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South Wales
Prifysgol
De Cymru



Impact

WALES

SUMMIT • 4-5 IX.2014 • SOMMET



The leadership edition

Matthew Barzun | Julia Unwin | Sam Warburton | Rosemary Butler



The University hosted a NATO Youth Summit at the Newport City Campus for students across the UK.



The University launched a first-of-its-kind Strategic Alliance with The College Merthyr Tydfil, Cardiff and Vale College, Coleg y Cymoedd, Bridgend College and Coleg Gwent.



The University was the first in Wales to win a Defence Employer Recognition Scheme award for its support of ex-armed forces personnel.



Accounting students Lucy Whittington and Farzana Ahmed were joint winners of the Sir Julian Hodge Prize at the ACCA Cymru Wales conference.



Art graduate Danielle Sullivan was selected as the Wales Millennium Centre's very first artist in residence.



Rugby star Sam Warburton launched a unique collaboration between the University and Setanta College in Ireland, to deliver courses in strength and conditioning.



Films made by USW students swept the board at the annual RTS Wales student awards, winning in all five categories.



Special obesity and age-simulation suits are among new equipment for the University, thanks to £125,000 funding from NHS Wales.



Construction student Hannah Browne was named Welsh Apprentice of the Year at the annual CITB apprenticeship awards.

Latest news: www.southwales.ac.uk/news | [@UniSouthWales](https://twitter.com/UniSouthWales)

The leadership edition

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Images on pages 11, 15, 17, 20, 22 and 25 provided by Thinkstock.



Leading reflections

Vice-Chancellor **Julie Lydon** reflects on the leadership edition of *Impact*

In *Impact* we take the rich knowledge of the wider University community and apply it to a great issue facing our society today. "Where are the great leaders today?" is the cry of commentators and scholars. In this edition of the University's magazine, we hope to provide some answers.

US Ambassador Matthew Barzun, now a regular visitor to USW, is no stranger to leadership. In September, as news anchors updated the world on the NATO summit from international news screens that showed 'Newport, South Wales' as its dateline, the Ambassador engaged in debate with 100 future leaders at our Youth NATO Summit at the Newport City Campus. Organised in partnership with the Atlantic Council and BISA, the British International Studies Association, the students from schools both in Wales and more widely across the UK engaged with a generation of young leaders and senior representatives of the UK and US Governments. Writing exclusively for *Impact*, Matthew provides a piercing insight into the qualities of leadership that define a great president in an uncertain world.

Our varied community of honorary doctors of the University contribute from their own leadership positions in their respective fields. Sam Warburton gives his insight into leading the Welsh team to championship success and the British Lions to test series wins, while National Assembly Presiding Officer Rosemary Butler asks challenging questions about the role of women in public life. Julia Unwin offers, from the leadership of the Joseph Rowntree Foundation, a thought-provoking call to action in tackling the issues faced by our most deprived communities.

From the University's own academic community, former journalist and now leading lecturer Rob Campbell offers insight into the role of the newspaper editor and proprietor in leading – or reflecting? – public opinion. Public policy expert Catherine Farrell analyses the role of the board in offering strong governance, while historian Chris Evans draws on a recently rediscovered letter to offer an incisive and amusing insight into the complex world of Cardiff's business leaders at the end of the American Civil War.

In drawing all of this together, we have been reflecting on the role of a university itself when it comes to leadership.

Our community feature focuses on interfaith leadership in South Wales, with interviews with Churches Together leader Aled Edwards and Muslim Council of Wales leader Saleem Kidwai, while we feature the next generation of business leaders and the success of USW alumni in our feature on the University's innovative Making Business Happen awards. In drawing all of this together, we have been reflecting on the role of a university itself when it comes to leadership.

Of course we provide thought leadership, with academic inquiry and research applied to the problems and issues facing the world today and providing new ways of thinking that improve the decisions made by business leaders and public decision-makers. But we also develop leaders, unlocking the natural talent and leadership of students who become graduates and go on to be managers, legislators, clinicians, directors, teachers and opinion-formers. Whether you call it entrepreneurship, leadership, or innovation, a university education hones a rigour of analysis, a flexibility of thought, and a willingness to challenge and innovate that marks out a graduate in the swirling mass of confusion, change and propaganda that characterises our societies and markets today.

USW graduates lead corporations and public bodies, direct plays and television series, inform opinion in the media and academia, and even lead the Aardman creative team that delivers *Wallace and Gromit*. In over 120 countries across the world, graduates of our university are leading corporations, making laws, pushing the boundaries of specialist knowledge and saving lives through their work. With today's challenges the role of the university becomes increasingly vital, for if ever there were a time when leadership is needed, it is now.

Professor Julie Lydon OBE is Vice-Chancellor and Chief Executive of the University of South Wales and a Board member of the Leadership Foundation for Higher Education.

Inspirer-in-Chief

The great Presidents lead by asking and empowering, argues US Ambassador **Matthew Barzun**



Shakespeare might have been right that some are born great, some achieve greatness and some have greatness thrust upon them, but there's an important power that all leaders throughout history have shared: their capacity to make others great.

The truly great leaders – the ones whose example continues to inspire us – don't give orders, they give encouragement.

Instead of issuing calls for action, they appeal to our sense of duty. They don't task, they ask.

Take President Kennedy's most famous quote: "Ask not what your country can do for you, ask what you can do for your country." Consider the phraseology. He was placing power in people's hands; he was stirring their spirit of generosity. That's because he understood the power of involving others – just as Abraham Lincoln, Gandhi, Martin Luther King, Nelson Mandela and countless others did too.

Indeed, there is a quiet, simple magic in the act of asking for help – and in the agreement to help that follows. A bond is born that by definition includes a measure of conviction and hope. As such it can be a valuable tool to help build trust and mutual respect.

We all know how empowering it makes us feel when we're asked for help, and how helping reinforces our feelings of self-worth.

I have seen the effectiveness of this approach time and again during my experience in business, political campaigning, and now also in diplomacy.

I began my working life 21 years ago with CNET, a company which provided online reviews of technology. Back then, hardly anyone knew what the internet was – and few had imagined its potential. Our rivals were not other dot.com enterprises but the established glossy computer magazines. They had hundreds of staff, we had fewer than 20.

