

University of
South Wales
Prifysgol
De Cymru

MAKING THINGS HAPPEN

Our strategy for the future

www.southwales.ac.uk



WELCOME

The University of South Wales is a vigorous academic community of many nations and beliefs brought together by a shared commitment to the transformation of lives through knowledge and education.

I know from personal experience that the higher education this University provides is valued tremendously by graduates and their employers, and the University's success in fitting its students for the world of work is a source of justified pride.

Our deepest function is universal, and is not confined to one subject or another: it lies fundamentally in educating citizens who will ask constructively critical questions in public life, who will understand the forces that shape it and know how seriously (or not) to take the confused mass of propaganda and fashion that swirls around in the overpopulated information culture of our age.

The most important bit of 'impact' any university can have is to help people to become intelligent citizens, and that means helping them to see what critical argument looks like, to see what genuine thinking is, and to explore great issues in an atmosphere of respect and positive expectation.

The University of South Wales is a substantial presence in Britain and in the global higher education community.

I am deeply proud to commend it to you.



Rt Hon and Rt Revd Lord Williams of Oystermouth
CHANCELLOR

Not many new universities are welcomed simultaneously at their launch by British Airways, the First Minister of Wales and the Vice-Chairman of CitiGroup, and by both the Chief Executive of the Joseph Rowntree Foundation and the Director General of the CBI. That we were speaks volumes for the esteem in which our University is held. Whether we are educating graduates for the changing world of work and industry or providing policy advice to government, pushing the boundaries of applied research or using those discoveries to address the great choices that face our society, we want our University to add value to our communities, our economy, and most fundamentally, to the lives of those who study within our lively academic community.

In the early days of the expansion of British higher education and as the great industrial revolution grew, some far-sighted leaders of business and their professions created small, specialist professional institutions of higher learning in South Wales to educate the brightest minds of their younger generation. I believe that our founders would be proud to see the University of South Wales today, for we have grown into a major international university, with the very latest in technology, superb staff, and over 30,000 students.

We want the University of South Wales to be known for learning that is fed by world class research in selected areas, by the development we offer for graduate employment and careers, and for our outstanding staff who deliver inspirational learning, teaching and student support fed by scholarship, enquiry and engagement with the wider world.

In this concise publication we aim to draw out some of the distinctive features of our University and its work, as well as outlining our plans for its future. We look forward to going on that journey with you.



Professor Julie Lydon
VICE-CHANCELLOR

A MAJOR UNIVERSITY WITH REAL IMPACT

The University of South Wales is one of the UK's major higher education institutions, with students from over 120 countries studying the full range of degrees of a large modern university.

Within the United Kingdom, the University of South Wales is unique in the breadth of its role, encompassing a modern university and two subsidiaries in Wales's national conservatoire, the Royal Welsh College of Music & Drama, and The College Merthyr Tydfil. The University's work has been recognised with UK-wide awards for its innovative support to students, and widening access to higher education through its pioneering UHOVI (Universities Heads of the Valleys Initiative) programme.

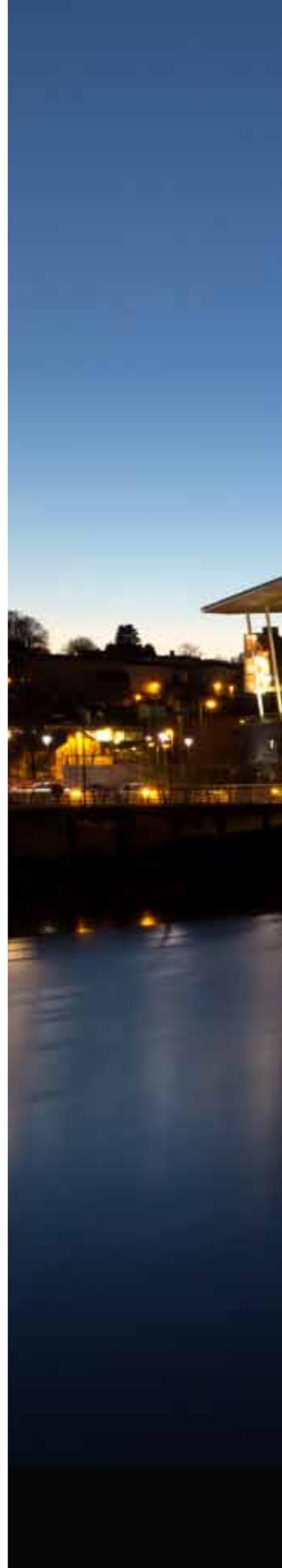
The University of South Wales is a key player in the regeneration of Newport city, the regional economy of the South Wales valleys, and the wider growth of the Cardiff Capital Region. Its iconic buildings form part of the economic and cultural landscape of the region's major cities, while its partnerships with key employers and substantial economic contribution are more than simply that of a major employer with over 3,000 staff and a £190m turnover.

