<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Welcome from our Chair of Council</td>
</tr>
<tr>
<td>6</td>
<td>About us</td>
</tr>
<tr>
<td>12</td>
<td>Research with impact</td>
</tr>
<tr>
<td>16</td>
<td>Learning together</td>
</tr>
<tr>
<td>20</td>
<td>Engaging for change</td>
</tr>
<tr>
<td>24</td>
<td>International outlook</td>
</tr>
<tr>
<td>26</td>
<td>A transforming campus</td>
</tr>
<tr>
<td>30</td>
<td>The Role</td>
</tr>
</tbody>
</table>
Welcome to Cardiff University. I hope this information pack provides the answers that will inform your potential candidacy.

I joined Cardiff University as Chair of Council in 2022, and so I can share a little of my motivations for applying for that role, and what I have discovered about the University so far.

As an alumnus, I already had a connection to the University having graduated in 1987. My university experience transformed my life, and it was a desire to continue Cardiff’s history of enabling access to transformative higher educational experiences that motivated me to apply to become the Chair of Council. Cardiff was created through a public appeal for funding and private donations from those who recognised that students in Wales could not afford to travel to England and Scotland. Founded in 1883, it established a single-sex hall in 1885, enabling access for women to higher education. In 1910, Millicent MacKenzie was made the first female full professor at a fully chartered university.

That early commitment to social progress continues today. Cardiff feels a deep commitment to the communities that surround it, with long-established outreach programmes for the South Wales Valleys and our Community Gateway projects in Cardiff’s Butetown and Grangetown districts. It also extends its civic mission activity internationally, most notably in its relationship with the University of Namibia and most recently with National University “Zaporizhzhia Polytechnic” (Ukraine).

Cardiff is a small, smart capital city, and developing at pace. It is made distinct from the rest of the UK through the Welsh language and culture, and has an easy approach to its bilingualism akin to that found in many European countries. It also has one of the oldest multi-racial communities in the UK and is an inherently friendly city – guests at our Open Days frequently comment on the warmth with which they are greeted by those within and outside the University.

We are located in close proximity to Welsh Government, which holds devolved responsibility for higher education. Cardiff University has excellent working relationships with senior politicians and their advisors, reflecting the university’s centrality to the nation’s pursuit of its goals in terms of research and innovation, and social, economic and cultural development. Wales is the only country in the world to have a Wellbeing of Future Generations Act, enshrining in law the requirement on public bodies to consider the long-term impact of any policy decisions. Recently we agreed to be custodians of the Welsh Government’s £65 million international learning exchange programme, creating life-changing opportunities for student to travel, volunteer, learn and experience other cultures.

I hope that the information in this pack motivates you to apply to lead Cardiff University. We are proud of our achievements, aware we have areas to improve and keen to identify opportunities for development and sustainable growth. Our future success is critical to the continuing development of our city and our nation, as well as our global impact and reputation through our research and education.

Leading the University will be challenging as we navigate the issues facing all higher education institutions, but I have no doubt this unique opportunity will also be exceptionally rewarding. I am personally committed to working with the next Vice-Chancellor to fulfil our University’s potential and looking forward to meeting them.

Patrick Younge
Chair of Council
Cardiff University was established in 1883 as one of the founding colleges of the University of Wales. Our motto, Gwirionedd, Undod a Cytgord - 'truth, unity and concord' - sets out our commitment to working together to make a positive and lasting difference to our communities, and continues to shape our institution today.

We are one of the largest universities in the UK and the only Welsh member of the Russell Group. Our vision is to be a world-leading, research-excellent, and educationally outstanding university with a transformative social, cultural and economic impact for Cardiff, Wales, the UK and the world.

We are firmly grounded in our sense of place. As the biggest university in Wales - and a major employer, with more than 7,000 staff - we work with communities, industry and government to help overcome the most urgent challenges of our times. Our widening participation and civic mission activity sees engagement from across the university community and makes a difference to a diverse range of people.

Our economic impact is significant. A recent report estimated our contribution to be £3.7 billion in 2020-21, at the height of the pandemic. Our benefit to cost ratio stands at 6.4:1, higher than the Russell Group average of 5.5:1.

