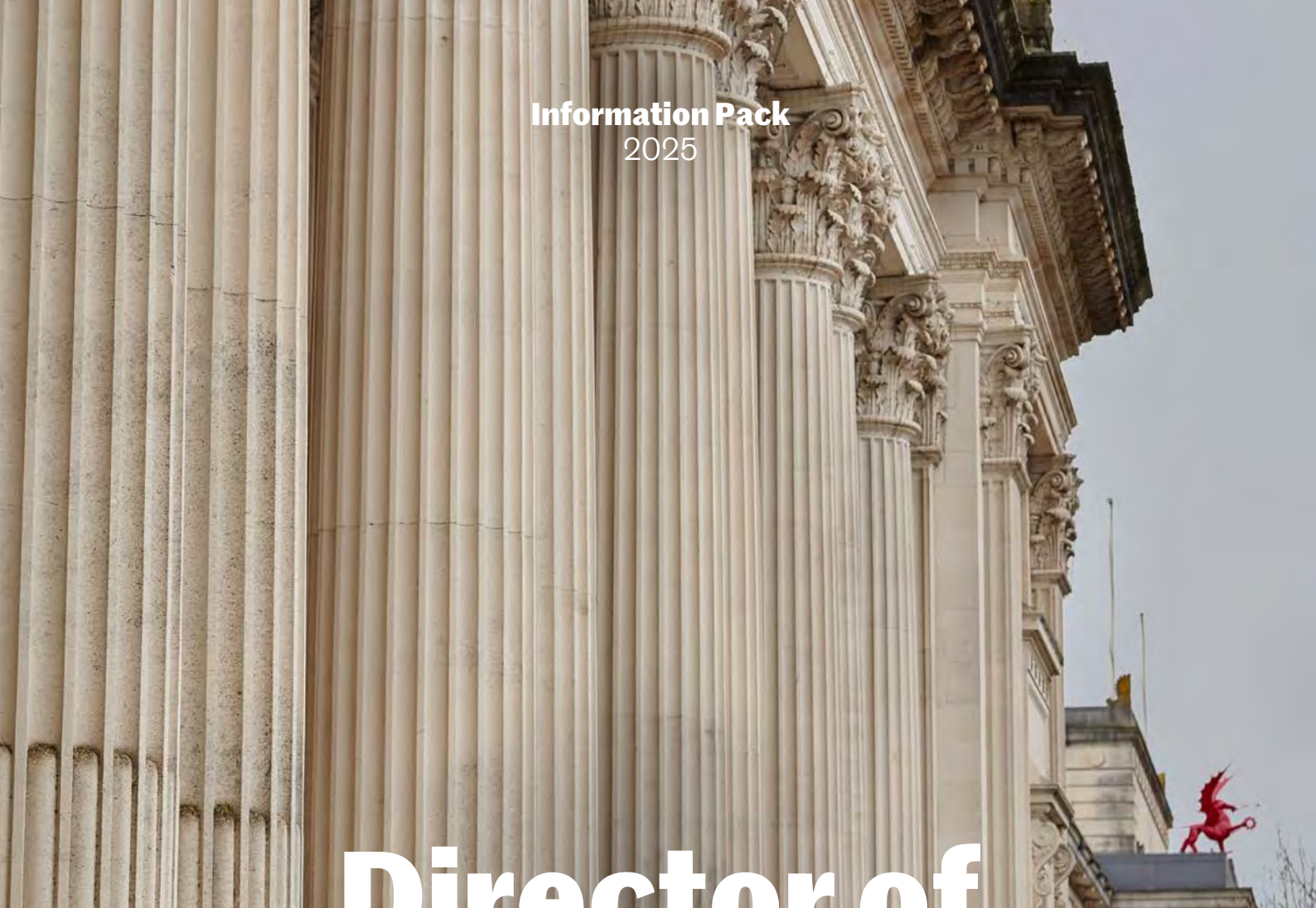




Information Pack
2025

Director of Flexible Lifelong Learning

CARDIFF
UNIVERSITY

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Welcome

Croeso – welcome – to Cardiff University. I’m delighted that you are interested in the role of Director of Flexible Lifelong Learning.

