and informatics, cyber security, electronics and robotics engineering. This rapid development has necessitated the recruitment of enthusiastic academics to contribute to the establishment and growth of the School by teaching across a range of undergraduate and postgraduate modules and in developing the underpinning research environment in key areas. The School's growth has been supported by ambitious investment to build a stimulating work environment for high performing individuals.

Over 20 organisations have endorsed the 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 which are work in partnership with the University to develop and deliver applied programmes.



All teaching in the School of Technologies is based on the Llandaff Campus. Building on its existing and strong Computer Science offerings the School will continue to build on its engineering capabilities to offer a range of engineering programmes in electronics, control, embedded systems, sensors and systems engineering. This development complements the School's existing capabilities in robotics enabling the development of wider and more ambitious applications within the domain of autonomous systems, Internet of Things and Industrial Revolution4.0.

## OUR GLOBAL REACH AND PARTNERSHIPS

Working in partnership with students, staff, alumni and external stakeholders locally, nationally and internationally is key to our purpose of making a positive difference to the world around us. Our partnerships extend from our university campuses in Cardiff to further education, business, industry, charities, government and communities in Wales and the UK.

Cardiff Met is a global university with an extensive network of international educational partners, offices, students and alumni around the world. Our international links and relationships with British embassies and foreign governments play a key role in developing a global Wales and the UK's international relations through education and cultural diplomacy. Staff and students work closely with colleagues in our 17 transnational education partners to provide Cardiff Metropolitan University degrees overseas, extending the opportunity to experience our high-quality practical and professionally orientated programmes that help build skills, confidence and capacity. There is significant demand by international students for places on our on-campus postgraduate and undergraduate programmes too, with recent substantial and ongoing growth in international student enrolments in each of our five academic Schools and over 2,000 international students on campus this year.

The University has strong links with FE colleges across Wales and particularly with Cardiff and Vale College, Bridgend College, Coleg Gwent, Gower College, Black Mountains College and the Coleg Cymraeg Cenedlaethol which supports the development of Welsh medium educational provision. There is extensive collaboration through FE partnerships to support inclusion, widen access and innovate in provision, as demonstrated by the range of learning opportunities available beyond

traditional undergraduate and postgraduate programmes, through access, short courses, degree apprenticeships and micro-credential routes.

Cardiff Met's research collaborations are working to solve some of the most entrenched global challenges through research outputs, knowledge exchange and innovation partnerships in process, practice and policy. Regional, national and international partnerships support economic, social and cultural development agendas through the Global Academies and research centres, ensuring the wellbeing of future generations and post-pandemic economic recovery within a fairer and greener global economy that delivers sustainable futures.

As an anchor institution within the Cardiff Capital Region, South Wales, and the Western Gateway area, Cardiff Met support communities, businesses and industries by extending access to the University's facilities, talents and resources to play a significant and visible role in building prosperity. The Cardiff Open Colleges project raises education aspirations and standards while the Open Campus programme delivers sport, physical activity, outdoor play, health and wellbeing opportunities and provides avenues for students to gain valuable research skills and work experience.

As Wales' sporting university, Cardiff Met has exceptionally strong relationships with partner organisations and governing bodies for key sports in Wales and the UK. The University also runs the sport development function of Cardiff City Council and is now at an exciting moment in the expansion of this sport partnership work with the development of a new estates masterplan and elite and community sport strategic developments, capitalising on sport as a lever for wider social, economic and cultural good.





# OUTSTANDING LEARNING AND TEACHING

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Cardiff Met's staff work in partnership with students to facilitate the continual enhancement of a learning experience designed to support student success both within and beyond the University and thus enabling our students to realise both personal and professional ambitions.

The University's 2017/18 - 2022/23 Strategic Plan embedded this commitment to outstanding student outcomes within their learning experience through the Cardiff Met EDGE, a framing of the curriculum that embeds ethical, digital, global and entrepreneurial skills within the delivery of specialist degree subjects. This approach is reinforced by evidence of improving graduate outcomes performance which now place Cardiff Met ahead of sector and second in Wales for graduates in work and third in Wales for those in graduate employment or further study.