From the CBI to Chwarae Teg, the Welsh and UK Governments to the major employers of the region, the University of South Wales is both a key partner in the growth of its own region

and more widely, as US Ambassador Matthew Barzun put it, a "worthy ambassador for Britain's universities."

The University of South Wales is proud to have developed a strategic alliance with the major FE colleges of the region. Working with Bridgend College, Cardiff & Vale College, Coleg y Cymoedd, Coleg Gwent and The College Merthyr Tydfil, the University has signed a Strategic Alliance which reaches across South Wales to provide further and higher education across 38 campuses and a host of venues in the community to over 98,000 learners.

With a combined turnover of £380m, the Alliance is a powerful vehicle for developing and delivering an integrated coherent regional approach. The Alliance aims to widen access and provide local accessible routes into further and higher education, supporting progression through further and higher education together with advice, guidance and support for learners. Ultimately its aim is to provide a fully joined-up offer for employers to raise skills levels, helping to drive up the economic performance of our region and the prosperity of all who live and work in it.





“When I see the talent and capability on offer at the University of South Wales, I am both amazed and encouraged for the future. Whether as a powerhouse for the arts, a partner with major companies who invest in Wales, or a major UK university in its own right, the University of South Wales provides Wales and wider Britain with a stronger higher education sector.”

Rt Hon Carwyn Jones AM, First Minister of Wales

State-of-the-art facilities for the professionals of the future

Our £35m Newport City Campus is one of the University's iconic city buildings, offering a vibrant, creative space where students on a range of courses collaborate on ideas as they study.

Home to the internationally renowned film school, the campus boasts music and sound suites as well as a range of studios for design, film and performing arts that are all designed to provide the best learning experience possible. Designed to be a hothouse for creativity, innovation and entrepreneurial activity, the campus has also achieved a BREEAM excellence rating for its environmentally sustainable features.

The inspirational building is a flagship of sustainability and urban regeneration for both Newport and the wider region.



Putting learning into practice

A team of specialists, led by Donna Whitehead (pictured), teach law, accounting and finance courses, developed with their professions to prepare students for careers in the major firms with whom we partner.

Working with the professions and government's key sector panel, we have developed professional body accreditation of distinctive courses for paralegals and financial industry professionals. Alongside, we prepare students for their workplace through simulation in the moot courtroom, trading floor, and our specialist Legal and Financial Advice Clinic, a free community based face-to-face advice service for businesses and members of the public, in which students work under the supervision of practicing solicitors and barristers.

INNOVATIVE EDUCATION FOR THE WORLD OF WORK

A fundamental test for students and their families considering university is a simple question: am I likely to get a job at the end of it?

University of South Wales graduates go straight to major employers, from British Airways, General Electric, Sony and Tata to the NHS, local authorities and the BBC. We have a strong record of employability, with 93% of our graduates in employment or further study six months after completing their courses.

Part of this is due to the calibre of the students themselves, and the opportunities for work experience they have through our pioneering GradEdge programme. But many students at the University of South Wales also prepare for the world of work in the latest simulation environments, giving them a real advantage over students taught through purely theoretical classroom studies.

Our students get a real head start in their professions by training in state-of-the-art simulated environments, including a courtroom; a forensic scene-of-crime house; film, fashion and music studios; a stock trading floor; an internationally acclaimed clinical simulation centre for medical and nursing professionals; an aerospace centre with a real airliner and flight simulator; and sporting facilities used and endorsed by world champions such as the All Blacks and the Springboks.

The University of South Wales offers a distinctive advantage for students: where technology helps to simulate the real-world work environment, they learn by doing.

“The University of South Wales has something new to offer professional education and has a strong history in working with business. The expertise and experience of staff at the University is impressive and the course portfolio is tailored to meet the demands of companies and their employees. I look forward to working with students and staff as the University goes from strength to strength.”

Chris Cummings, Chief Executive of TheCityUK

THE EMPLOYERS' PARTNER

We work as partners with employers. Many of our courses are developed with the professional bodies and leading organisations who employ our graduates, from local government and the NHS to many of the world's major corporations.

The University of South Wales's mace, the symbol of the University in its degree ceremonies, was designed by a lecturer who is a sculptor and artist in his own right, but it was constructed by the industry of General Electric and local industry through GE Aviation Wales. This represents the partnership with employers that runs through the University of South Wales's DNA.