Cardiff University’s mission is to co-create and share new knowledge to deliver a better world for future generations. Our strategy, ‘Our future, together’, builds on our history, values, strengths, resources and networks to deliver on our ambitious plans and priorities. Our vision is to be a world-leading, research-excellent, and educationally outstanding global university with a transformative social, cultural and economic impact on Cardiff, Wales, the UK and the world.

Reporting to the University’s Chief Operating Officer and University Secretary, the Director of Flexible Lifelong Learning is an exciting new leadership opportunity to shape the future of flexible lifelong learning at the University.

We need someone to spearhead the development of a transformative service that expands our agile learning portfolio, drives new income streams, and strengthens our global reach. By building strategic partnerships and launching innovative offerings, the Director will position the University as we evolve towards a vision of “flexible by default” – aligned with Welsh Government priorities and responsive to evolving regulatory and market demands. This role offers the chance to make a lasting impact on learners, employers, and the wider tertiary education landscape.

If you feel that you have the skills, enthusiasm and drive to meet this challenge, we would love to hear from you.

Full details of the role and responsibilities are set out in the job description.

Professor Wendy Larner
Vice-Chancellor

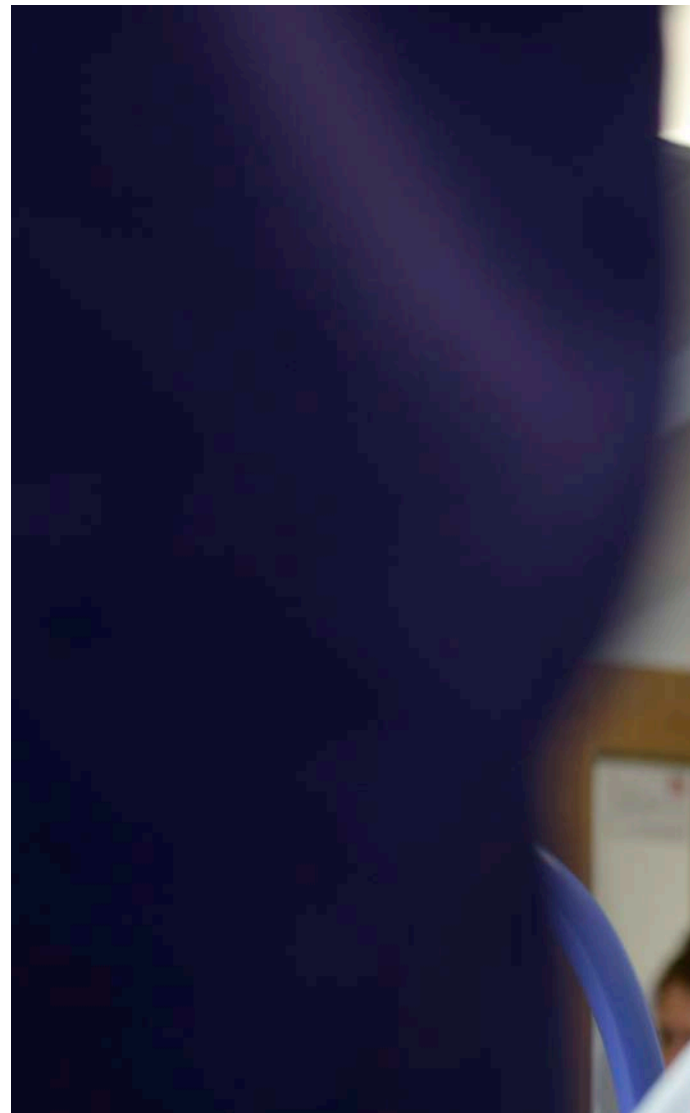


Truth, unity & concord

Cardiff University was established in 1883 as one of the founding colleges of the University of Wales. Our motto, Gwirionedd, Undod a Chytgord – ‘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.

