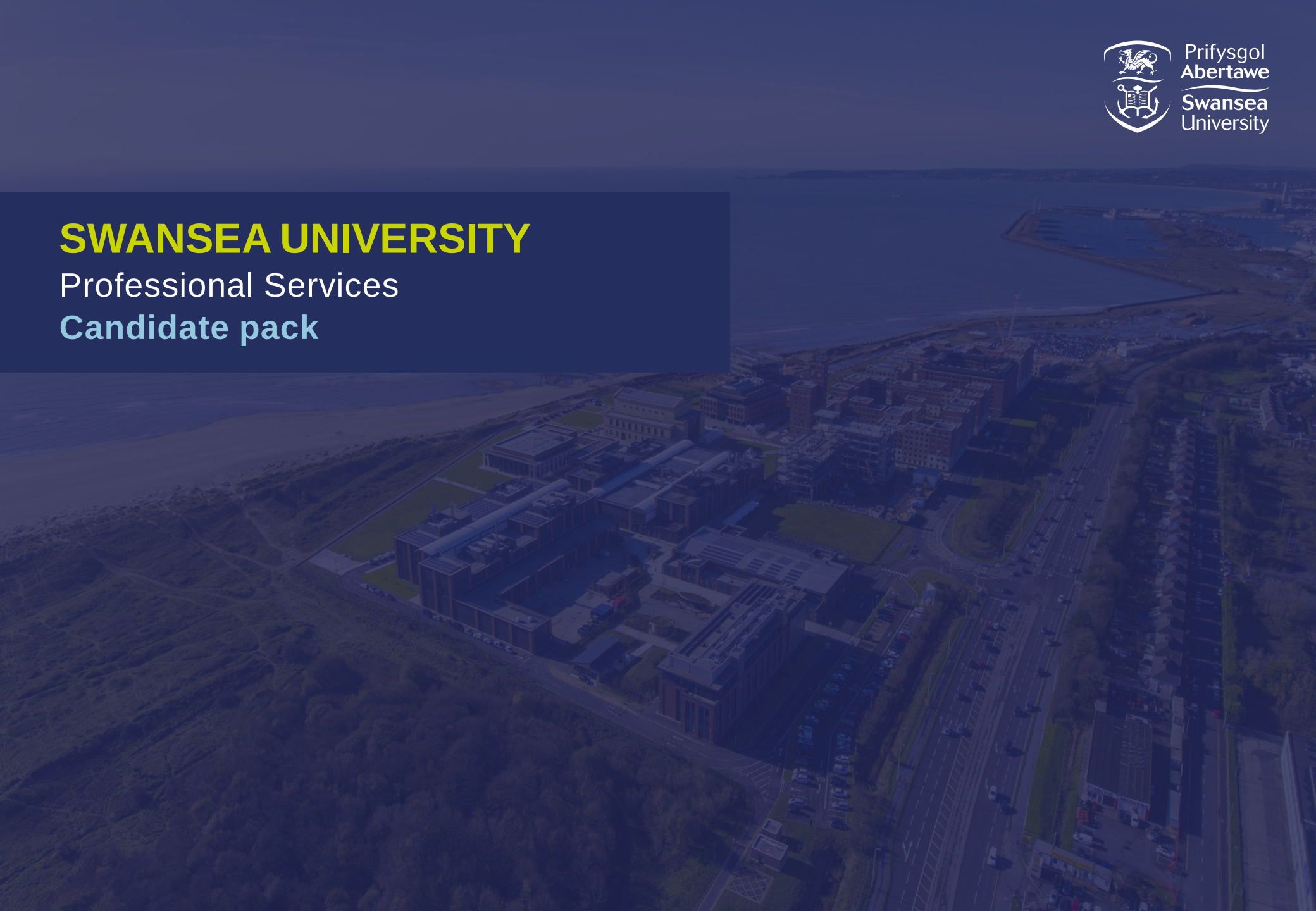


# SWANSEA UNIVERSITY

Professional Services  
Candidate pack



# SWANSEA UNIVERSITY

Making Waves Since 1920



## The Great Hall

The Great Hall on our Bay Campus is a multi-purpose cultural arts venue for the University and wider community



## The Abbey

A stunning historical building, rich in wildlife, at the heart of Singleton Campus; one of our two award-winning beachfront campuses

Swansea University is a research-led university that thrives on exploration and discovery. We are innovative in our approach to our teaching delivery and operations, and are proud of our collaborative staffing community.