Experience of working with students to co-design teaching during the Covid-19 pandemic has led to the amplification of active learning approaches with small class sizes, high levels of class contact and effective personal tutoring providing a human-centred structure within which students benefit from problem-based learning, work experience, volunteering, and international mobility. These commitments to an effective and engaged student experience are designed into the curriculum rather than 'bolted on' and ensure that opportunities can be accessed by all students resulting in ongoing improvement in student continuation and satisfaction metrics at all levels.



The learning experience is underpinned by extensive activity to support students' wellbeing with the Student Services team providing a range of individual, peer, group and social wellbeing support activity to ensure students can access the right advice and help to engage actively both with their current learning and with planning for their futures following graduation.

Cardiff Met continues to expand the portfolio to provide a range of educational opportunities for students from Wales and the wider world and with over 40 new programmes developed since 2019. The same period has also seen a higher priority given to the development of college-based higher education provision with our FE partners; recruitment has increased by 300 per cent and the development of a suite of micro-credentials in sport and allied health professions has been accelerated.

Cardiff Met is now in the process of developing the details of the learning and teaching approaches to support Strategy 2030, aiming to use this next strategic phase to build a learning community connected by interdisciplinary problem-solving approaches thus enabling students to meet 21st century challenges with an entrepreneurial flair, while maintaining our belief in wellbeing as a precursor to success. To this end, learning experiences and spaces will be designed to ensure that students develop a sense of belonging within a learning community that forms the platform from which they can achieve for their ambitions.

## RESEARCH AND INNOVATION



Research undertaken at Cardiff Met is at the cutting edge of new knowledge creation and application and is designed to have direct positive impacts in business, industry, professions and the community. Innovation activities are aligned with an academic portfolio oriented towards practice-focused and professionally recognised education, research and innovation. Staff are also engaged in a diverse range of research-informed innovation, including Knowledge Transfer Partnerships (KTPs), consultancy, contract research and professional development training. The University's research and innovation activities deliver impact in art, design and environment, business and management, education and social policy, sport and health sciences and technologies.

The REF 2014 found that 80% of the University's submission was 'internationally excellent' (3\*) or 'world leading' (4\*) and The Times Higher Education subsequently listed Cardiff Met as the highest-ranking 'post-92 university' in its Table of Excellence. The REF 2021 submission was greatly expanded and included submissions to five Units of Assessment:

- UoA 3: Allied Health Professions, Dentistry, Nursing and Pharmacy
- UoA 17: Business and Management
- UoA 23: Education
- UoA 24: Sport and Exercise Sciences, Leisure and Tourism
- UoA 32: Art and Design

Cardiff Met's largest ever Research Excellence Framework (2021) submission will be used as a foundation for REF 2028 and our research strategy will form part of Strategy 2030. Staff will intensify research and innovation engagement, income, outputs and impact across the academic portfolio, increasing the number and percentage of staff with a significant responsibility for research. A strategic approach will be adopted to leverage this critical mass and the Global Academies to develop high-value international partnerships and an open data culture. Researchers will work regionally, nationally, and internationally to support government initiatives and achieve the goals required to ensure the wellbeing of future generations and post-pandemic economic recovery within a fairer and greener economy that delivers sustainable development.



# GLOBAL ACADEMIES AND CENTRES OF EXCELLENCE

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Cardiff Metropolitan University's Global Academies and centres of excellence all share a focus on design and performance to maximise human potential and economic growth.

The University has grown not just within individual Schools but across Schools and the development of the Global Academies epitomises this sense of collaboration. The Global Academies have been designed to develop interdisciplinary, international and impactful research, innovation and postgraduate education as catalysts for economic and social growth, both here in the UK and around the globe.

The three Global Academies all tackle global challenges identified by the UN Sustainable Development Goals and national priorities highlighted in The Wellbeing of Future Generations (Wales) Act 2015.

A range of interdisciplinary taught postgraduate programmes aligned to research strengths and designed to deliver economic prosperity, social justice and environmental sustainability for Wales and the wider world are also being developed by the Global Academies.