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 95% of graduates in employment, further study, due to start a new course/job or doing other activities in 2020/21. Our alumni network continues to grow, creating enthusiastic ambassadors for our University across an ever-increasing range of countries.



The University in numbers

30,672

students from **138** countries

1,000

students volunteer in the local community each year

22,992

undergraduates

7,680

postgraduates

6,460

international students

12th

in the UK for total number of new patent applications in 2019/20

3rd

in the UK for spinout success (Octopus Ventures 2019, 2020)



195,000

25th

in the Times Good
University Guide

alumni from more than **180** countries

26th

in the Complete
University Guide

95%

of our graduates were in
employment, further study,
due to start a new job/course
or doing other activities such
as travelling



Top 20

in the UK for overall research quality
and **11th** for impact

154th

QS world rankings

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 Vice-Chancellor 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.

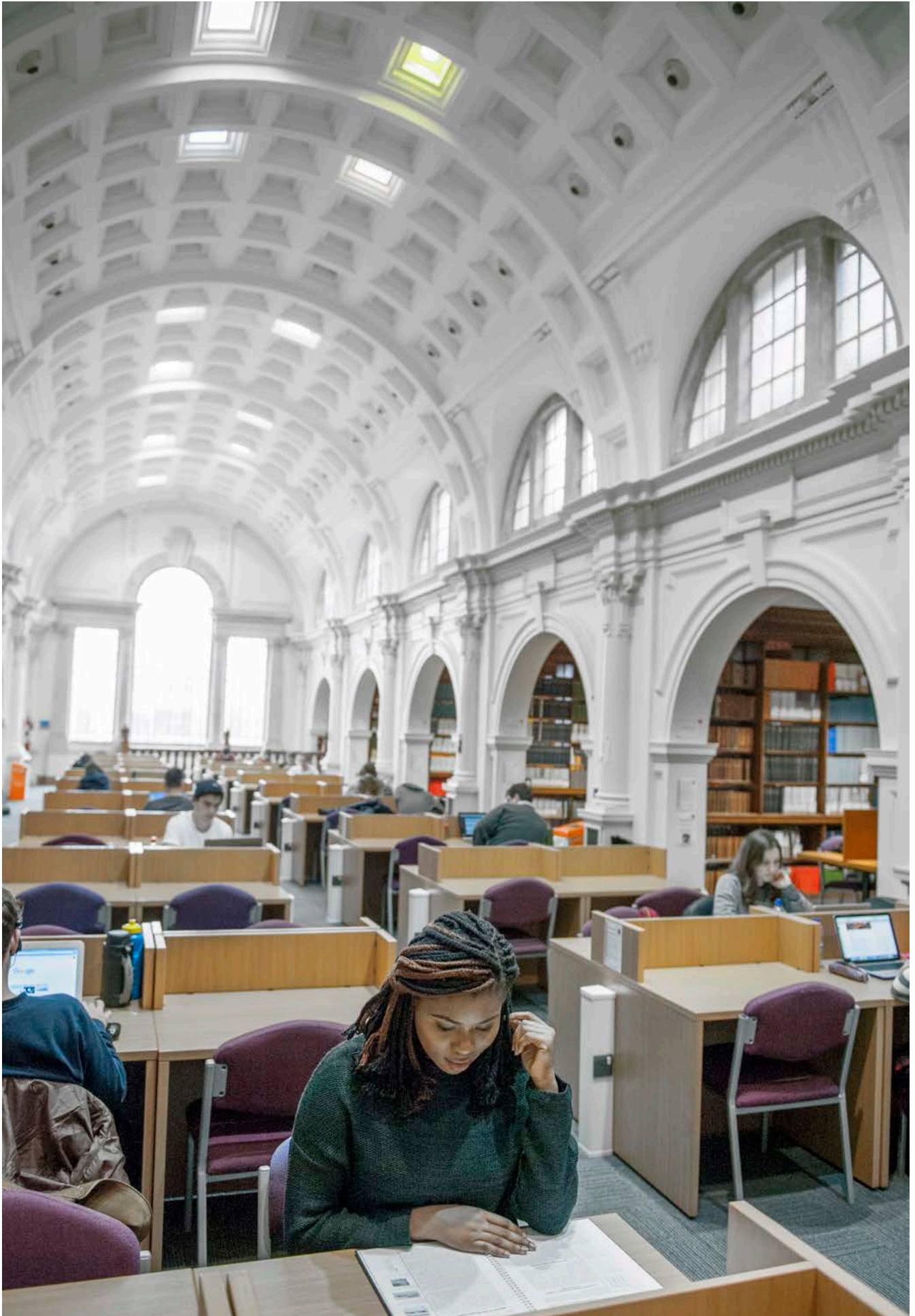
The Senate is the leading academic body of the institution, governing all matters of academic concern and working with the University Council to ensure standards, quality and the student experience are consistent with our aims and values.