With a long history of working with business and industry, today our research has a much wider impact, reaching across the health, wealth, culture, and well-being of a global society.

With over 27,000 students and 3,800 staff, we have achieved extraordinary growth in recent years with our activity exceeding that of many larger universities, whilst being resilient in adapting to changing landscapes. This success though, has not compromised the friendly and relaxed atmosphere that has always characterised the “Swansea experience”.

Having celebrated our centenary year in 2020, we are extremely proud of our contribution to the transformation of Swansea as a city of distinction. As we continue our journey as a 21st century University, we look forward to becoming a truly global institution, focusing on the big issues, and improving lives, while continuing to provide inspirational teaching.

We are committed to promoting gender equality, diversity and inclusion, and have been a member of the Athena SWAN Charter since 2008. We hold a Silver Institutional Award; the highest standard currently awarded to any UK University; and were the first university in Wales to achieve this.

Our stunning waterfront campuses make us a desirable location for staff from around the world, and our multicultural community provides a global perspective, enabling those who join us to develop skills and knowledge, enriching their careers.

**Join us and help shape our next century of innovation and excellence**

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# AWARDS & RANKINGS

 View our full [list of Awards & Rankings](#) online



**12<sup>TH</sup> IN UK**  
UNIVERSITY OF THE YEAR



**TOP IN WALES**

GUARDIAN  
UNIVERSITY GUIDE 2024

**93%**  
GRADUATE  
OUTCOMES ARE IN  
EMPLOYMENT, STUDY  
AND/OR OTHER  
ACTIVITIES

HESA 2022

**SUSTAINABLE  
DEVELOPMENT  
GOALS**

**37<sup>TH</sup> IN THE UK**  
**101-200 WORLDWIDE**

(Times Higher Education Impact Rankings 2023)

**86%**  
OF OUR RESEARCH QUALITY

**WORLD-LEADING /  
INTERNATIONALLY  
EXCELLENT**

2021 Research Excellence Framework

**12<sup>TH</sup> IN THE UK**  
**TOP 100 EMPLOYERS**



**6<sup>TH</sup> IN UK**  
STUDENT LIFE

**25<sup>TH</sup>**  
**IN THE UK**

GUARDIAN  
UNIVERSITY GUIDE 2024

HIGHLY  
COMMENDED

**LGBT+ STAFF  
NETWORK  
GROUP**

Stonewall Workplace Equality Index 2023



**TOP 10**  
LECTURERS &  
TEACHING QUALITY

**TOP 10**  
LECTURERS &  
TEACHING QUALITY

**6<sup>TH</sup>**  
**SAFEST**  
STUDENT CITY  
IN THE UK

COMPLETE  
UNIVERSITY GUIDE 2023

**RANKED 307**



2024

# OUR STRATEGIC VISION

An integral part of our success is our ability to provide excellent teaching and research, as well as an enviable quality of life for both our colleagues and students.

We are at heart an intrinsically principled, purposeful and resilient organisation, characterised by the distinct values, culture and behaviours that lie at our core of our five key strategic pillars:

## OUR CIVIC MISSION:

We proudly belong to the City of Swansea and the Swansea Bay City Region. With campuses in three local authority areas, we recognise that our University is the region's university.

## OUR STUDENT EXPERIENCE:

Students are at our heart and we take pride in our consistently strong reputation for quality of student experience, the strength of our support services, and our commitment to student mental health and wellbeing.

## OUR LEARNING AND TEACHING:

Sharing of knowledge to nurture independent, critical thinking is fundamental to our purpose. It enables our students to be resilient in the face of global challenges and to adapt to the changing world of work. We celebrate our Welsh heritage and our part in a bilingual nation.