In aerospace, the University's unique partnership with British Airways enables aircraft maintenance engineering students to graduate

with both a BSc degree and the industry-standard EASA professional licence under BA's accreditation.

Our Accounting courses are hugely respected, gaining Gold and Platinum ACCA accolades as well as being named Public Sector Accountancy College of the Year by PQ Magazine.

In financial and professional services, our pioneering graduate scheme offers paid work placements in partnership with Admiral, Atradius, GMAC and Composite Legal Expenses, providing opportunities to experience a professional career in financial services first hand.

Our partnership with employers makes the University of South Wales a major contributor to the success of our graduates and their employers.

“British Airways has a unique partnership with the University of South Wales, which sees aircraft maintenance graduates leave university with a degree and EASA (European Aviation Safety Agency) training, which is awarded under the British Airways licence. This partnership is the only one of its kind in the UK and is testament to the University's reputation for excellence inside the aviation industry.”

Bill Kelly, General Manager Heavy Maintenance, British Airways





Hands-on training for a high-flying career

Natalie Simpson, 21, is studying for her BSc (Hons) Aircraft Maintenance Engineering at the University's Treforest campus. Students have the benefit of training in our £1.5m Aerospace Centre, with its cockpit flight simulator and full-size Jetstream aircraft.

The University of South Wales gives aircraft maintenance students the practical in demand skills they will need in industry, with access to aerospace laboratories and equipment including a gas turbine engine, wind tunnel and Merlin MP521 engineering simulator.

Our recent aeronautical graduates are in demand in the civil and defence aerospace sectors worldwide. Some of the UK-based companies with which our students work include GE Aviation, Storm Aviation, Airbus, British Airways, and TESAviation.



World-class creative graduates

Creative Director of world-famous animation series *Wallace and Gromit*, Merlin Crossingham graduated with a film degree in 1995. Originally from Bath, Merlin is now a director at Oscar-winning studio Aardman Animations. He considers his career highlights to be working as lead animator on *Wallace and Gromit: Curse of the Were-Rabbit* and also in key roles on *Chicken Run* and *A Matter of Loaf and Death*.

Speaking about his time as a student, he said, "The degree I studied was focused on providing the hands-on skills needed for the job. My tutor was an inspiration and a fantastic animator. Having a course that immersed me in the creative and technical challenges of animated film-making enabled me to make the first tentative steps into the animation industry."



GROWING TALENT IN THE CREATIVE INDUSTRIES

The University of South Wales is a powerhouse for the arts and creative industries.

As well as owning the national conservatoire, the Royal Welsh College of Music & Drama, the University's creative offering spans the range of film, animation, photography, gaming, drama, design, journalism, and fashion.

A leading example of our creative industries capability is the University's Film School, which has a deserved international reputation. Our state-of-the-art facilities for animation, broadcasting, and visual effects are supported in partnership by major European funding and industry leaders such as Sony.

Our graduates include *Ashes to Ashes* director Phil John; Martin Elsbury, editor of the BBC's *Blue Planet* series; action blockbuster director Gareth Evans; and BAFTA-winning director of *Senna!* Asif Kapadia.

However, it is not just within the high-profile major players of the international film and television industry that University of South Wales graduates make their mark. The University of South Wales is a rich resource for the UK's creative industries, from the major production studios and the BBC at Roath Lock to the rich ecosphere of smaller specialist creative businesses set up by our graduates.

The University is leading the agenda for the creative industries and the digital economy in Wales through the Creative Exchange Wales Network, a joint Arts and Humanities Research Council and Welsh Government initiative.

In the arts and creative industries, one of the major growth sectors of the modern economy, the University of South Wales is a powerful player.

"I can see that the University of South Wales has a bright future, from the way it is harnessing students' creativity with superb facilities and teaching to make an impact on the future of our high-tech industries... the University of South Wales is a worthy ambassador both for Wales and for Britain's universities."

Matthew Barzun, US Ambassador to the UK

POWERING RESEARCH INTO ENERGY AND ENGINEERING

As well as being the largest provider of engineering higher education in Wales, the University of South Wales undertakes leading research in key fields of science and technology.

Our work in sustainable environment includes energy efficiency and low carbon emissions, new materials for energy storage and efficient use, hydrogen and energy systems, and bioprocess engineering. It is a platform for experimental research into the development of renewable hydrogen production systems and novel hydrogen energy storage technologies.

Wider engineering research includes major industry-partnered and/or EPSRC-supported research on optoelectronics, laser and LED technology, and EU-funded research on intelligent monitoring of co-fired utility power stations.