Professional Services

It is crucial that the University is supported by high quality Professional Services, encompassing all the functions that enable and support learning and teaching, research, and operations.

The central Professional Services departments, led by the Chief Operating Officer and University Secretary, include:

- Academic and Student Support Services
- Communications and Marketing
- Development and Alumni Relations
- Estates, Campus Services
- Finance
- HR
- IT
- Research and Innovation Services
- Corporate and Legal Services (including support systems for committees).





Research with impact

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 £300million 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 eco-system 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 five 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; security, crime and intelligence; and systems immunity



We are prioritising an inclusive research culture, collaborating with many partners to deliver research matters to the communities



ive and vibrant ting with our search that that we serve.



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.

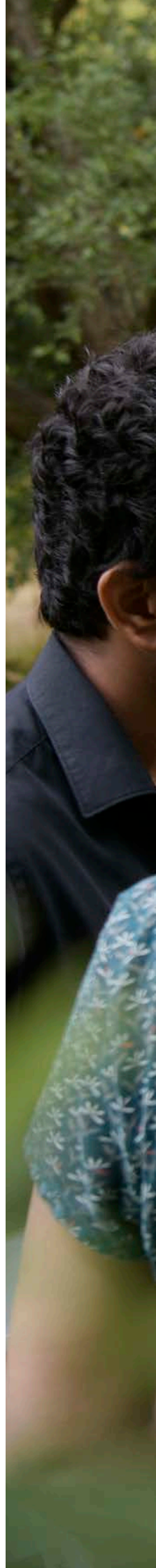
Our portfolio of actively managed strategic partnerships, supporting long-term interactions of mutual benefit, continues to grow, and currently includes the Office for National Statistics, Airbus, Dŵr Cymru/Welsh Water and Siemens, with further partnerships underway.

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, team-work 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 a project is underway to deliver an additional 300 placements by 202-24. In 2020/21, 95% 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 recent 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. We are third in the Russell Group for the percentage of undergraduate students from low participation neighbourhoods and fifth in the Russell Group for the number undergraduates from state schools (HESA 2020/21).

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.

Section 6
Engaging for change





Engaging for change

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 85 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 £2million 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

85

University-community
collaborations

710

students working on 'live'
teaching projects

206

students and graduate
volunteers

30+

third sector partners

6 awards

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

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 Organic Adventures 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

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.

We developed thirteen outreach activities for the Children's University website including STEM based activities, Social Sciences, Journalism and History, Archaeology and Religion. We are also supporting the development of a bilingual Children's University site in partnership with Glyndwr University in north Wales.

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.

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-Saharan 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.

Universidade 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: This agreement 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.