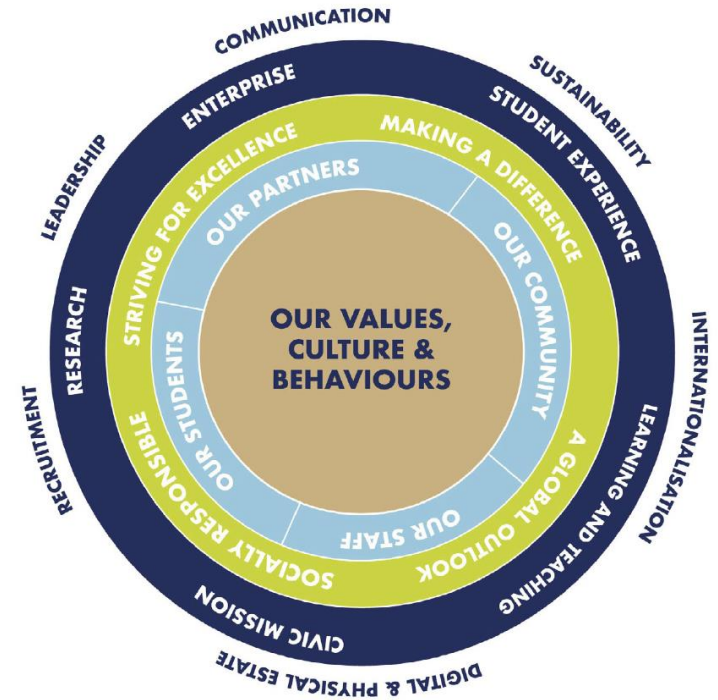
## OUR RESEARCH:

Our research changes lives, drives innovation and regional growth, and is aligned to the UN Sustainable Development Goals. It impacts on our culture, society, health, wellbeing, economy and our planet.

## OUR ENTERPRISE:

We are exceptionally collaborative and entrepreneurial. We were founded by industry, for industry, and we remain true to the ambitions of our founders, working with industrial, commercial and public sector partners for the benefit of our region and nation.

*Each of these areas is marked by our commitment to making a difference, to being socially and environmentally responsible, to striving for excellence, and to maintaining a global outlook that enables us to be a community University with international reach and reputation*



## OUR VISION

*We are, and will continue to be, a principled, purposeful and resilient University that balances excellent teaching with world-leading research and innovation in an open environment which enables our students and colleagues to excel. While we are valued globally as a trusted partner, we are deeply committed to our region and are proud to be a University for Wales.*

**Gweddw crefft heb ei dawn / Technical skill is bereft without culture**



View our full [Strategic Vision and Purpose](#) online

# TEACHING EXCELLENCE

We provide an outstanding and balanced academic environment that enables students and colleagues to excel.

Our commitment to diversity, combined with our ability to take students with low entry tariffs whilst achieving sector-leading graduate employability, demonstrates the value that is added by our University's rich student experience and teaching quality. Our University is one of the UK's leading HEIs for learning gain, with graduate employment at the heart of our provision.

Colleagues at Swansea are committed to professional development, continually providing inspirational and transformative learning, working at the leading edge of teaching activities.

Our Academic community includes individuals who have received independent recognition for their achievements such as; BMA Cymru Wales/BMJ Clinical Teacher of the Year; WISE Innovation award winner; Nation's Lifesavers – top 100 individuals; Advance HE National Teaching Fellowship; and many more.

We also have a number of unique academies and services, that leverage our research credentials and industry partnerships to support our world class teaching and learning offering.

Our state-of-the-art Health and Wellbeing Academy provides opportunities for students to work alongside highly qualified practitioners, in a professional, relaxed and friendly environment. The academy supports the health and wellbeing of

people in local region. In 2018 it was recognised for its achievements; winning the Social and Community Impact category, in the Guardian University Awards.

The Swansea Employability Academy (SEA), in partnership with the Students Union, provides funding for student-led employer engagement events. SEA enables students to lead on their own initiatives, ensuring that learning and experience exists in tandem, resulting in successful graduate career opportunities.

All our academies focus on enhancing teaching and learning excellence and aim to maximise the benefits not only to our students and colleagues, but to the wider community too.



## Health and Wellbeing Academy

Supporting the health and wellbeing of people in south-west Wales.



# RESEARCH EXCELLENCE

Swansea University is a research-intensive anchor institution, creating economic, societal, cultural and health impact with global reach. We continue to build upon our rich heritage of discovery and knowledge-led research and the pioneering spirit that has defined our University since it was founded by industry, for industry, in 1920.