With cyber security and crime becoming an increasing issue facing both society and the economy, the

University has developed a service for the forensic recovery and analysis of data. The University of South Wales has capability in computer network defence and data destruction, computer forensics, as well as situational awareness, penetration testing, and data recovery. From our unique, government-approved high security computer forensics laboratory we deliver training and consultancy work for police and government.

The University provides an unusually comprehensive, all-platform and internationally recognised support to technology developers in mobile applications and services. Automotive technology research at the University, supported by government and EU funding, is recognised as excellent by major players in battery technology and related automotive capabilities.

The University of South Wales is proud to be a leading player in energy and engineering research, and is one of the St David's Day Group of Wales's recognised research universities.

“New universities like this one are at the heart of the UK's knowledge generation in the field of applied research. The links between the academic expertise housed within its research centres and industry enables this University to make an impressive contribution to real-life problem solving. The strength of the University of South Wales's industrial partnerships is what makes the University such a major player.”

Professor Sir Christopher Evans OBE, scientist and entrepreneur

A close-up portrait of a man with dark hair, smiling broadly. He is wearing a white lab coat over a light blue shirt. The background is a blurred laboratory setting with several bright green circular lights. The overall tone is professional and positive.

Applied research for real-life problems

Professor Alan Guwy leads the University's groundbreaking Sustainable Environment Research Centre, bringing together leaders from biology, engineering, chemistry, and physics into a single academic team and combining their resources and skills to meet the energy security and environmental challenges of the new millennium.

SERC has already established the University of South Wales as one of the most forward-looking institutions in its field in Europe, winning R&D contracts worth over £20m in key areas of the energy and environment field, including hydrogen energy systems, biological fuel cells, anaerobic digestion and wastewater treatment.

This work in sustainable energy places the University as a world-leading centre for the development of biochemical, chemical, and systems engineering for the research and delivery of sustainable hydrogen low-carbon technologies.



A platform for the big debates

As a major university, USW acts as a crucible in which we bring together the latest ideas of business leaders, public policy experts, and the elected representatives in whose hands the levers of government sit.

The seminar series of the University's Centre for Advanced Studies in Public Policy provides a forum for debate with visiting professors and contributors, from distinguished individuals to the leading minds of organisations such as the IPPR and Nesta.

The series has recently included former Number 10 policy chief Matthew Taylor (pictured), Chief Executive of the Royal Society for the encouragement of Arts, Manufactures and Commerce, the RSA.

SETTING THE AGENDA

As a public policy think-tank, the University of South Wales provides policymakers and professionals with fresh thinking, new evidence, and above all innovative solutions to the challenges they face in effecting changes across public service organisation and delivery.

USW is a rich resource of policy expertise, drawn on by government and both public and private sectors to underpin decisions on the major issues facing our society and economy. Our internationally-renowned experts in governmental leadership, transport, health and social care policy, economic growth and future skills, criminology and police sciences, and regeneration, are drawn together within the Centre for Advanced Studies in Public Policy (CASPP), which aims to be a leading hub for public policy analysis, equal to the very best in the UK.

Nowhere is our impact more apparent than in the University's eponymous magazine. Recent organisations contributing, alongside our academic experts, to *USW Impact* include Women in Science & Technology, the Joseph Rowntree Foundation, the Equality & Human Rights Commission, and The King's Fund. With economic growth at the centre of the public policy debate, the economy is well represented with recent contributions from TheCityUK, Sony, British Airways, the City-Region task force, and CitiGroup.

Public leaders from the University's wider academic community provide the political context, including Julia Unwin, Rowan Williams, former cabinet ministers John Morris and Peter Hain, and Liberty director Shami Chakrabarti.

“Major universities such as the University of South Wales have a key role to play in dealing with the pressing issues facing our society by developing a centre of expertise, of knowledge and of skills that will enrich us all. I welcome the University’s focus on bringing together the applied research of many disciplines to bear on the debate about our public services, aspiration, and poverty.”

Julia Unwin CBE, Chief Executive of the Joseph Rowntree Foundation

ADDING VALUE: THE UNIVERSITY STRATEGY

The University's strategy has been developed with Governors, staff, students and stakeholders to provide strategic direction for the development of the University of South Wales, setting out a combination of vision, core purpose, core values, strategic goals and the route to achieve them.



GE Aviation Wales present the USW Mace, symbolising our partnership with major employers.

In common with best practice among leading organisations, the senior leadership of the University has subsequently worked with the Board of Governors in a detailed strategic decision-making process to create Key Enabling Plans – Academic, People, Finance & Infrastructure, Engagement – that will be implemented across the University community and in collaboration with our stakeholders to achieve our strategic goals.