To compete, we had to come up with a different way of doing things. So instead of having technicians in white coats conduct tests and assessments on new technology, we got people who'd already bought the equipment and gadgets to review them for us. Essentially, we asked for help. A few years later, Wikipedia took this method even further, and look how successful that has been.

Then-Senator Obama's 2008 presidential campaign faced a similar challenge. The convention in US politics at that time was that only the wealthy, donating big money could make a difference to a campaign and thereby the outcome of an election.

The Obama team set about changing this perception by actively encouraging people to give anything they could afford, whether that was time or money – or both.

It was made easy for them to do it, and as they got more involved more was asked of them. In the end, more people gave to the Obama campaign than any other in history, including 2.5 million individuals whose average contribution was around \$60.

The power of asking for help works in diplomacy too. In particular, I'm adopting it on visits to sixth form colleges across the UK. So far, I've been with more than 50 groups of students. Many are approaching the first General Election in which they can vote, and for all of them the wars in Iraq and Afghanistan have been the defining international events of their lives.

Each session includes a quick survey of their views on the US, the special relationship, and current foreign policy issues. This is followed by a conversation on what frustrates or concerns them about America – usually guns and healthcare. For balance, we also discuss what inspires them – generally, NASA and technology.

Through this approach I am asking them to help me understand the attitudes of the next generation who will steward the special relationship, towards my country and to the challenges the US and the UK face together in the world.

And it's not just people. We can also, for example, ask business to help our diplomatic efforts. In an increasingly interconnected and interdependent global market place, corporations are key actors in international affairs. They operate every day in every part of the world. For many people, the most direct contact they will ever have with America or Britain is through our companies. It's how they learn what we stand for, and who we are, and what aspirations we share. So we increasingly need to encourage businesses to be leaders helping us project our values.

Yet despite these tangible and powerful results, too often asking for help is still seen as a weakness or a result of failure. In fact, it is the opposite. Indeed, one of the best examples of all remains the special relationship.

The origins of the unique partnership between the US and the UK were born out of Winston Churchill – on behalf of the British people – asking the American people, through President Roosevelt, for help. No one considers Churchill anything other than a brilliant, strong, courageous wartime leader. He was an astute strategist who recognised that Britain needed help to defeat Nazi Germany. His act of asking for help meant neither sacrificing his overriding goal, which was to win the war, nor was it an admission of weakness (who on earth would think of Churchill as weak?) It was a supreme act of strength, and it has led ultimately to what President Obama called, "The greatest alliance the world has ever known."

Hon. Matthew Barzun is US Ambassador to the United Kingdom and a keynote speaker at USW's Young NATO Summit.

@MatthewBarzun





Cardiff's Lincoln letter

USW historian **Chris Evans** explores consular condolences from the coal kings

In early 2015, the board of Cardiff Business Club were intrigued to receive a copy of a letter sent by their predecessors, 150 years ago, to the US Consul. Uncovered in the rich archives of the Abraham Lincoln Presidential Library, the elegantly worded dispatch expressed the sympathy of the merchants of Wales's great coal port for the loss of a president.

The assassination of Abraham Lincoln on 14 April 1865 was a global event, eliciting astonishment and revulsion around the world. The US government received messages of condolence from Chile to Tunis, and from Liberia to Japan. Wales contributed its mite too. Members of the Cardiff business community addressed Charles Burch, the local US consul, to express their 'sympathy, indignation, and horror' at Lincoln's death.

The shock and regret were no doubt sincere but Mr Burch must have had mixed feelings as he read the words of 'the merchants, brokers, and others at this port'. He had spent the last four years monitoring commercial activity in Cardiff, which then ranked third as an outlet for British-American trade behind London and Liverpool. When he scanned the long list of signatories to the letter he saw the names of Cardiff's leading coal exporters, and many of them, he would have reflected, had until recently been quietly thwarting the Lincoln administration in America's bloody Civil War.

Messrs Nixon, Taylor & Cory, one of Cardiff's leading coal exporters and subscribers to the letter of condolence, had taken an unexpected interest in the Bahamas during the war years. Another eminent commercial

house, that of George Insole & Son, sent an abnormal number of collier ships to Havana. Burch knew the reason; they had been supplying Confederate blockade runners.

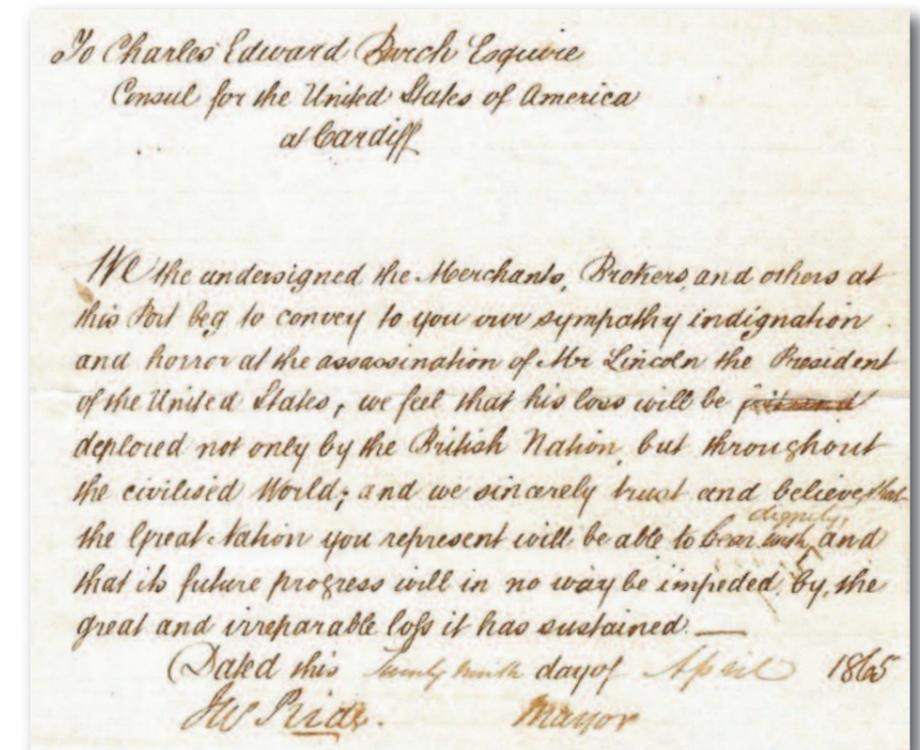
The President's demise was to be regretted but the war he had fought had yielded business opportunity that no commercial gentleman dealing in coal could ignore.