Renowned for co-creating and delivering transformative innovations, we foster ambitious collaborations with partners in industry, the public and third sectors. Our strengths in interdisciplinary research and innovation, across our three Faculties (Science and Engineering, Humanities and Social Sciences, and Medicine, Health and Life Science) makes a difference to lives and futures through excellent, trusted and responsible research and impact.

We submitted the work of a record number of researchers (578) for assessment to the Research Excellence Framework (REF) 2021, representing a 56% increase on the 370 submitted in 2014. We have grown our overall proportion of world-leading and internationally excellent research from 80% in 2014 to 86% in 2021, with over 90% of our impact being classed as having world-leading or internationally excellent reach and significance.

As a research-intensive Welsh HEI, we contribute to Welsh Government's "twin priorities of delivering social justice and supporting a buoyant economy" and the Wellbeing of Future Generations (Wales) Act (2015), contributing to progress against the UN Sustainable Development Goals (SDGs).

 **1090**  
INNOVATIVE  
RESEARCHERS

**TOP  
400**  
GLOBAL QS  
RANKING

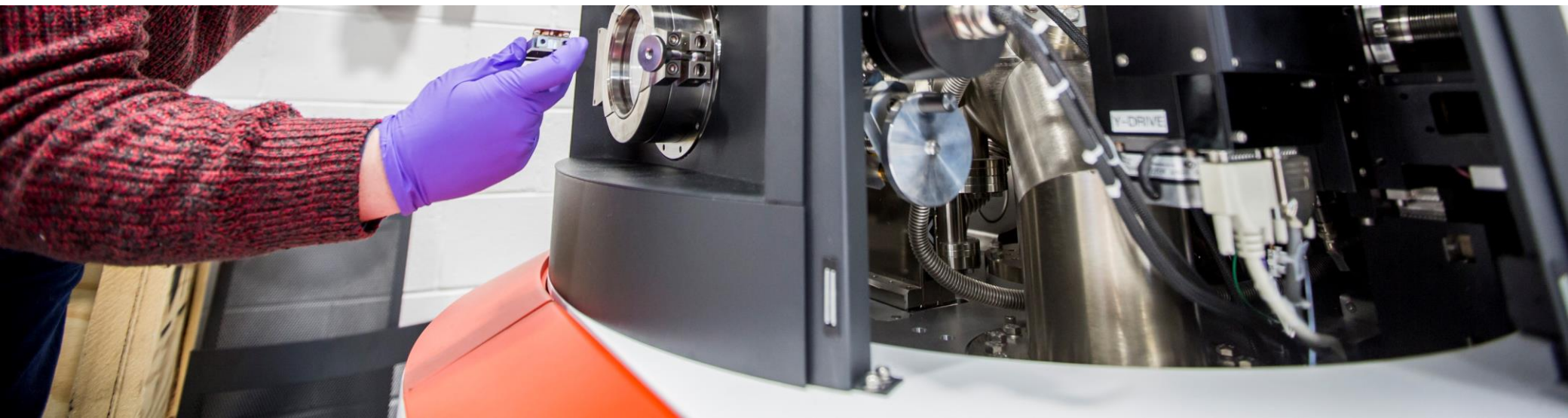
**91%**

RESEARCH CLASSED AS  
'WORLD LEADING' OR  
'INTERNATIONALLY  
EXCELLENT'

(REF 2021)

**578**

RESEARCHERS' WORK  
SUBMITTED FOR REF  
ASSESSMENT  
IN 2021



# INNOVATION & ENTERPRISE

Swansea University was founded by industry, in 1920, to delivery for industry. Nearly one hundred years on, we continue to have impressive links with commercial and industrial partners across a range of sectors. We lead Wales in research areas critical to economic growth and population well-being including Environmental Sciences, Medicine and Engineering.

We are committed to promoting and supporting collaborations that lead to innovation. We are proud to have homegrown, award-winning enterprises actively working with our University. We currently have:

- Over 40 companies co-located on our campuses
- Over 30 Bay Campus spin-out enterprises, since it opened in 2015
- £80m in HEBCI collaborative research income – our highest ever and an increase of £6m from 2021

We listen to business needs and have developed effective strategic collaborations that are mutually beneficial, helping to:

- Solve industry challenges and discover new opportunities
- Provide two-way access to talent and future-proofing Skills for industry
- Provide commercial opportunities such as flag ship industry co-located centres.