Over recent years we have invested heavily in our estate and infrastructure, making transformative improvements in both teaching and research facilities, the latter of which has brought exciting new external partnerships and collaborations.

Our real strength comes from the diversity of our community, with over 30% of staff originally from outside the UK. Staff and students from a wide range of backgrounds and perspectives work together, driven by a continuing curiosity and a desire to make a positive difference.

Our students leave us well-prepared for their continuing success, with 96% of graduates in employment, further study, due to start a new course/job or doing other activities in 2019/20. Our alumni network continues to grow, creating enthusiastic ambassadors for our University across an ever-increasing range of countries.
### The University in numbers

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Students</td>
<td>33,510</td>
<td>Students from 148 countries</td>
</tr>
<tr>
<td>Undergraduates</td>
<td>23,350</td>
<td></td>
</tr>
<tr>
<td>Postgraduates</td>
<td>10,160</td>
<td></td>
</tr>
<tr>
<td>International Students</td>
<td>7,725</td>
<td></td>
</tr>
<tr>
<td>Alumni</td>
<td>195,000</td>
<td>Alumni from more than 180 countries</td>
</tr>
<tr>
<td>Research Quality</td>
<td>25th</td>
<td>in the Times Good University Guide</td>
</tr>
<tr>
<td>Impact</td>
<td>26th</td>
<td>in the Complete University Guide</td>
</tr>
<tr>
<td>Patent Applications</td>
<td>3rd</td>
<td>Top 20 for total number of new patent applications in 2019/20</td>
</tr>
<tr>
<td>Research Impact</td>
<td>11th</td>
<td>Top 20 for spinout success (Octopus Ventures 2019, 2020)</td>
</tr>
<tr>
<td>Graduate Employment</td>
<td>96%</td>
<td>96% of our graduates were in employment, further study, due to start a new job/course or doing other activities such as travelling</td>
</tr>
</tbody>
</table>
Our structure

Cardiff University consists of three Academic Colleges and ten supporting professional services departments.

**College of Arts, Humanities and Social Sciences**
- Business
- English, Communication and Philosophy
- Geography and Planning
- History, Archaeology and Religion
- Journalism, Media and Culture
- Law and Politics
- Modern Languages
- Music
- Social Sciences
- Welsh

**College of Biomedical and Life Sciences**
- Biosciences
- Dentistry
- Healthcare Sciences
- Medicine
- Optometry and Vision Sciences
- Pharmacy and Pharmaceutical Sciences
- Psychology

**College of Physical Sciences and Engineering**
- Architecture
- Chemistry
- Computer Science and Informatics
- Earth and Environmental Sciences
- Engineering
- Mathematics
- Physics and Astronomy

Management and Governance

The University Executive Board (UEB) is the senior management team of the University. It is responsible for developing and implementing strategy, operational plans, policies and procedures, setting budgets, and monitoring operating and financial performance. UEB is a broad and collegiate leadership team, and works closely with Council through the VC to deliver the University’s strategy and performance.

Council is the governing body and, as such, the supreme authority of the University. It has the ultimate power of decision in all matters affecting the University. The Council at Cardiff is a strong, diverse body, bringing rich experience and exceptional commitment to the governance of the University. Members of Council are engaged with the University’s staff and students, and work with the Vice-Chancellor and University Executive to drive forward our aims and aspirations.

The Senate is the leading academic body of the institution, governing all matters of academic concern and working with the University Council to ensure standards, quality and the student experience are consistent with our aims and values.

The latest University financial position — at a glance

<table>
<thead>
<tr>
<th></th>
<th>2020/21 £m</th>
<th>2019/20 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total comprehensive surplus for the year</td>
<td>58.9</td>
<td>30.9</td>
</tr>
<tr>
<td>USS pension provision charge/ (credit)</td>
<td>2.4</td>
<td>(55.2)</td>
</tr>
<tr>
<td>Actuarial (gain)/ loss on pensions</td>
<td>(3.0)</td>
<td>40.0</td>
</tr>
<tr>
<td>Surplus before other gains/ (losses)</td>
<td>58.3</td>
<td>15.7</td>
</tr>
<tr>
<td>Other (gains)</td>
<td>(26.9)</td>
<td>(1.6)</td>
</tr>
<tr>
<td>Underlying operating surplus</td>
<td>31.4</td>
<td>14.1</td>
</tr>
</tbody>
</table>