The sentiment, however, was genuine: the warm relationship between Wales and the US has continued to grow long after Cardiff's coal supremacy waned.

Professor Chris Evans is Professor of History at the University of South Wales and a Fellow of the Royal Historical Society, and author of books including *Slave Wales: The Welsh and Atlantic Slavery 1660-1850*.



@cevens3



Leadership in tough times

We must tap and share the leadership in our communities, argues
Joseph Rowntree CEO **Julia Unwin**

People in South Wales know better than most how a fast-changing economy can have high costs. In practice the 'creative destruction' favoured by economists has too often left in its wake a sense of abandonment, division, and despair. The disappearance of work in the valleys scarred a generation; left communities battered, and wasted skills.

But a fast-moving economy can bring massive opportunity too. In addition to improving civic spaces the regeneration of Cardiff has also stimulated new creative and technological industries, attracted international business, and allowed for the development of local people. In tough times it is possible to put all your trust and faith in the opportunity, and hope – against all the available evidence, it has to be said – that a return to growth will benefit all, that a booming economy will change everything for the better, and that poorer people and places just need to wait for the positive impact of economic recovery.

It is true that a stronger economy is a crucial ingredient to better living standards but it has rarely been sufficient on its own and structural changes in our economy mean it certainly is not so now. We emerge from the longest recession any of us have experienced into a world that is different, and, in many ways, far more challenging. We emerge with a labour market divided more firmly than ever into two: low-paid, insecure jobs with little progression at one end, and well-paid good jobs at the other. There has always been poorly-paid work, but it has now become the final destination for many of our fellow citizens.

As we contemplate the prospect of more automation, there is real danger that those poorly-paid, insecure jobs that have underpinned much of the economic recovery – those in hospitality, in retail and in care – will trap many people in poverty.

The mantra that work is the answer to poverty is not entirely credible for households struggling to get by on insecure, part-time and temporary contracts.

That sort of labour market provides a limited platform recovery both at the household and national levels, as the disappointing tax receipts over the last two years have proven. Neither does a housing market that offers increasingly insecure and frequently expensive options.

In a world shaped by a dangerously polarised labour market and a dysfunctional housing market, working-age benefits are a lifeline for many families, and cutting this budget without tackling the underlying need for it will cause serious hardship. Vital public services provide the bedrock of support. We know from their leaders that slowing the pace of cuts would give public services the time to reform, and is the best chance we have of stopping spending reductions from having a disproportionate impact on people and places in poverty.

Work that helps people get out of poverty. Housing that offers affordable security. A supportive safety net, and good public services. These should be the benchmarks by which we judge our long-term economic strength. Delivering these objectives demands leadership. But in the new economy, this leadership won't only be found among national politicians and chief executives of the FTSE 100. There is untapped power in our communities including those most weakened by the economic maelstrom.

There is leadership in small and medium sized firms, public sector organisations as well as in churches and faith groups. There is leadership among the workforce and among tenants. These forces, deeply anchored in communities across the country, are well placed to help deliver a recovery in which all have opportunities to fulfil their potential. But to be effective, they will need to co-operate; to be willing to share the risks as well as the gains, and be willing to compromise. This is easier said than done, but as our expectation of what central governments – whether in Cardiff or London – can grow ever more modest, there is a vacuum that needs to be filled.

Julia Unwin CBE (DUniv, 2014) is Chief Executive of the Joseph Rowntree Foundation and an Honorary Doctor of the University of South Wales.