In recognition of our University's importance to the Swansea Bay City Region, we have pledged, alongside Swansea Council, to work closely to create more jobs, improve education and continue promoting a culture of enterprise and innovation.

We have a number of significant, long-term partnerships with industry, ranging from TATA and Rolls Royce to the DVLA and SKY.

## City Deal

The £132 million Swansea Bay City Deal Campuses project led by Swansea University, in partnership with Swansea Council, Swansea Bay University Health Board, Hywel Dda University Health Board, A Regional Collaboration for Health (ARCH) Partnership and key private sector partners, has secured £15m to develop sites in Morriston and Singleton. It will promote innovation and business growth in the expanding Medical Technology and Sports Technology sectors, and is proposed to open in late 2026.

Led by Neath Port Talbot County Borough Council, as part of the Swansea Bay City Deal and in partnership with Swansea University and Tata Steel UK, South Wales is set to build on its strength and expertise in steel and metals innovation with the launch of a new £20 million facility, SWITCH: South Wales Industrial Transition from Carbon Hub.

The new facility, scheduled for operation in late 2025, will see academic researchers, government and industry collaborating to deliver practical innovative solutions to decarbonise the steel and metals sector and supply chain.

## Impact Acceleration Accounts (IAAs)

Building on the success of the EPSRC IAA over the last 10 years, the University IAAs have been awarded >£2m to support a portfolio of activities from 2022 over the next 5 years.

The funding includes an award from ESRC (amount to be confirmed), £450,000 from the Arts and Humanities Research Council (AHRC), £450,000 from the Medical Research Council (MRC) with £1,158,212 from the Engineering and Physical Sciences Research Council (EPSRC).





# INTERNATIONAL STRATEGIC PARTNERSHIPS

We have a number of sector-leading International Strategic Partnerships (ISPs).

These ISPs are distinctive because of the breadth and depth of the collaborations, which encompass research, teaching and mobility across a wide range of subject areas.

Recent years have seen a 91% increase in the number of students taking advantage of the global opportunities which we are proud to offer.

Our International strategy 2020 - 2025 focuses on our commitment to comprehensive internationalisation, evidenced through action, to infuse international and comparative perspectives throughout our University's teaching, research, and knowledge exchange activity.

Deep partnerships, co-produced with a small number of high-quality universities overseas, is at the heart of our strategy.

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**Collaborations with**  
**127 COUNTRIES**  
**WORLDWIDE**





# A BEACON FOR WELSH CULTURE AND LANGUAGE

Swansea University is a bilingual university and a beacon for Welsh language, heritage and culture.

From humble beginnings as a local University College over one hundred years ago, today we are confident, and are proud to be a University for Wales.

We promote and celebrate our Welsh heritage, whilst being strong enough to hold our own alongside many of the world's top institutions.

We are a cultural and economic anchor within our community, with a distinct role to play in driving regional development, including advocating the use of Welsh language. We are committed to the Welsh Language Standards and are fully inclusive in welcoming students, colleagues, partners and public to use Welsh in whichever way they wish when interacting with us.



Llywodraeth Cymru  
Welsh Government



Coleg  
Cymraeg  
Cenedlaethol



## ACADEMI HYWEL TEIFI

Academi Hywel Teifi is the Welsh-language powerhouse of the University – a centre of excellence for Welsh-medium teaching and learning across the range of subjects.

Established in 2010, it is named in memory of Professor Hywel Teifi Edwards, a former Professor of Welsh at the University and one of the nation's greats.

Home to a core team of staff, it also provides a community to the thousands of Welsh-speaking students on campus.

Through various activities it increases and enriches the Welsh-medium provision and research and encourages collaboration, entrepreneurship and opportunities. The aim is to ensure that Swansea University students have the best of two worlds – a Welsh-medium experience in a university with multicultural and international connections.