Fundamentally, the University's core purpose is to:

Add value to students, through applied research and innovation, and through engagement with the economy and society of our region and the wider world.

Farzana Rahman, who is carrying out research into bacterial toxicity as part of her PhD at the University.



Students

- High quality programmes
- Clear progression pathways
- Inspirational teaching in stimulating environments
- Outstanding support
- Career skills and experience

Applied research and innovation

- Distinctive research
- Culture of creativity, discovery and innovation
- Research-informed teaching
- Knowledge, experiences and ideas shared with partners

Engagement

- Accessible higher learning opportunities
- Catalyst for economic growth and social justice
- Opening up the talents and riches of our communities
- Constructive international partnerships

KEY ENABLING PLANS

Academic plan

The **Academic plan** sets out the way in which the University aims to enhance the student and staff experience in order to achieve its vision and strategic goals. Specifically, it seeks to build on our distinctive programmes with emphasis on active and simulation-based learning for 21st century employment. This is underpinned by our focused and high quality research, to create an academic offer that meets market need, and shapes our decision making in relation to our programmes, our partnerships, our people and our place.

People plan

The University recognises that the achievement of its vision and strategic goals will be highly dependent on its employees. The **People plan** sets out how we will achieve our ambition of being a High Performance University by creating a working environment in which staff are committed to the core values and purpose of the University and take responsibility for high performance within their roles and their teams in order to achieve successful organisational outcomes.



Finance & Infrastructure plan

It is well rehearsed that universities in the United Kingdom are experiencing significant funding pressures. The **Finance & Infrastructure plan** sets out how we will ensure the long-term viability and sustainability of the University within a highly challenging operating environment. Specifically, it seeks to create an operating environment in which staff take responsibility for maximising the benefits of new and innovative funding sources and the efficient and effective stewardship of our resources.

Engagement plan

The University has a record of achievement in working with partners, notably employers, to meet their needs and derive benefit for students and staff. The **Engagement plan** sets out how we will enhance this work by targeting, developing and maintaining strategic engagement with education, business/industry, public and voluntary sector and international partners to add and share value. Specifically, it seeks to align our business needs to that of our partners and vice-versa in order to develop a coherent programme of engagement activities which will derive mutual benefit and value and ensure professional and consistent engagement with our partners.





OUR VISION

The University of choice in Wales and beyond, for students, organisations and communities who value vocationally-focused education and applied research, which provides solutions to problems that affect society and the economy.

www.southwales.ac.uk

TOTAL NUMBER OF STUDENTS
30,000



345 HONOURS
degree programmes

£170m
campus investment in the last 7 years

OVER
200,000
ALUMNI

1st IN THE UK
for MATHS and CHEMISTRY according to the National Student Survey 2012

Member of the St David's Day Group of the
5 RESEARCH ACTIVE
universities in Wales

730
UNDERGRADUATE
& POSTGRADUATE
Courses

93% of graduates in EMPLOYMENT
or FURTHER EDUCATION
within 6 months of graduating

our STUDENTS
come from over **120** COUNTRIES

Wales's **LARGEST**
university and one of
the **BIGGEST** in the **UK**



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Our vision

"The University of choice in Wales and beyond for students, organisations and communities who value vocationally-focused education and applied research which provides solutions to problems that affect society and the economy"

We are proud of our heritage

170 years

- Founded by business and the professions
- Record of achievement spanning 170 years
- Grown into a major UK university

We are driven by our core values



Professional



Responsive



Inspiring



Creative

We are focused on adding value to



Lives



Communities



Economy

We are guided by these principles

Engage with our students as partners



Greater flexibility and opportunity for our students



Local roots, global connections



Exceptional learning experiences



Efficient, effective and financially stable



Targeted external engagement that adds and shares value



Service excellence



Applied research and innovation for a clear purpose



We are committed to



Our students

- High quality programmes
- Clear progression pathways
- Inspirational teaching in stimulating environments
- Outstanding support
- Career skills and experience



Applied research & innovation

- Distinctive research
- Culture of creativity, discovery and innovation
- Research-informed learning
- Knowledge, experiences and ideas shared with partners



Engagement

- Accessible higher learning opportunities
- Catalyst for economic growth and social justice
- Opening up the talents and riches of our communities
- Constructive international partnerships

Our success will be measured by

✓ 30,000 students

✓ 87% student satisfaction

✓ £30m research innovation growth

✓ 80% student completion

✓ 70% graduate employment

✓ 6% surplus for reinvestment

HIGH PERFORMANCE UNIVERSITY