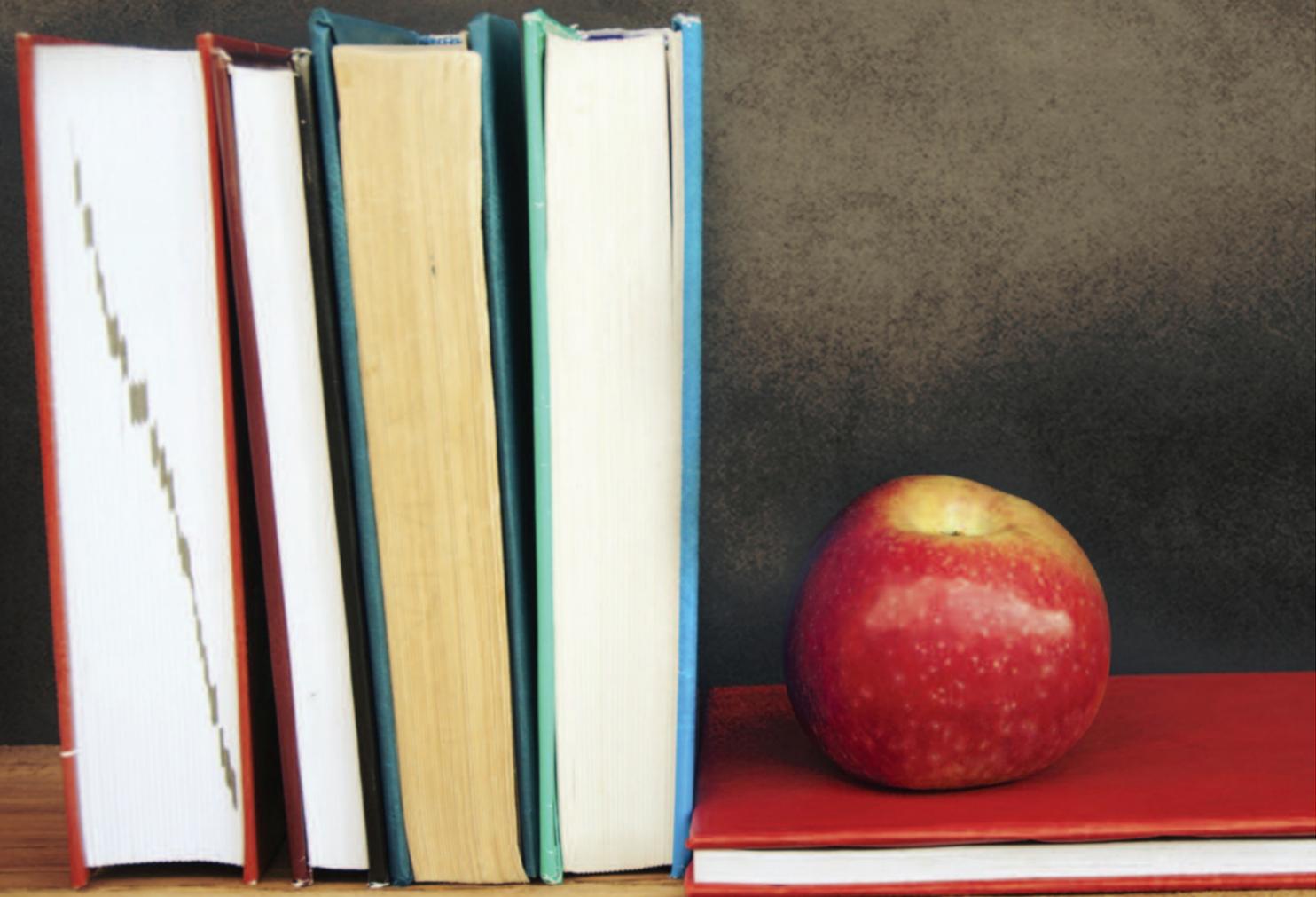


@juliaunwin



Leading Public Services – the Role of the Board

As scandals question the role of the board, **Catherine Farrell** explores how governance can be improved



The leadership board lies at the centre of the vast majority of public, private and third sector organisations. Whether this board is called a governing body (education), an authority (fire and rescue services), a corporate board (business), a management committee (some third sector bodies) or simply 'the board', its role in the organisation is central. The board is responsible for the major strategic decisions about the vision of the organisation and the activities it engages in.

Responsibility for the vast majority of organisational failures lies firmly with the board. We have had failures in Mid Staffordshire health trust, the Royal Bank of Scotland and in charities including Awema. In most cases, serious questions have been asked because boards have failed to challenge and scrutinise sufficiently well or been unaware of key management information which was not shared with them. There is a need for board members to review information relating to the activities of the organisation and to ask those who work in it relevant questions about this. This involves ensuring that the organisation is doing what it is supposed to be doing, is spending its resources appropriately and is performing in accordance with their priorities. As the leadership board, it must ensure that it sets the vision for the organisation, allows those working in it to implement it and regularly reviews where the organisation is in relation to the vision. The board then, is important in terms of organisational leadership and the continual drive to deliver better services.

This then takes us to the membership of the board. Board membership ranges from a 'stakeholder' model to a 'skills-based' approach. In the stakeholder model, boards are made up of the stakeholder interests including, in the case of the school governing body and some housing associations, the parents/tenants, local authority elected members, employers and other co-opted individuals identified by board members. In contrast, a skills-based membership is more focused on identifying and securing board members who have a particular skill which is deemed important for the board.

Some boards are made up of a combination of both the stakeholder and the skills-based approaches, for example, health boards. Neither the stakeholder or skills approaches guarantees good leadership as both have the potential to deliver good governance. What the skills-based approach can lack in interest, the stakeholder approach can lack in skills.

From the research I have done with schools and governors, the key to good governance then, lies not in the background of members but their activities on the board. Ideally, all board members will have an 'interest' in the organisation they are part of and be active in their challenge and scrutiny roles. This interest may be as a direct consumer but it could be indirect as a local employer or an individual who volunteers in their area to have a stronger and better community.

Good board members are those who ask effective questions, following up relevant details, seek assurances; and these will be key to delivering the best services.

Knowing that it is the task of executives and senior managers to undertake the day-to-day delivery of the vision ensures that board members focus on leadership. Inspectors visiting our schools, hospitals and charitable bodies are increasingly focusing on the role and involvement of the board in their evaluations.

Board members then need to have the 'interest' in organisations they are part of, and a relevant issue here is the diversity of the board.

The ideal model would be to have board members who have the 'interest' and also be diverse in their membership.

This means having members drawn from a range of backgrounds, reflective of the society and public they serve. Thus, in thinking about the membership of the board, having voices from different social, ethnic and religious backgrounds and different genders, will be important. This diversity shifts boards very clearly away from the traditional model where there was little diversity. Most boards are now thinking more seriously about their membership and enhancing the diversity of their membership is key to their development. An example of a board which has placed diversity at the centre of its work is Sport Wales, which is now gender balanced with greater diversity in its membership.

With the need to ensure balanced budgets and reductions in finances very prominent in our minds, organisations in all sectors of the economy need good leadership. Having the commitment, support and challenge of an effective and diverse board must be in everyone's interest.

Professor Catherine Farrell is Professor of Public Management at the University of South Wales and co-Director of USW's Centre for Advanced Studies in Public Policy. She chaired the Welsh Government's Task and Finish Expert School Governance group.



@CatherineFarre

Leading a winning team

Wales and Lions skipper **Sam Warburton** explores the secrets of a captain's leadership

Sam Warburton led the British and Irish Lions on their successful tour of Australia in 2013. *Impact* spoke to him about his role models, how he leads and what advice he can pass on.

"Nobody really inspired me as a leader when I was growing up because I didn't have any aspirations to be a captain. When it was put upon me when I was quite young it wasn't something I wanted initially, or something I expected, so I hadn't looked to anyone to model myself on.

Nobody really inspired me as a leader... I always want to be my own person.

"But even now I always want to be my own person. I've never looked at other people and thought 'I'll take that from that person and certain bits from this person'. The best advice I got was just to be yourself and be natural; otherwise you may come across as fake."

Sam made his debut for Wales in 2009 at the age of 20, and captained the team for the first time against the Barbarians in 2011 at the age of 22 and 242 days. He was Wales's second youngest captain behind the great Gareth Edwards.

"My first worry was how am I going to be able to work with these guys? At the time I had about 13 or 14 caps and there were players in the dressing room who had won Six Nations Grand Slam titles and had 50 caps or more. But I realised you've just got to use people like them.