THE ACADEMI HOUSES;

### **Coleg Cymraeg Cenedlaethol – Swansea University branch:**

Strategically plans and supports the Welsh language Higher Education provision across Wales. It plays a key role in ensuring and developing Welsh-medium study opportunities and apprentices.

### **Learn Welsh – Swansea Bay Region:**

Delivers high quality language courses and activities, on behalf of the National Centre for Learning Welsh, to the City of Swansea, and Neath Port Talbot Council.

### **Ty'r Gwrhyd:**

A partnership between Academi Hywel Teifi and Neath Port Talbot Council, (which received a £300,000 Welsh Government grant) to establish a Welsh community centre located in the heart of the Swansea Valley.

**OUR PEOPLE & UNIVERSITY CULTURE**  
*AND THE BENEFITS OF WORKING AT  
SWANSEA UNIVERSITY*



# EQUALITY, DIVERSITY & INCLUSION

Our people are our most important asset, they define who we are. We understand that our daily behaviours matter; we believe in each other, we celebrate each other's achievements, and we hold each other to account.

We respect our colleagues, treating others as we expect to be treated, and we work as one university, recognising that every colleague contributes to our success.

We aim to provide a supportive environment that's free from unfair discrimination and enables people to fulfil their personal potential.

We are committed to promoting equality, diversity and inclusion, for all.

We are proud to be:

- Accredited **Real Living Wage** employer
- **Athena SWAN** Charter member
- Employers for **Carers** member
- **Race Equality** Charter member
- **Stonewall** Top 100 Employer
- **Victim Support** Hate Crime Charter member



## CLOSING THE GENDER PAY GAP

MEAN GAP: 14.6%

**6.2%**

2022 BENCHMARKS  
UK HE: 14.8  
Wales HE: 14.7

**DECREASE**  
over 5 years

MEDIAN GAP: 5.5%

**8.2%**

2022 BENCHMARKS  
UK HE: 13.7  
Wales HE: 8.5

**DECREASE**  
over 5 years

We are proud to have reported a reduction in our gender pay gap for five years running. We are currently ahead of our own targets and the Higher Education benchmarks, making our rate of progress sector leading.

## COMMITTED TO RACE EQUALITY

**[SIREN]**

**Swansea International  
Race Equality Network**

SIREN, our consultative, support and social group provides a link between the University, and colleagues with an interest in race equality to influence positive change.



[Equality, Diversity & Inclusion webpages.](#)

[Full Gender Pay Gap report](#)

# BENEFITS OF WORKING AT SWANSEA UNIVERSITY

We provide an excellent working environment, that's free from unfair discrimination and is supported by our warm and welcoming campus communities and enables people to fulfil their personal potential.

We know that people have commitments outside their job. We aim to help colleagues achieve the right work-life balance for them. We have a range of benefits – *from family friendly policies, to agile working and wellbeing initiatives, discounts and savings, and more!* - all supported by the services of our award-winning HR department and our Health and Wellbeing teams.

In addition to our staff benefits, colleagues also gain access to our specialist support teams and academies, including:

## **Swansea Academy of Learning and Teaching (SALT)**

Home to resources and support for all learning and teaching enhancement.

## **Research, Engagement & Innovations Services (REIS)**

Supports the entire life-cycle of research ideas, from grant capture, to project management, the commercialisation of research, and the development of business ideas.

## **State-of-the-art Health and Wellbeing Academy**

Colleagues can benefit from highly qualified practitioners, in a professional, relaxed and friendly environment, whilst supporting the training of our students.

 Find out more: [Benefits of working at Swansea](#)



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**PENSIONS** up to 21.6% employer contributions, depending on role grade and scheme provider

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## **FAMILY FRIENDLY & FLEXIBLE WORKING OPTIONS**

including 31 days annual leave + bank holidays and agile working

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## **COMPETITIVE SALARIES**

and fairness in pay, as a Real Living Wage employer

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## **FREE & DISCOUNTED WELLBEING SERVICES**

staff counselling, mental health support, osteopathy services

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## **ONLINE DISCOUNT PORTAL** retail & entertainment offers

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## **SPORTS & SUSTAINABILITY DISCOUNTS & REWARDS**

discounted sport centre memberships, Cycle to Work scheme

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## **DEVELOPMENT & TRAINING SERVICES**

for academic and professional services colleagues

# THE CITY OF SWANSEA

Swansea, Wales' city by the sea, is a lively and vibrant maritime city with a diverse population of 240,000. It is both picturesque and cosmopolitan, offering an excellent quality of life.