University of Illinois System: This five-year agreement will underpin an evolving programme of work and student exchange and aims to strengthen joint research in key areas: energy systems and Net Zero emissions, cybersecurity, data science and artificial intelligence, cancer research, geo-sciences, entrepreneurship and innovation, water and prairie research, and journalism.

University of Wyoming: Building on a rich history of collaboration, this partnership enables collaborative research projects, an annual series of seminars, conferences and workshops, staff and PhD student mobility and collaborative education programmes.

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.





A transforming campus

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 £180million 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 £260million 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 Students' 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.

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.

Section 9

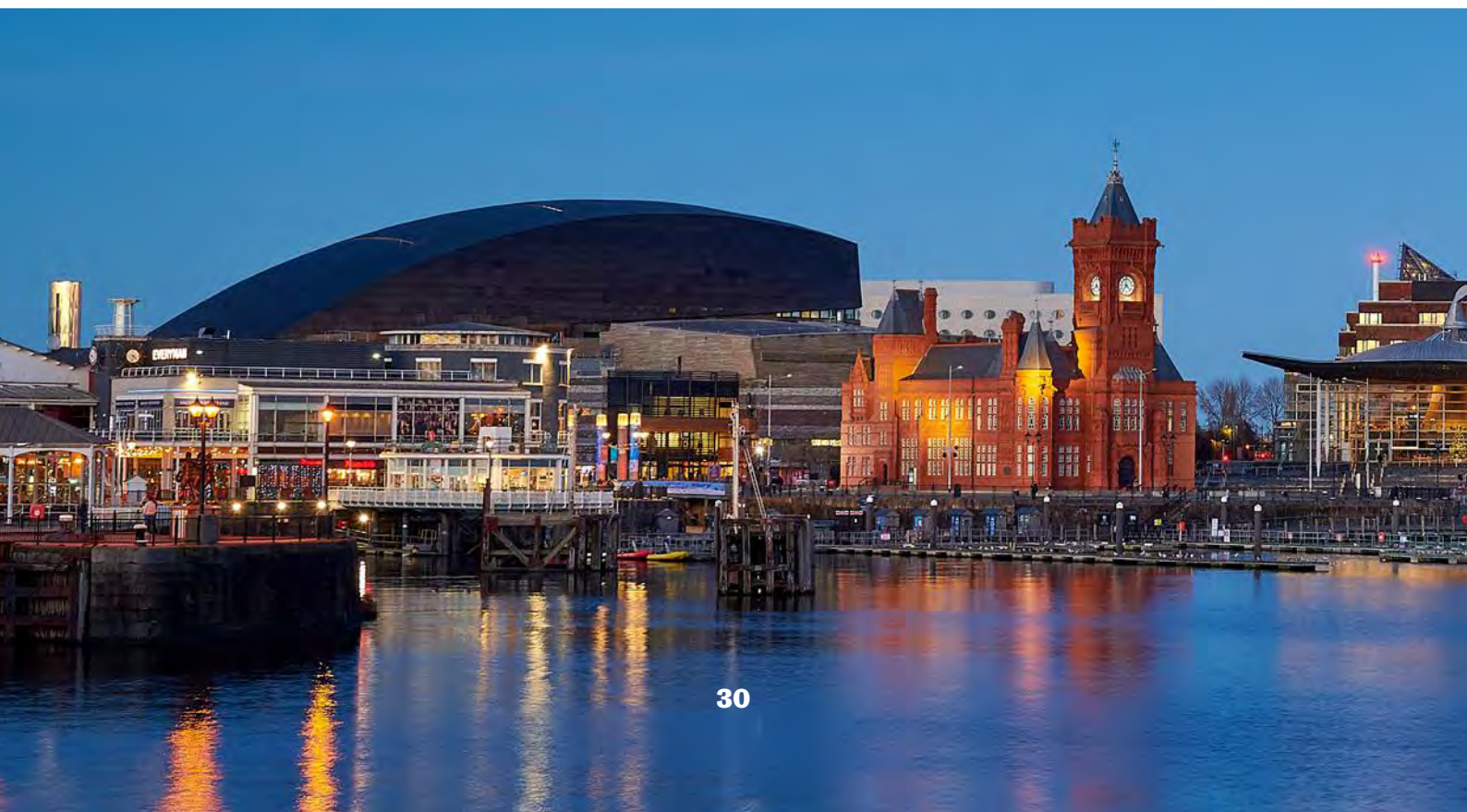
Cardiff: a small, smart capital city

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, 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.