"Now, for example, there are people like Leigh Halfpenny, Alun Wyn Jones and Jamie Roberts in the team, and we will meet regularly with the coaches to talk about things, and all of those players have an input on the field when it comes to things like decisions around free kicks or penalties during the game."

It is this nucleus which played a key role when Wales claimed another Six Nations Grand Slam in 2012, their third in eight years, and retained the title the following year, the first time the team had done so since 1979.

The same Welsh core, headed by Warren Gatland, also dominated the British and Irish Lions squad for the tour of Australia. Warburton played a key role in the victory over the Wallabies in the first test, but went off injured. After losing the second test, it was Alun Wyn Jones, one of the key Welsh leaders, who captained the Lions to a historic 2-1 win.

"This group was brought together about three years ago with the intention of developing leadership within the squad. At the time we had a lot of talented players and dedicated players in the squad but maybe leadership was a trait we were missing.

I think it's hard though to simply choose someone to become a leader, or say 'let's have more leadership'.

"It is something that develops over time. Now, those meetings we started to have three years ago are much more productive because everyone is a lot more comfortable and confident with their role in the squad, and there is a lot more experience to draw on."

Now, from being an unwilling leader, Sam has grown in the positions he holds and rarely doubts his decisions or judgement.

"I only really doubted myself as a leader when I took the role four years ago. Now I'm very comfortable with the responsibility. Back then I sometimes over-analysed things and was always thinking about how people are seeing me while I'm doing this role. Now I don't really think about it anymore."

As for advice for future leaders, *Impact* can reveal a key aspect in the mind of a leader:

"You can't forget that you have a leadership role, and it sounds strange when you're part of a team, but the first bit of advice I always give someone is to remain selfish. You still have to focus on yourself to make sure you get your preparation and performance right. That's probably the most important thing to me. Some people can talk the talk but they have to be able to back it up."

Sam Warburton, Honorary Fellow of the University, is the captain of the Cardiff Blues rugby region, the British and Irish Lions and the Wales international rugby union side.

[@samwarburton_](#)



Breaking down barriers to the boardroom

National Assembly Presiding Officer **Rosemary Butler AM** argues for an increase in women in public life



Earlier this year the National Assembly's cross-party Women in Democracy Caucus, which I established as part of my #POWiPL – Women in Public Life campaign, published a series of recommendations which we believe will help address the serious under-representation of women in public life, and in the boardroom, in Wales.

The publication of the Caucus's report received widespread media coverage, in particular the recommendation which urges the Welsh Government to withhold grant monies from firms that have no women on their boards.

Although there has been media coverage of my #POWiPL campaign since I started it in 2012, it is interesting to note that as soon as we start talking about money, and in particular legislation around business, interest explodes.

There was some criticism from within the business community but if we're serious about addressing the absurd situation where women, who make up more than half of the population, are missing from public life and the decision-making process, then we need to explore radical solutions. Women are not a minority group, and as human rights campaigner Shami Chakrabarti said in her #POWiPL lecture at the Pierhead, "gender injustice is possibly the biggest injustice in the world."

It is arguable, therefore, that we should not have to wait for a policy suggestion that could affect business until this issue becomes headline news – these figures are simply unacceptable:

- Only 2% of chief executives in top 100 Welsh companies are female;
- Only 9% of council leaders are women;
- Only 27% of councillors are women;
- Only 18% of local government chief executives are women;
- Only 17% of Welsh MPs are women;
- Only 37% of chief executives of Welsh Government sponsored bodies are women.

(Source – EHRC *Who Runs Wales* 2014)

I am sure you will agree that these are sobering figures, and the lack of urgency among key policy makers to drive change in this area is unacceptable. That's why, on International Women's Day in 2012, I launched my #POWiPL – Women in Public Life campaign.

I have travelled to all corners of Wales seeking the views of women about what can be done to break down the barriers that they face in becoming school governors, magistrates, local councillors, or holding other public offices.

This work has been accompanied by a series of lectures with leading female figures such as human rights campaigner Shami Chakrabarti, scientist Baroness Susan Greenfield, former broadcaster and commentator Janet Street-Porter, and most recently Meera Vijayann, the Indian journalist who has led digital campaigns to end sexual violence against women. The aim has been to provide strong role models, proving that women can, and must, match men in the public sphere.

In November 2012, I held a National conference at the Assembly, attended by women from all over Wales, and addressed by businesswoman and equalities campaigner, Zarin Hainsworth. At that conference I, as Presiding Officer of Wales's law-making body, was mandated to take action to address these barriers. That has included setting up the #POWiPL web portal which can be viewed through the following web address:

www.womenmakingadifference.org.uk/wipl or through Twitter @WomenofWales.

The portal provides a one-stop online resource that gives advice on all aspects of public office, including the positions that are currently open and training opportunities.

This year I launched the #POWiPL development scheme which paired mentors and mentees together to try and encourage more women into public life in Wales. I also wrote to the four party political leaders at the Assembly urging them to do more to increase the number of women candidates in elections at all levels – all four leaders responded positively and hopefully we will see more women candidates in the 2016 Assembly elections.

In January of last year I established the cross-party Women in Democracy Caucus and we have taken lots of evidence, listened to a lot of views, and visited Iceland, which has an innovative record on addressing gender quality issues. In fact, in Iceland they have implemented a policy where firms are refused government grants if they don't have women on boards. Has their economy gone into terminal decline as a result? Clearly the answer to that is a resounding no. There was some debate about the legality of the Caucus' proposal to do the same in Wales but if we are serious about addressing gender inequality, then we need to seek radical solutions.

The Caucus' report aimed to start a discussion, we don't claim to have all the answers but one thing is clear, we cannot continue with a situation where the voice of more than half the population is not heard.

Dame Rosemary Butler AM (DUniv, 2013) is Presiding Officer of the National Assembly for Wales. Her 'Women in Public Life' campaign aims to push the issue of gender equality firmly to the top of the political agenda in Wales, and address the lack of women in public life and in the boardroom.

@RosemaryButler #SeneddPO

Creating harmony through devolution's dialogue

Aled Edwards and **Saleem Kidwai** discuss the importance of leadership in faith communities



One of the lesser-known developments of Welsh devolution is a new dialogue between Wales's faith communities. In this community focus, *Impact* explores the big issues with the churches' Aled Edwards and Muslim leader Saleem Kidwai.