The financial statements for the year ended 31 July 2021 consolidate the results of the University, its subsidiary company University College Cardiff Consultants Limited and the joint ventures Compound Semiconductor Centre Limited and Cardiff Medicentre.
Cardiff University has a comprehensive research and innovation base that is growing in strength and number, with a live grant portfolio worth over £600 million. Our performance in the latest Research Excellence Framework (2021) confirmed Cardiff as 14th for research power, a top 20 institution in terms of overall quality, and highlighted our particular strength in creating research with impact, with Cardiff ranked 11th amongst UK universities and 1st amongst those in devolved nations.

We have bold ambitions to build on this foundation, with a talented community of researchers at our core. We are prioritising an inclusive and vibrant research culture, collaborating with our many partners to deliver research that matters to the communities that we serve.

Recent years have seen significant development of our infrastructure. Our £300m Innovation Campus investment includes the Translational Research Hub, home to the Cardiff Catalysis Institute and the Institute for Compound Semiconductors. We have also opened the world’s first Social Science Research Park, sbarc | spark, that creates new connectivity and interactions to support key challenges facing society. This is co-located with one of our two incubators, creating a vibrant ecosystem for innovation: Cardiff Innovations@sbarc provides lettable office space, formal and informal office facilities, wet labs and joint exhibition areas for businesses and other organisations; whilst the Medicentre provides multi-functional working spaces and professional support for biotech and medtech startups.

Alongside these developments, we have identified four key areas with the potential for large-scale, highly inter-disciplinary research and innovation. Our new Innovation Institutes focus on: digital transformation; net zero; neuroscience and mental health; and security, crime and intelligence.
We have a strong sense of place and a mission to deliver for Wales: we are a key institution in a capital city with both national and international reach. We are proud to have won partnership funding for two UKRI Strength in Places projects. The first, CSConnected, is a £43 million investment to establish South Wales as home to the world’s first compound semiconductor community, putting the region at the forefront of new and emerging technologies. The second, media.cymru, is a £50 million collaboration to accelerate growth in Cardiff Capital Region’s media sector, aiming to provide an additional £236 million in gross value added by 2026. We work on key projects with the Cardiff Capital Region involving delivery of the city deal, and as a member of the GW4 Alliance are contributing to the Western Gateway project. We strongly support collaboration with other Welsh HEIs, contributing to strength in diversity from across the sector.

Our researchers collaborate with academic partners across the globe and we are key members of important international networks. These include the work undertaken by the Cardiff University Brain Research Imaging Centre, a world-leading centre in its field, our collaboration in the Laser Interferometer Gravitational Wave Observatory (LIGO) scientific collaboration, and the Max-Planck-Cardiff Centre on the Fundamentals of Heterogeneous Catalysis.

Our portfolio of actively managed strategic partnerships, supporting long-term interactions of mutual benefit, continues to grow, and currently includes the Office for National Statistics, Airbus, Dŵr Cymru/Welsh Water and Siemens, with further partnerships underway.

Acknowledging that we are in a challenging funding landscape – the impact of Brexit is keenly felt and there are acute challenges to research and innovation funding in Wales – we recognise our need to both influence policy discussions and decisions as well as develop new potential funding streams and opportunities. We are confident in shaping the future through talented staff, teamwork at scale, a culture of creating research with impact and building on our strategic research directions.
Learning together

The University has in recent years committed to an ambitious programme of change across its education and student experience portfolio, to secure an excellent learning experience and successful future for its students, regardless of their background.

We have begun to see the benefits of significant investment and an institution-wide focus on education. Whilst we don’t allow league tables to dictate our strategic decisions, the most recent Times Good University Guide provides a measure of our progress: we have climbed 10 places to 25th in the UK and seen improvements in both our teaching quality and student experience metrics.
There are three strands to our programme of change

1. Student Success: driving cultural change to ensure students’ voices are valued and shape their experiences, that opportunities and outcomes are accessible to all, and assessment and academic support are personalised and ensure effective learning takes place.