Cardiff regularly ranks at the top of tables that assess quality of life in cities.

The role



Flexible Lifelong Learning is a significant development for Cardiff University as we begin to deliver on our new strategy [Our future, together.](#)

The University has committed to establishing an Institute for Flexible Lifelong Learning that will bring together the knowledge and expertise in the University. It will support academic teams with the development and delivery of new and expanded flexible lifelong learning to achieve “a portfolio of new educational offerings including flexible, modularised, lifelong learning...” that will lead to diversifying and growing new income streams and widening the University's offerings to a broader range of learners.

Our future portfolio of flexible provision will be a highly attractive, compelling and professional offer to our customers and partners, and through new approaches and delivery models we will deliver a seamless experience for our flexible learners.

There will be consideration of new flexible master's programmes, stackable microcredentials as well as non-accredited short courses that will complement campus-based programmes and Transnational Education developments. There will be a new drive to develop fully online provision – working in partnership with external organisations to tap into new markets, whilst also scaling up our in-person Continuing Professional Development (CPD) to individual learners and through new and expanded partnerships with industry and public sector organisations.

These new agile offerings will better enable us to demonstrate the impact of our research and to capitalise on new income stream opportunities, as we evolve towards a vision of a “flexible by default” university. New models will enable us to meet our strategic aims as well as Medr and Welsh Government objectives for tertiary education and Welsh-medium provision, and the changing requirements of regulatory bodies.

This is a new appointment to lead the establishment and development of the new Institute that will transform the University's approach to flexible lifelong learning provision by:

- Developing and leading a comprehensive strategy to grow the University's flexible lifelong learning portfolio, with an emphasis on generating new and diverse income streams through scalable and sustainable provision.
- Identifying and developing new business opportunities, building partnerships with industry and other third parties, and launching new flexible offerings to meet the needs of learners and employers – including globally, aligning with University's new Transnational Education (TNE) initiatives.
- Leveraging market trends, competitive analysis and stakeholder engagement to ensure the University's offerings are commercially viable and impactful for a broad range of learners.
- Providing high-level advice to University Executive Board members, College Education Deans and other senior University staff on requirements and delivery of high-quality flexible lifelong programmes.

Reports to:

- Chief Operating Officer

About the Candidate

We are looking for candidates that demonstrate the following strengths and competencies:

- **Strategic Leadership** – Demonstrates a clear understanding of the broader strategic vision, proactively seeking out new opportunities.
- **Commercial Focus** – Possesses a strong understanding of the commercial and environmental factors that influence the higher education sector. Identifies emerging trends and market opportunities, achieving successful commercial outcomes within an academic environment.
- **Customer Experience** – Recognises the importance of outstanding service and engagement with both internal and external stakeholders. Actively listens to and addresses the needs of learners, staff and partners to ensure a high level of satisfaction and support.
- **Management** – Demonstrates strong organisational skills and takes ownership of key areas of responsibility, overcoming challenges and delivering results in a timely and efficient manner.
- **Professionalism** – Exemplifies high standards of conduct and professional integrity, and is transparent, consistent and reliable, earning the trust and respect of colleagues and stakeholders alike.
- **Innovation** – Approaches challenges with a focus on opportunities, generating fresh and creative ideas to enhance existing practices and improve outcomes.
- **Analysis and Judgement** – Assesses issues and problems thoughtfully, making well-informed, realistic decisions based on thorough consideration of data and facts.
- **Cultures and Values** – Actively fosters collaboration and partnership across professional services and academic teams, working towards shared goals and contributing to a positive and inclusive environment.