IMPACT: What role does religious leadership play in community life?

ALED: Saleem and I are fortunate enough to consider ourselves as friends as well as fellow leaders. One of the things we have both tried to perpetuate is the sense that the communities we serve also become friends.

Over the years we have learned a great deal about how much we share in common, and that commonality is a catalyst that is very undermining of people who would want to segment society and fragment it.

SALEEM: In my belief, to be a leader is not to have power, control or authority over people, but to serve the community. By connecting with your community, you are able to realise what their issues and problems are, and they can trust you. The more we interact with each other, the more we understand each other and start accepting each other's differences. We don't try to convert each other to our own faiths; we learn about each other, discover our similarities and put our energy towards common goals.

IMPACT: Saleem, has the apparent rise of terrorist groups such as Islamic State been a cause for concern in the Welsh Muslim community?

SALEEM: Terrorism is never part of a belief. You cannot connect it to the Muslim faith because it is completely contrary to the basic

Islamic principles of human rights, compassion and justice. They may use the word Islamic in their name but they are nothing more than terrorists, criminals – there is nothing Islamic in acts of genocide.

The way groups such as this have been portrayed has caused a great deal of confusion and misunderstanding around why people are going out to Syria. Before IS came into the picture, people went out there to support the Syrian natives who were oppressed by the Assad regime, to give humanitarian aid. But it seems that a small number of people have gone out there and are sucked in by terrorist groups, and stay there in fear of their lives.

Unfortunately, some youngsters go out there for what they think will be an adventure, because they tend to be very impressionable and easily influenced.

ALED: In places like Syria and Libya, you see a breakdown of states and lawlessness. IS may well have filled the gap where they feel that they can impose their authority.

The issue for us in Wales is that because they are so sophisticated in what they do, they can actually groom young people, particularly through the internet, to such an extent that their victims frequently lose the wisdom of their fathers and their communities, and embark on a very deadly journey.

IMPACT: Do you see a future where people of many religions, cultures and beliefs are able to live together in harmony?

SALEEM: There will always be challenges and some people thrive on dividing people rather than uniting them, but if we work courageously with our communities, barriers can be broken. During the past 20 years I've seen how people's attitudes have changed within the Muslim community and outside of it, and how many misunderstandings have changed. We should never be complacent because the challenges will always be there, but the most important thing is that we deal with those challenges by educating ourselves and other communities.

ALED: Whenever you have diversity within society, you inevitably have polarities that are intransigent and, quite frankly, won't want to change themselves as the custodians of the Welsh legacy or a British legacy of a faith. But in Wales we are learning a very positive narrative where we can be comfortable with each other in a diverse, sophisticated, multilingual world. We aspire to understand our citizenship not by what divides us but by how we treat each other.

IMPACT: How important is this religious harmony in securing the future strength of Christianity and Islam?

ALED: As a servant of the more traditional Christian host community, I'm aware that for about 1,500 years you haven't been able to separate the Welsh identity from the Christian identity; they are so embedded. Possibly for the previous four decades in particular, traditional Christianity has been declining at such a rate, that faith as an aspect of public life would have been lost if it had not been for newer faith communities. All of a sudden, the Muslim community were saying that actually, faith does matter, and therefore the Christian and the Muslim communities had a common interest, despite being new in their engagement.

SALEEM: I find that whether it's Christianity, Judaism, Islam or any other faith, we are complementing each other rather than competing with each other. Faith matters to us, and we support each other.

IMPACT: What changes have you seen in Christianity and Islam during your time in leadership?

SALEEM: I've found that, though it took 10 or 12 years, I've seen tremendous change in the

Muslim community – there is far more openness and transparency. Every mosque now holds open days for the community, which wouldn't have been the case before. In the past people mistakenly thought that it was some kind of secret society. The approach and attitude of the younger generation who have been brought up and educated in the UK is very encouraging, and we are encouraging them to take chaplaincy courses and become leaders of the future.

Our Prophet has been a tremendous example – he was a counsellor, a friend to people of faith or no faith, and that's why he was respected, trusted and befriended.

ALED: I serve Welsh speaking chapels and churches, and what we find now is that they will visit mosques in a way that was inconceivable 10 years ago, and so people of different faiths have become friends. I think that bodes well for a diverse dynamic in Wales, where people will feel a multiplicity of identities.

Rev Canon Aled Edwards OBE is Chief Executive of Cytûn: Churches Together in Wales. Saleem Kidwai OBE is Secretary General of the Muslim Council of Wales.

@alededwardscym
@MuslimWales



Leaders, readers and geek-driven media

Journalist and academic **Robert Campbell** uncovers some unlikely lessons from the media industry



The idea of seeking leadership inspiration from the world of British popular journalism might seem, on the face of it, as barmy as a bonkers headline in *The Sun*.

But leadership in that part of the news media is, at the very least, fascinating. For example, some years ago, on the eve of the phone-hacking scandal, we invited a senior executive from the *News of the World* to speak to our students at USW.

“My job is to destroy people’s lives,” he said as his opening line.

Student jaws dropped, and he reassured them that his newspaper destroyed only bad lives, such as those of corrupt politicians, paedophiles, drug dealers. This, of course, turned out later to be less than the full story, when the ‘Screws’ were caught snooping on the victims too.

Still, it was fascinating. In other walks of life leaders may destroy lives, too, but usually by accident and not as part of their job description.

These journalistic leaders have an irresistible rascality about them, especially if you look a little further back in history. My own obsession is with Alfred Harmsworth, who founded the *Daily Mail* in 1896, later became Lord Northcliffe, and ran a newspaper empire that survives today. I recently completed my PhD study into how, on a trip to New York, Harmsworth guest-edited one of Joseph W Pulitzer’s newspapers, and turned it into the

world’s first tabloid to mark the first day of the 20th century. The archives I studied were rich in distracting detail. Among the gems was a memo warning that Harmsworth was using his USA visit to poach Pulitzer’s best journalists and take them back to London. There were also streams of telegrams dictated by Pulitzer, who had by now succumbed to blindness, berating his staff and asking them to spy on each other.