2. Inspiring Teachers: building a culture where all staff who teach are recognised, celebrated and supported to lead educational enhancements, where curriculum and educational development is embedded, innovation in learning and teaching is facilitated and recognised, and a learning community of leading academics is supported.

3. Inclusive and Innovative Environment: providing a digital and physical learning environment which is conducive to blended and online inclusive practice, which is flexible and has the capability to support the needs of our diverse student and academic communities.

Graduate Skills and Employability
We have had considerable success in improving our graduate skills and employability. In 2019/20, 46% of undergraduate students undertook a work placement during their studies, and we fully expect to return to this level of participation in this academic year, as the impact of the COVID-19 pandemic recedes. A project is underway to deliver an additional 300 placements by 2023-24. In 2019/20, 96% of our graduates were in employment, further study, due to start a new job/course or doing other activities such as travelling.

Investing in Academic Continuing Professional Development
Over the past two years, we have developed a fully-accredited suite of Education Fellowship Programmes, to empower and support educators. The programmes are free to Cardiff University staff and open to all those working in teaching and learning support at any stage in their career. They lead to the sector-recognised awards of Advance HE Associate Fellow, Fellow or Senior Fellow.

Via our Cardiff Learning and Teaching Academy, we are investing new education development services, aimed at supporting innovative and sustainable curriculum design, as well as supporting School and programme teams on key areas such as inclusive education and authentic assessment.

The Centre for Student Life
The Centre for Student Life represents significant investment not only in a purpose-built building but in the services that students need to successfully navigate university life. It is a one-stop hub for advice on health and wellbeing, preparing for the future, managing money or living in Cardiff. Development has included the provision of 24-hour online services and extended opening hours.

We are very pleased to be part of the Mental Health University Liaison Service, working in partnership with the NHS, enabling clinicians based within student support services to assess, refer and guide students through NHS services, and to undertake detailed mental health assessments and to complete safety plans.

Developing our online and flexible portfolio
The move to online and blended provision during the COVID-19 pandemic accelerated awareness and appetite for online, flexible and distance provision across the University. Cardiff currently has a small number of purely online programmes, mainly in the School of Medicine. The University aims to grow this provision to reach new and different types of students, enabling them to access a range of learning experiences, including microcredentials, in a time and place that best suits them.

Widening participation
Cardiff University is committed to enabling access to higher education from the most deprived areas of Wales. In 2020/21 we had the largest proportion of students from low participation neighbourhoods in the Russell Group.

We know that our outreach work is successful: in a recent Gŵyl ecampws Festival, 94% of participants felt that they had the potential to succeed at university, compared with 76% before the course. Our focus now is on ensuring confident and successful futures for all students regardless of background, and helping students with their transition to university life. We are also working hard to increase representation amongst some under-represented groups, and ensuring they have the support they need to succeed.
The University has been responding to major challenges faced by society and undertaking work for public good for well over 130 years. We are committed to our role in improving the health, wealth and wellbeing of the communities that surround us.

The global COVID-19 pandemic caused us to rethink how we can better use our expertise to benefit our diverse communities. We’re determined to play our part in reviving the economic, cultural and social prospects of Wales, with a special focus on future generations. In 2021–22, we engaged with every school, college and education partner in Wales. We will take an active role in tackling social inequalities and the global climate emergency. And we will reach out to young people and excluded communities locally, and across Wales, who are in most need of help and support.
We are committed to our role in improving the health, wealth and wellbeing of the communities that surround us.

Community Gateway
Community Gateway is a flagship Cardiff University engagement project committed to a long-term partnership with Grangetown residents and businesses. It has supported 67 community-university projects making connections between University staff, students and Grangetown residents to help bring community-led ideas to life.

Special projects include the award-winning Grangetown Youth Forum, a Grangetown Business Forum which led to the launch of Grangetown’s first World Street Market, the Grangetown Safe Play Lanes pilot in partnership with Cardiff Council, a Pharmabees Citizen Science programme, the Run Grangetown social running group, an annual mental health day, Grangetown Safety Week and the much anticipated annual Career and Role Models week.