Principal Duties

Strategic Planning and Business Development:

- Develop and deliver a strategy for flexible lifelong learning that drives growth, enhances profitability, and aligns with the University's strategy.
- Identify and assess market opportunities for different layers of flexible lifelong provision, and lead the development of new, in-demand programmes that meet the needs of flexible lifelong learners and industry/organisations.
- Conduct regular market research and competitive analysis to ensure the University's offerings remain relevant, innovative, and marketable.

Course Development and Revenue Generation:

- Oversee the development and management of both credit and non-credit provision to drive enrolment regionally and globally, and maximise revenue.
- Lead efforts to diversify the University's income streams by developing and expanding new offerings, both in-person and online, including short courses, microcredentials, flexible Master's, executive education and corporate training partnerships.
- Develop and implement costing and pricing strategies that ensures financial sustainability and profitability for flexible lifelong learning developments.
- Monitor programme performance, using data-driven insights to optimise offerings and adjust strategies for continuous improvement.

Leadership and Management:

- Lead and manage multiple specialist teams within a new service for flexible lifelong learning, developing an agile and dynamic working environment, and ensuring service delivery and excellence within the University across all lifelong learning initiatives.
- Matrix manage multiple roles and teams across the institution as required.
- Build strong partnership relations with Colleges, academic Schools and other departments to support the effective delivery of the University's strategy in relation to flexible lifelong learning.
- Provide leadership, sector leading advice and support to senior managers using effective performance management and professional development to ensure consistency and alignment of practice, and to maximise performance at the individual and team levels, so that each can realise their optimal potential.
- Proactively seek to embed and maintain a culture of continuous improvement and collaboration across the service, fostering the ethos of partnership working, co-creation and the University's values.
- Work across the University as a senior member of Professional Services, sitting on Professional Services Board and directly advising the Chief Operating Officer, PVC Education, Provost and Vice Chancellor, presenting to the University Executive Board as required.



Principal Duties *continued*

Partnerships and External Relations:

- Build strategic partnerships with industry, government, public sector organisations, non-profit organisations and other external stakeholders to expand the reach and impact of the University's flexible lifelong learning provision regionally, in Wales, the UK and internationally.
- Develop and negotiate corporate sponsorships, partnerships, and training agreements that generate new business and revenue opportunities for the University and respond to invitations to tender for external contracts.
- Serve as the University's ambassador for flexible lifelong learning, cultivating relationships with industry leaders, government, public sector organisations, alumni and external organisations.

Marketing, Enrolment, and Brand Development:

- Collaborate with the University's communications and marketing team to develop effective targeted campaigns that increase visibility, brand awareness, and enrolments in flexible lifelong learning courses.
- Oversee enrolment strategies, ensuring effective recruitment and retention for flexible learners and corporate clients, with the use of effective digital technologies.
- Develop tailored outreach strategies to engage specific learner segments, such as professionals, organisations, and learners with a focus on upskilling, reskilling and new skilling.

Financial and Operational Management:

- Develop and manage related budgets, ensuring the alignment of financial goals with programme priorities.
- Monitor revenue and expenditure for programmes, implementing cost controls and operational efficiencies where necessary.
- Evaluate financial performance regularly to ensure growth targets and profitability are met, with regular reporting through formal governance including University Executive Board.

Strategic, Legislative and Regulatory:

- Consider the strategic and regulatory considerations, both in Wales and at a UK-level, including meeting the expectations of the Welsh Government's strategic priorities for tertiary education and remit of Medr.
- Evaluate opportunities to further develop different pathways to, and through, the University – supporting Widening Participation and Civic Mission strategies – ensuring that they deliver flexibility for learners.
- Develop appropriate structures to support statutory reporting.