To use an old newspaper expression, when it came to the lives of the press barons ‘you couldn’t make it up’. Pulitzer, for example, once shot an angry reader, and Harmsworth’s holiday home on the coast was shelled by a German battleship, possibly because of the press baron’s propagandising for war in 1914. What often links these leaders is that they were outsiders. Harmsworth was the son of a less than wealthy Anglo-Irish lawyer; Pulitzer a German-speaking immigrant who arrived from Europe with little more than his coat on his back. The theme continued: Robert Maxwell, the late and disgraced *Daily Mirror* owner, came to Britain as a Czech refugee. Rupert Murdoch is hardly of humble origin, but as an Australian came from outside the British and American establishments over which he wields so much influence.

Some of their leadership antics are stranger than fiction, and packed with dramatic potential. The 1941 film *Citizen Kane* was based on the life of Pulitzer rival William Randolph Hearst (who, incidentally, once bought St Donat’s Castle, on the South Wales coast, for the hosting of elaborate parties). But what these leaders really had in common – apart from megalomania, and

moral compasses by which you and I would not wish to navigate – was an acute understanding of what the audience wanted and how they wanted it.

Harmsworth learnt this early, launching what we might now call an interactive magazine, called ‘Answers’, which was full of just that – answers to questions posed by readers (or, when he made them up, the questions he guessed they would pose). From there it was but a short hop to Fleet Street and newspaper start-ups. During his New York trip, he invented bite-sized journalism for the new class of newly literate busy urbanites. He called it tabloid news, and nicknamed his prototype newspaper the *Daily Timesaver*.

On its front page were printed stories in bursts close to 140 characters, which is of course the length of a Tweet.

His tabloid, a little ahead of its time, faltered, but it was an interesting experiment (especially as it was with someone else’s newspaper...).

What we can learn from these leaders is that, as owners, they have been replaced in many cases by remote conglomerates such as those which own much of the UK print media and its online versions today. Fine editors remain, of course, but they report to boards, and they in turn to shareholders, who may be

more interested in profit than in the potential for glory and mischief that comes with owning your own newspaper. Gone then, mostly, are the days when you could literally feel the hands of a Harmsworth on your shoulder because, as happened in my own early career, one of his descendants had dropped by to see the paper being put together.

So, where is the leadership now? There has been, latterly, some excitement about a new cadre of leaders, otherwise known as the readers. In an online interactive utopia, the crowd is supposed to help align and direct the efforts of those gathering news on its behalf, through its comments and Tweets. Our students even used to read a book about it, called *We The Media*. Sadly, it seems what we, the readers want is more videos of skateboarding squirrels and pictures of celebrity cellulite. It has been a lesson in how you cannot lead yourself. The search for hits, in a world where readers can easily disaggregate serious news from the fun stuff, drives commercial newspapers further towards tabloid values.

And who can blame them, in such a brutally exposing environment, for following instead of leading – for chasing hits by publishing ‘listicles’ and planting clickbait?

So the readers are not the leaders, and neither are the owners.

Instead, perhaps, the strings of the news business are being pulled by a bunch of 20-somethings, mostly men and mostly in California, who are responsible for the architecture of the systems that disseminate information online.

As Emily Bell, a former Guardian journalist and now academic in New York, said in her recent Reuters Institute lecture: “Every algorithm contains editorial decisions. Every piece of software design carries social implications.” Our reading and viewing choices are increasingly framed by unseen interactions between algorithms and content, about which most of us are unaware and the rest of us baffled. It might not be leadership, but it’s certainly about power.

Could we ever, in such a confusing environment so lacking in visible leadership, see another Harmsworth? Not entirely, I hope, because, as one scholar so succinctly put it, his legacy was to turn what were once journalistic vices into virtues. But perhaps the time is right for a new outsider, and they

might be a little like Harmsworth in the following ways. They might be unencumbered by the legacies of the established and establishment media; familiar enough with the technology to know what will work; acutely aware of what the audience wants; and above all nimble enough to anticipate the way the audience wants it delivered.

Do watch this space, because anything could happen. It probably will.

Dr Robert Campbell (PhD, 2014) is Academic Manager for broadcasting and journalism at USW, and previously spent two decades as a newspaper journalist, sub-editor, and government press officer.



@rob15959

Shaping our society with world-leading research

USW celebrates outstanding REF results

The University has celebrated its world-class research with the announcement of the Research Excellence Framework (REF 2014) results, doubling its amount of research rated as world-leading. Half of the University of South Wales's research is of world-leading or internationally excellent standard, providing practical solutions for culture, society and the economy, defined in REF terms as its impact.

Its internationally excellent research across the range of creative industries has been ranked top in the UK for its impact, while its world-leading research in social policy and criminology is ranked eighth in the UK and top in Wales. The University has also increased the quality of its research across three quarters of its submissions, and is 15th overall in the UK for world-leading research in sports and exercise science.

Professor Helen Langton, Deputy Vice-Chancellor for Academic Development, explains: "This is an excellent result for the University of South Wales, and a credit to our talented and dedicated researchers. It demonstrates that, in terms of the volume and the quality of our research, USW is more than holding its own, and has maintained its position as one of Wales's five major research active universities."

@USWResearch

Head injuries linked to early onset dementia

Brain injury experts at the University have discovered that rugby players who suffer multiple concussions could be at risk of developing early onset dementia. Physiologist Professor Damian Bailey has looked at the potential links between repetitive head injuries and long-term problems in rugby players in later life.

His findings suggest that sustaining multiple concussions "accelerates brain ageing and increases the susceptibility to potentially develop early onset dementia". The research studied the brains of nearly 300 current and former rugby players, looking for signs of whether repeated head injuries make the brain age faster.

Professor Bailey explains: "We have looked at how a lifetime of multiple concussions over a player's career influences the way that their brain functions in later life. The IRB [International Rugby Union] are doing a great job in raising awareness and looking at improving the clinical management of concussion, but there is still very little research in this area and we need more to be done."

@USW_Oxygen

Leverhulme Trust award to explore Welsh-India links

Dr Lisa Lewis, Reader in Theatre and Performance, has been awarded a £286,349 research grant from The Leverhulme Trust for a study that compares Welsh and Indian cultures.