In 2019, Cardiff University became asset guardian of Grange Pavilion, helping the community raise over £2m to build a high-quality, accessible resident-led facility in Grange Gardens which provides affordable space for hire, a community-focused café, coworking spaces and a biodiverse garden and green for play, health and wellbeing and seasonal growing.

Community Gateway in numbers

<table>
<thead>
<tr>
<th>Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>67 University-community collaborations</td>
</tr>
<tr>
<td>710 students working on ‘live’ teaching projects</td>
</tr>
<tr>
<td>206 students and graduate volunteers</td>
</tr>
<tr>
<td>30+ third sector partners</td>
</tr>
<tr>
<td>6 awards</td>
</tr>
<tr>
<td>RIBA Research Trust funding award, Cardiff University Celebrating Excellence award, Leading Wales award, National Coordinating Centre for Public Engagement award, CIPR Cymru Wales award, international Professor Sir David Watson award.</td>
</tr>
</tbody>
</table>

Green Social Prescribing in the Cynon Valley
Set in the former mining town of Abercynon in Rhondda Cynon Taf, one of the most socioeconomically deprived communities in the UK, this project builds on existing links between local GPs, wellbeing coordinators and Cynon Valley Organic Adventures, creating new opportunities to engage with nature. Cynon Valleys is a social enterprise and was voted 2021 National Lottery Wales Project of the Year.

Working with the community, the partnership is developing a nature trail which will allow GPs and other health care professionals to make referrals to community members to engage in nature-based activities to enhance their health and personal wellbeing.

The project will also provide much-needed evidence to help society gain a better understanding of the benefits green prescribing can bring to people’s lives. Recording patients’ experiences of the nature trail will help generate real-world data on the benefits and capture how connecting with nature can promote health and wellbeing.

The Children’s University
In 2021 we supported Cardiff Council’s pilot Children’s University project with six local schools – this year will see the project rolled out to a further 30 schools across Cardiff.

The Children’s University is a UK charity that works in partnership with schools and local organisations to foster a love of learning. Children who participate in Children’s University have the opportunity to learn in a rich range of contexts, experience new places, visit universities and attend their own graduation ceremonies.

Through this project, children are introduced to the joy of learning and a sense of wonder in the world around them and develop their confidence and aspirations for the brightest futures. Children are given the opportunity to take part in a range of online education activities and teaching resources developed by a host of partners.

Upon completion of tasks, students gain points which contribute towards formal recognition of their achievements, building up to their very own graduation ceremony.
International outlook

Our approach to international activity is three-pronged: we want to bring as many people from as diverse a range of countries as possible to study and work at Cardiff, to broaden our members’ horizons by enabling international exchange of ideas, to collaborate with institutions across the globe.

Before the COVID-19 pandemic, 24.3% of our students were participating in an overseas placement of two weeks or more. Almost 31% of our staff are from outside the UK, whilst approximately 23% of our students are from outside the UK.

Delivering Taith for the learners of Wales in 2021
Welsh Government entrusted Cardiff University with hosting and co-developing the Welsh Government’s new International Learning Exchange Programme, now named Taith (journey). The programme is funded by a £65 million investment over five years and aims to support 15,000 participants from Wales to go on overseas exchanges, with 10,000 participants coming to study or work in Wales. Key to Taith are the principles of reciprocity – which has been warmly welcomed by many countries – and widening participation, ensuring that regardless of background, students are able to broaden their horizons and experience new cultures.

An international civic partnership — the University of Namibia (UNAM)
Our partnership with the University of Namibia (UNAM) began in 2014. This long-lasting, mutually beneficial project has expanded to incorporate education, research and capacity building projects. More than 30 distinct activities have been developed ranging from anaesthetics training to software programming and mathematics summer schools to digital learning technologies.

The partnership has resulted in many awards, including the Arts and Humanities Research Council (AHRC) award for Transnationalising Modern Languages and the Medical Research Council Public Health Intervention Development award for developing and distributing a trauma pack in Namibia. Cardiff and UNAM also received a Royal Society award for a sub-Sahara research capacity building programme in New Materials for a Sustainable Energy Future, working in partnership with the University of Botswana and Kwame Nkrumah University of Science and Technology in Ghana.