These taught programmes complement and supplement the undergraduate portfolio by offering a solutions-focused approach building on the high-quality education that places emphasis on ethical, digital, global and entrepreneurial skills; the Cardiff Met EDGE. This approach has helped to secure significant improvements in graduate outcomes and employment through the practice-focused model of professionally recognised degrees designed to deliver economic prosperity, social justice and environmental sustainability for Wales and the wider world.



The three Global Academies, launched in 2020, are:

- Health and Human Performance
- Food Science, Safety and Security
- Human Centred Design

## **Health and Human Performance**

The Global Academy for Health and Human Performance is designed to enable individuals, organisations and society to focus on wellbeing as a means to realising potential. It brings together expertise in wellbeing, public health, biomedical sciences, leadership and management, sport, physical activity, coaching and technology to take a holistic view of human performance. From improving public health to achieving world-leading success, this Global Academy focuses on how individuals can improve their health and human performance for the benefit of wider societies and economies.

## **Food Science, Safety and Security**

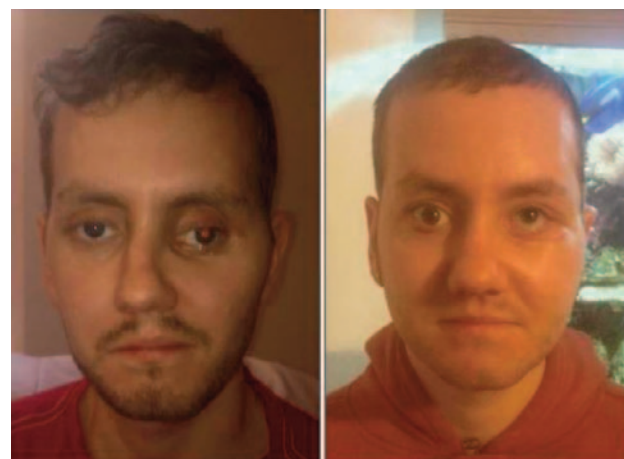
The Global Academy for Food Science, Safety and Security brings together expertise in technical, operational and commercial food production and biomedical sciences, along with nutrition, perceptual science and psychology. The Global Academy builds on the world-leading work of the Food Industry Centre which has enabled the sustainable growth of the food and drink industry in Wales, contributing significantly to employment, exports and the sustainability of rural and remote communities. Contributing to wider impacts through new product development, consumer health, inward investment and export initiatives, this Global Academy addresses a wide range of global challenges related to UN Sustainable Goals.

The University's ZERO2FIVE Food Industry Centre fosters innovation in the Welsh food and drink industry, helping to export a taste of Wales across the UK, Commonwealth and wider world. Through industry-engaged knowledge transfer, the Centre brings world-class educational research to the forefront of food manufacturing and production. Programmes developed and delivered by the Centre, namely the Knowledge Innovation and Transfer Exchange (KITE) 2008-2015 and the HELIX project 2016-2023, have delivered a direct economic impact in excess of £211million since 2008. The programmes have developed close to 2,000 new products and created or safeguarded thousands of jobs.

## Human Centred Design

The Global Academy for Human Centred Design focuses on the ways in which organisations, products, processes and services that place the individual at their centre provide effective solutions to everyday challenges. Human centred design fuels the creation of innovative solutions to global challenges and this Global Academy builds on the strong reputation established by the International Centre for Product Design and Research (PDR), including its pioneering work that has enabled the rapid production of devices for use in surgical procedures and recognised with the award of a Queen's Anniversary Prize in 2015. The Global Academy links our expertise in design with technology, art, architecture, health sciences, perceptual science and public policy to address a diverse range of global challenges.

The University's International Centre for Product Design and Research (PDR) is one of the UK's leading design centres and works with companies and organisations around the world in the development of new products, services and innovations. Its research in innovation and design is extensive and since 2014 PDR has won 38 international design awards, was ranked #1 UK Design Agency in the 2021 iF World Design Guide Index and won a Queen's Anniversary Prize (2015) for pioneering research in surgical and prosthetics design.