She will lead the project, entitled 'Welsh and Khasi Cultural Dialogues: An Interdisciplinary Arts and Performance Project', which will investigate the shared cultural history of the people of Wales and the Khasi people of Northeast India.

Collaborating with Dr Aparna Sharma of UCLA (University of California, Los Angeles) on the four-year project, Lisa will use film and performance to investigate a period of 180 years, from the arrival of Welsh missionaries in the Khasi Hills in the 1840s, to the removal of all foreign missionaries from India in 1967, and beyond, and the legacy of this interaction.

It is hoped that the creative work and scholarly articles that come from the project will present a significant and original interdisciplinary interpretation of the Welsh-Khasi relationship, allowing for further research engagement.

@USWCreative

Top Criminology prize for Afghanistan research

Dr Ali Wardak, a criminologist at the University of South Wales, has been awarded the prestigious Radzinowicz Memorial Prize in recognition of his unique research into war and crime in Afghanistan.

The prize, which is awarded annually by the British Journal of Criminology, was presented to Dr Ali Wardak and his colleague Professor John Braithwaite, who is based at the Australian National University (ANU) and co-authored the research paper. Entitled 'Crime and War in Afghanistan', the research looks at the overall context and causes of the war and how it could be brought to a peaceful end. The paper includes field data collected by Dr Wardak and Prof Braithwaite from five different Afghan provinces.

The academics interviewed key Afghan figures such as Taliban prisoners, as well as Taliban leaders, NATO generals, cabinet ministers and a former Afghan president, in order to discover the main reasons for the outbreak and continuation of the Afghan war.

This research paper also contributed to Dr Wardak's existing research, which is helping to build a new model for the justice system for Afghanistan. His work has already resulted in a legal change for the country, which will see a new law reflecting the new model he has proposed.

@AliWardak1

Making Business Happen

Impact talks to alumnus **Evan Tamblyn** about his win at the University's inaugural Making Business Happen awards

University of South Wales graduate Evan (MBA 2015) was crowned the winner of the USW Challenge Award in recognition of his smartphone app, StartWrite, which aims to help students with writing assignments.

After conducting research into the way in which university students approach coursework and assignments, work started on developing an app that takes inputted information and provides a real-time 'to-do list', including reminders, timely advice and motivational messages for the student.

StartWrite also encourages direct engagement from university staff who are able to send on relevant information and provide assistance to students exactly when they need it, rather than relying on global emails.

Evan set up the app last year with his business partner and fellow MBA student Josiah Shelley, after they faced some difficulties of their own with the assignment writing process. Having come to study in the UK from Canada, Evan and Josiah both struggled with their first few essays while they became accustomed to the differences in curricula.

Evan explains: "The UK has a different curriculum and style of learning – particularly assignment writing – so I found that I didn't do very well at all in the first few assignments I was set.

"Initially it was difficult for me to catch up after those setbacks, so I decided to use our experiences to hopefully create something that could prevent other students from struggling with their work.

Through our research we found that students are looking for more content and guidance through mobile technology, so we decided to incorporate these elements into the app, focusing on specific points of the assignment writing process.

Soon after making their idea a reality, Evan and Josiah saw their app win the Summer of Student Innovation challenge, run by national education organisation JISC, who funded the project through its design and development stages.

StartWrite was then shortlisted as a finalist in the University's first ever Making Business Happen awards, thanks to its emphasis on helping students make the best use of their time when writing assignments.

It was also entered as a competitor into the BBC's Big Welsh Idea challenge. Held live on air on BBC Radio Wales and hosted by Jason Mohammad, Evan went up against teams from Cardiff, Swansea and Cardiff Metropolitan Universities to represent USW, delivering a two-minute business pitch and answering questions on StartWrite. The app met the criteria of the challenge by offering an original and inspiring idea, with thought given to its commercial viability.

Evan and Josiah are hoping to release StartWrite fully next year as a free app, and it is already being marketed in the UK and Canada. They have formed official partnerships with JISC and the University, and hope to expand the app to include a website and Android version.

Evan added: "For us to be named the winners of the USW Challenge category at the Making Business Happen awards is a fantastic way of getting our name out there. It's a great piece of validation that StartWrite is a business venture worth pursuing in our future careers."

@StartWriteApp



Leaders of the future

USW Impact takes a look at the rest of the winners of the inaugural Making Business Happen awards



The University of South Wales's Making Business Happen awards were set up to recognise graduates of UK universities who have gone on to start their own successful and growing businesses, using the skills and knowledge gained while studying. The awards are part of the University's tradition of encouraging and supporting entrepreneurial talent.

Travel website Much Better Adventures, set up in 2010 by Samuel Bruce, Alex Narracott and Guy Bowden, were named winners of the SME Business Growth award. In the past three years, with offices in Bristol and London, the team has generated more than £6m in adventure holiday sales and is currently looking to expand the business.

Biotechnology software start-up TrakCel, formed by Akshay Peer and Matthew Lakelin, won the Graduate Start-up award. The idea for the business was born from academic research into a software platform but, when

electronic engineer Akshay joined forces with pharmacology expert Matthew, an exciting partnership began. The firm is developing a configurable technology platform to manage and track biological samples used in regenerative medicine.

The two business winners of the £12,500 first prize were joined by 20-year-old Bridgend College student Edward Shorney, who won the Aspiring Entrepreneur category for his web-based business Go Rookie: The Apprenticeship Finder.

A special award for Aspiring Entrepreneurs recognises students from schools and colleges across the UK who have demonstrated a commitment to researching and developing an effective or innovative business idea.

Edward developed his business idea as a solution to what he saw as the complex and time consuming process of applying for an

apprenticeship. He went on to develop a website that allows students to select and submit applications for the most suitable apprenticeships, while offering companies a user-friendly solution to assess applications from hopeful students and make suitable appointments.

Professor Julie Lydon OBE, Vice-Chancellor of the University of South Wales, said: "We have been amazed by the number and quality of entries received for the awards. Our finalists represent some truly extraordinary and innovative ideas, developed by passionate people from across the UK. These attributes exemplify both the Making Business Happen awards and the ethos of the University of South Wales."

Our thanks go to: NatWest, Santander, The Business Loft, Fresh Business Thinking and Awbery for supporting the awards.