Strategic and priority partnerships
Cardiff has a range of strategic and priority partnerships and is continuing to develop new opportunities, with a renewed focus on research collaboration.

Xiamen University: Cardiff was the first city in the UK to twin with a city in China when it partnered with Xiamen almost 40 years ago. Our current agreement includes co-supervision of doctoral students, and a joint fund to provide £1.2 million of seedcorn funding for collaborative research projects to attract external funding and create new trade links for Wales.

Bremen-Cardiff alliance: A unique aspect of this partnership is the affiliation of academic staff members from one university to the other, enabling staff to engage in long-term collaborative research activities on site, supervise PhD students and apply for external funding through the respective national systems of the partner institution. Currently the focus is on three specific areas: media and communication sciences; marine and environmental sciences; and literary, social and historical studies.

Universidad Estadual de Campinas (Unicamp): This relationship with one of Brazil’s leading universities uses internal seedcorn funding and external funding to develop long-term research collaborations, support student and staff mobility schemes and establish a framework for the development of collaborative PhD programmes. More than 100 staff across the two institutions have collaborated since 2015.

University of Waikato: Our newest strategic partnership, this agreement initially focuses on research and education activity in: language, culture and arts; artificial intelligence and data science (Robotics), business and management; and water, environment and climate change.

Beijing Normal University: Perhaps the most notable element of our multi-disciplinary relationship is the Beijing Normal-Cardiff Chinese College. This sees students of the BA Chinese programme spend two years in Cardiff and two in Beijing, graduating with a degree from both institutions.

We have recently signed a priority partnership agreement with the Dalian University of Technology, and partnerships with the University of Illinois and the University of Wyoming are in development.

Cardiff University International Study Centre
In 2020 we launched the Cardiff University International Study Centre in partnership with Study Group. The Centre provides foundation programmes at undergraduate and postgraduate level for students from a wide range of backgrounds and countries, and has increased both the number and diversity of our undergraduate international students. The Centre will move into a new facility on campus in 2023, having exceeded growth expectations.
Cardiff University has invested £600 million in developing its campus over recent years. This has included the creation of an Innovation Campus, a project to transform a disused railway yard into an innovative research campus.

The first stage of the Innovation Campus saw the completion of the Hadyn Ellis building and the Cardiff University Brain Research Imaging Centre (CUBRIC). The latest £180m stage saw the completion of two new centres of excellence, our Social Science Research Hub, sbarc | spark, and the Translational Research Hub including a state of the art cleanroom facility.

We have invested a further £260m in our teaching, learning and student experience. The Centre for Student Life brought the University support services into one location and was a project delivered in partnership with our Student’s Union.

The Abacws building brings together the School of Computer Science and Informatics and the School of Mathematics. This 10,000sq m building pioneers a way of working for Cardiff University which embodies collaboration and shared vision while retaining the distinct identities of the two Schools.

Work was recently completed on remodelling the Welsh School of Architecture’s home in the Bute Building, following the School of Journalism, Media and Culture’s move to Central Square, where it is in close proximity to several media companies including BBC Cymru Wales and Reach Media.

The University acquired the former Department of Work and Pensions site adjacent to the Heath hospital in 2019. This has provided the opportunity, following a comprehensive refurbishment of the buildings, to relocate the School of Healthcare Sciences into a single location by 2023.

A £41 million rolling programme of improvement to learning and teaching spaces is also underway, making significant improvements to furniture, fixtures, fittings and audio-visual equipment.

Further investment has been made in reducing the overall estates footprint through the Better Ways of Working programme. This project, combined with refurbishment and alterations to vacated space, has enabled the University to release buildings that are no longer fit for purpose.

The University estate has also adapted to accommodate the expanding requirements of Study Group, releasing space and carrying out refurbishments.
Cardiff: a small, smart capital city

There is a lot to love about Cardiff, a small, smart capital city in an ambitious nation. Once a leading exporter of coal in the world - the first £1 million cheque was signed in Cardiff Bay - the city has transformed itself from its industrial past. Cardiff Bay, once a major dockland, is now Europe’s largest waterfront development, offering sailing, water sports, shops and restaurants, as well as the award-winning Wales Millennium Centre and the Welsh Parliament, the Senedd.