Cardiff School of Art & Design is home to FabLab, the Perceptual Experience Laboratory, Spin-out companies Fovotech and HUG™, and a number of major research and innovation initiatives that cohere around visual perception and user-centred design, linking disciplines from fine art to computer science.

Key Research Areas:

### Cardiff School of Art & 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 | User-centred design.

### Cardiff School of Education & 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

Creative leadership and enterprise | Events management | 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.

### Cardiff School of Technologies

AI & robotics | Applied engineering and management | Computing and informatics | Data Science | Industry 4.0 and software engineering | Machine learning | Multimedia and games, AR and VR | Networking: sensors, wireless, security | Visualisation and graphics.





## CARDIFF

The capital city of Wales has changed beyond recognition over the past two decades with very significant development in its environment and infrastructure supporting a growing population, increasing business development and investment in world-leading sporting and cultural facilities.

The former docks have been regenerated to form the superb Cardiff Bay waterfront which, in addition to providing outdoor recreation opportunities, is home to the Wales Millennium Centre and the BBC Orchestra and Welsh National Opera alongside the devolved Senedd (Welsh Parliament) next to Roald Dahl Plass. Cardiff is, today, an exciting European destination and a very 'liveable' capital city.

Cardiff is the closest European capital city to London, soon to be accessible in under 100 minutes by train. The city is projected to be the UK's fastest growing city over the next 20 years; it is a young and talented city, primed for economic growth and where the role of higher education has never been more important.

Cardiff is also home to the National Museum of Wales, the Museum of Welsh Life at nearby St Fagan's and stunning civic buildings surrounded by many acres of parkland which form the 'green lungs' of the city stretching all the way from Cardiff Bay to the University's Llandaff Campus four miles to the north. Despite the recent rapid growth, Cardiff remains a famously friendly city. It is a vibrant city full of character and atmosphere and with a range of first-class facilities for sport, nightlife, shopping and sightseeing along with a year-round calendar of cultural and sporting events.

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 waterfront bars, restaurants and cafes. The Roald Dahl Plass, named after the famous Cardiff-born author, is a stunning public plaza next to the Senedd, the modern Welsh Parliament Building, and the Wales Millennium Centre where our graduation ceremonies are held each July. The bowl-shaped area of Roald Dahl Plass, with its 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 which is also accessible by boat from both the city centre and the nearby seaside town of Penarth.

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 on an international match day, Cardiff is often awash with people from across the world. Many say there isn't anywhere better to watch a major sporting event than in this world class stadium, unusually situated at the very heart of a city centre. In addition to rugby, the Principality Stadium is also home to the British Speedway Grand Prix and has hosted international boxing clashes and concerts by world-leading bands and artists such as Coldplay and Ed Sheeran.



*Llandaff Village*



*Cardiff Castle*



*The Principality Stadium and River Taff*



*Penarth Pier*





Cardiff City FC also has its stadium at Leckwith, Cricket enthusiasts will enjoy an afternoon at Sophia Gardens, home to Glamorgan County Cricket Club and very near the Llandaff Campus, while 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 beyond the University there is plenty of opportunity for recreational sport. The River Taff runs past the Llandaff Campus and right though the city centre and the beautiful surroundings of Roath Park Lake, near the Cyncoed Campus, are worth a visit. The Welsh Institute of Sport at Sophia Gardens, a short walk from the Llandaff Campus, has world class facilities, including badminton, tennis and netball courts.

Cardiff's surroundings are beautiful and include coast and countryside with the Gower and the Brecon Beacons National Park and ample opportunities for outdoor recreation and sport including mountain biking, sailing, kayaking, paddle boarding, cycling, walking and running in what is a relatively flat city.

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 is only two hours from London by train. Cardiff Airport is located just to the west of the City and offers easy access to many domestic and international destinations by air. Bristol Airport, 50 miles to the east, also offers extensive options for domestic and international flights.



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**UNIVERSITY OF THE YEAR**

THE AWARDS  
2021