Dimensions

The Director will be responsible for creating a new Institute required to deliver the new Flexible Lifelong Learning strategy. This will initially include the programme team and academic leads, as well as directly bringing in teams and roles across the organisation to support and align the new service. The role will include matrix and direct management and leadership, with an overall institution size circa 60+ FTE.

Building upon Cardiff's existing provision, it is expected that the new Institute will develop a number of new £ multi-million income streams through its new programmes.

Internal and External Relationships

Internal:

University Provost; PVC Education and Students, PVC International and PVC Research, Innovation and Enterprise; PVCs for the three Colleges; Head of Communications; College Education Deans; Heads of School; Learning and Teaching Academy; Registry; Directors within University IT.

External:

HESA, Medr, Welsh Government, Universities Association for Lifelong Learning, QAA and Advance HE

Knowledge, skills and experience needed

- A degree, and either a professional qualification or substantive professional experience that is relevant to the role (e.g. leadership and management).
- Significant relevant senior management level experience gained in a complex environment with a clear track record of delivering successful major programmes.
- Broad and deep experience of leading and scaling revenue-generating provision in a commercial or entrepreneurial context, with strong experience of business strategy, market analysis and revenue generation models in an educational setting.
- Successful experience of building and maintaining external partnerships and securing funding through business development initiatives, with a strong entrepreneurial mindset with the ability to identify and seize market opportunities.
- Strong analytical skills, with the ability to interpret data and use insights to inform decision-making and optimise programmes, with an advanced understanding of market dynamics, pricing and business models for flexible lifelong learning.
- Demonstrable and sustained evidence of the effective development, translation and implementation of strategic plans into operational practices and procedures, including the development and/or implementation of policies and procedures in accordance with external frameworks and regulations.
- Experience of formal programme management, leadership, implementation and delivery across a large and complex environment, with the ability to be innovative and apply a high level of initiative to solve complex issues including the management and mitigation of risk.
- Evidence of a proactive approach to continual improvement and service delivery change, using an evidence-based approach informed by data insights, user experience and systematic evaluation, and the ability to support and motivate staff to actively engage with changing operational needs and drivers, while maintaining standard.
- Experience of operational planning and the effective management of resources that ensure sustainability in practice, while working under pressure, managing tight deadlines and balancing competing demands and priorities, as well as being cognisant of and responding to complex and emerging situations.
- Excellent interpersonal and communications skills, with experience in developing and maintaining effective working relationships with multiple internal and external stakeholders that promotes collaboration, a common understanding, and a culture of responsibility and accountability.
- Ability to negotiate with different parties in order to effectively manage the potential for conflict, while working within professional boundaries.
- Strong commitment to the University's mission and values, and to the integration and delivery of equality, diversity and inclusion principles to enable student success.

Desirable

- Postgraduate/professional qualification.
- Experience of developing partnerships with external providers e.g. short course vendors or online programme management companies.

Additional information

Terms and Conditions of Employment

Cardiff University will offer an attractive salary, commensurate with experience, for a highly talented postholder. Cardiff offers 37 days per annum of annual leave plus bank holidays, and a USS Retirement Income Builder (RIB) pension.

Equality of Opportunity policy

Cardiff University is committed to promoting equality and diversity in all of its practices and activities, including those relating to staff recruitment and employment. The University aims to establish an inclusive culture which welcomes and ensures equality of opportunity for applicants of all ages, ethnicities, disabilities, family structures, genders, nationalities, sexual orientations, races, religious or other beliefs, and socio-economic backgrounds. This commitment forms part of Cardiff University's Equality and Diversity Policy – see: www.cardiff.ac.uk/public-information/equality-and-diversity

How to apply

If you have any queries or wish to discuss the role further, please contact Gillian Blackadder, Katharine Price or Donogh O'Brien at Aspen People on 0141 212 7555.

The closing date for applications is 12pm, 3 September 2025