Cardiff is a bilingual city, at ease with operating in two languages in the same way found in many European cities. It also has one of the oldest multicultural populations in the UK. There are 94 different languages spoken throughout the city, with many families first brought to Cardiff in the 1900s.

The city’s Victorian heritage is plain to see, in the Portland stone buildings of the Civic Centre (which includes the Law Courts, several University buildings and the Museum), in William Burgess’ work in Cardiff Castle, or in the Victorian arcades, home to an increasing population of independent businesses.

World class productions are held at the Wales Millennium Centre, which is home to the Welsh National Opera, National Dance Company Wales and the BBC National Orchestra and Chorus of Wales. Other notable venues include St David’s Hall, the New Theatre, the Sherman Theatre and Chapter Arts Centre. The National Museum of Wales hosts one of the finest collections of Impressionist paintings in Europe. The city is home to exciting grassroots arts, creative and entrepreneurial communities, alongside large-scale developments like Roath Lock, the largest drama studios in the UK, the Great Point Seren Studios and GloWorks, a creative industries centre for independent companies.

There is no shortage of sporting opportunities. The Principality Stadium is the only venue of its size in Europe to be located right in the heart of the city centre, bringing a celebratory atmosphere to major sporting events and large concerts. Sophia Gardens is home to Glamorgan Cricket and a 16,000 test venue. Cardiff City Football Club occupy a stadium in Leckwith, whilst the Cardiff Devils offer ice hockey entertainment.

Cardiff is easy to get around and to commute into by walking or biking, often through the plentiful green spaces, or by public transport. The South Wales Metro, a multimillion pound project, seeks to integrate bus, rail and active travel and will make sustainable travel easier across South Wales.

Wild Wales is on the doorstep. Cardiff is sandwiched between the Glamorgan Heritage Coast - the first coastal path to cover an entire country - and the Brecon Beacons National Park, voted one of the best in Europe and a designated international Dark Sky Reserve.

Visitors to Cardiff often tell us that the city far exceeds their expectations – there is so much more to discover here than rugby or nightlife. Cardiff regularly ranks at the top of tables that assess quality of life in cities.

There is so much more to come for the city, with the Cardiff Capital Region City Deal providing a ring-fenced £1.2 billion investment fund to grow key sectors through investment in skills, infrastructure, and innovation-led scalable projects. The University, led by the new Vice Chancellor will play a critical role in supporting Cardiff’s continued evolution and development, providing expertise, insight and engagement to ensure the best outcomes for all of the city’s citizens.
The Vice-Chancellor of Cardiff University will:

- Provide strategic vision and leadership to the University community, building on the University’s strong foundations and recent successes;
- Lead the development of the University’s strategy, including inspiring continuous performance improvement;
- Ensure the University provides an excellent and distinctive education and student experience, maintaining a positive relationship with the University’s Students’ Union and our student community;
- Take a dynamic and forward-looking approach to the University’s academic development in the context of a global, research-intensive university;
- Develop an ambitious leading-edge University research profile that has impact on regional, national and global challenges;
- Oversee effective management of the University’s financial, human, physical and digital resources, ensuring the University remains sustainable and has financial capacity to invest in its future;
- Lead the University’s Senior Management Board, working effectively with the University’s wider leadership team;
- Develop an effective working relationship with the Council, and meet the highest standards of University governance;
- Provide visible leadership of the University’s people and culture, inspiring and motivating staff at all levels and engaging with representative bodies and networks, to contribute to the University’s success, and ensuring the University can attract and retain global talent;
- Demonstrate a commitment to equality, diversity and inclusion in their widest sense, ensuring the University has an integrated approach, which leads to further improvements;
- Identify and navigate the changes required for the University’s continuing success in the rapidly evolving higher education sector, positioning the University strongly and distinctively for post-pandemic recovery;
- Lead the University’s external engagement, including the pursuit of its long-standing civic role and its contribution to the development of the city of Cardiff, the GW4, as well as collaborations with industrial, public sector, and other partners;
- Lead the University’s Civic Mission ambitions and activities, working with stakeholders across Wales to build on skills for the future, contributing to Wales’s environmental, social, cultural and economic development and sustainability;
- Lead the University’s international and global strategy to improve the University’s national and global profile and reputation;
- Effectively influence and advocate in the higher education sector on national policy matters, through active engagement with government, funders, policy-makers, HEFCW/CTER, other universities, and sector bodies;
- Lead and develop philanthropic relationships and fundraising campaigns, working effectively with donors, alumni and other supporters;
- Act as the University’s Accountable Officer with HEFCW/CTER for financial, reporting and regulatory matters.
<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
</tr>
</thead>
</table>
| Leadership experience                        | - Significant Board level leadership experience in a large and complex organisation  
- Visionary and engaging leader and strategic thinker  
- Demonstrable experience of leadership and turning plans into actions  
- Experience of leading an organisation through a period of considerable change to successful outcomes |
| Leadership style                             | - Consultative and confident to reshape and modernise –  
- Committed to being visible and to engage with a range of stakeholders  
- Effective at delegation with the ability to inspire others to deliver.  
- Must have personal resilience and ability to cope with challenging situations when under pressure from multiple sources  
- Effective, open, honest, and able to carry through to the end – outcomes focussed  
- Outstanding communication and interpersonal skills, capable of managing relations with, and inspiring a diverse range of stakeholders  
- Holding a collaborative mind-set; understanding that the success of the University is built on partnership and collaboration, within and external to the institution  
- Confident to express views, to listen and accept challenge |
| Financial management                         | - Financial acumen with experience of large, complex budgets, managing competing priorities to support sustainable delivery |
| Qualification                                | - Ph.D or equivalent |
| Academic record                              | - Academic credibility  
- Clear understanding of the higher education sector |
| Ethos and values                              | - Demonstrable commitment to equality, diversity and inclusion, alongside a personal commitment to the core principles of opportunity, openness, transparency and respect for others  
- A working understanding of Wales’ devalued status, its culture and language, as a key attribute for the role  
- Demonstrable commitment/experience to improving sustainability at all levels – academic, financial and environmental |
| Leadership of a senior management team       | - Must be able to inspire a team to deliver change wherever it is necessary to deliver the vision  
- Able to build effective teams and develop and empower people |
| Stakeholder management, outreach, community relations, marketing, public relations | - Must be able to build close relationships and partnerships with other leading Universities, industry, key influencers in governmental and other agencies relevant to the University  
- Ability to represent confidently the University’s ambitions to a wide range of stakeholders and promote the University actively  
- Ability to embrace the opportunities afforded by working within a devolved nation in the UK |
| International experience                     | - International understanding essential, able to bring an international perspective to the leadership of the University and our strategy  
- International experience desirable, whether through working overseas or having educational experience abroad or having experience of alternative Higher Education systems |
| Other                                        | - Commitment to Cardiff and willingness to relocate |

**Appointment process and how to apply**

The University has appointed a Joint Committee of Council and Senate, chaired by Patrick Young, Chair of University Council, to conduct the search for the Vice-Chancellor. Global executive search firm Perrett Laver has been appointed to support the Joint Committee in its task.

If you would like to discuss this opportunity further or have any questions about the role, please contact James Ingram via james.ingram@perrettlaver.com or +44 (0)20 7340 6253.

For further details, including information on how to apply, please visit https://candidates.perrettlaver.com/vacancies quoting reference 6001.

Applications should consist of a full curriculum vitae, detailing academic and professional qualifications and experience, full employment history and relevant achievements. CVs should be accompanied by a covering letter describing briefly how candidates meet the criteria outlined in the person specification, why the appointment is of interest and what they believe they can bring to the role. The closing date for applications is at 5pm GMT on Tuesday 1st November 2022.

Candidates should be available in the weeks commencing 14th November to week commencing 28th November 2022 for preliminary meetings with Perrett Laver.

Shortlisted candidates will be formally interviewed by Cardiff University on the 16th January. This will be followed by a final round of assessments on the 20th and 23rd January 2023.