As Wales's first 'Human Rights City', it is a thriving city of celebration. Over the years, it has become an increasingly diverse and inclusive place to live and work in. Voted 6<sup>th</sup> Safest Student City (*Complete University Guide 2023*) and 26<sup>th</sup> Cheapest City (StudentCrowd 2022), Swansea is both safe and affordable. Boasting of people and culture from around the world, the heart of the city centre is embraced through its food, festivities, cultural and community life.

Swansea, and surrounding regions in South Wales, has a strong sense of place, making people feel at home, whilst having direct links to London and Manchester and Cardiff. It succeeds in offering children a flying start in life through its educational establishments as well as recreational provisions.

The city is set to continue evolving at pace with The Swansea Bay City Deal; a £1.3bn investment secured by the Swansea Bay City Region for 11 major projects across Pembrokeshire, Carmarthenshire, Swansea and Neath Port Talbot; being a key factor.

Only a stone's throw away, the Victorian resort of Mumbles, also known as the 'Gateway to Gower', offers a fantastic array of attractions, including a pier, traditional boutiques, craft shops and ice-cream parlours. The Gower Peninsula – designated Britain's first 'Area of Outstanding Natural Beauty' – extends west of Mumbles in a succession of stunning coastal and rural sceneries.

To the east, the 'Waterfall Country' at Afan and the Vale of Neath is a haven for walkers and bikers alike. A journey west, takes you to Britain's only coastal national park: Pembrokeshire. Swansea is also privileged to be less than an hour's drive from the Brecon Beacons National Park.





# OUR LEADERSHIP TEAM

## SENIOR LEADERSHIP TEAM

Our University consists of three faculties: Faculty of Humanities and Social Sciences, Faculty of Medicine, Health and Life Science, Faculty of Science and Engineering, who are led by our Senior Leadership team, which consists of the below roles:

**Vice-Chancellor**

**Registrar & Chief Operating Officer**

**Pro Vice-Chancellor (Education)**

**Pro Vice-Chancellor (International)**

**Pro Vice-Chancellor (Research & Innovation)**

**Pro Vice-Chancellor & Executive Dean (Faculty of Humanities and Social Sciences)**

**Pro Vice-Chancellor & Executive Dean (Faculty of Medicine, Health and Life Science)**

**Pro Vice-Chancellor & Executive Dean (Faculty of Science and Engineering)**

**Chief Financial Officer**

## PROFESSIONAL SERVICES

Our Professional Service Directorates support our University's work and are responsible for ensuring efficient and effective professional services across our University's activities. These areas include:

**Education Services**

**Estates and Facilities**

**Human Resources**

**Information Services and Systems**

**Marketing, Recruitment & International**

**Planning and Strategic Projects Unit**

**Research, Engagement and Innovation Services**

**Vice Chancellor's Office**

## COUNCIL

The Council is the governing body and thus the supreme authority of the University, which means that it is ultimately accountable for the conduct and activity of the University and its representatives. The Council is responsible for determining the strategic direction of the University and for the finance, property, investments and general business of the University. It is also responsible for assuring the quality and standards of the University's academic provision and is discharging its duties in accordance with the Welsh Quality Assessment Framework.



Meet our [Senior Leadership Team](#)  
View [current Council Members](#)

# PROFESSIONAL SERVICES

## Education Services

Student Academic Services is responsible for ensuring the delivery of a range of high-quality academic services to students and staff in relation to the following areas:

- Examinations
- Assessment (all levels of study - including managing the University's Awards and Progression Board, providing advice and guidance to staff and student on the assessment regulations and procedures, academic misconduct, processing examination deferral requests, suspensions, withdrawals and transfers)
- Student cases (including academic appeals, academic misconduct, final reviews, complaints, disciplinary, fitness to practice, dignity at work, extensions, suspensions, withdrawals, transfers)
- Graduation
- Library Services. Swansea University Libraries and Archives provide high-quality information services for all students and staff, as well as the public, constantly developing these services to support the University's learning, teaching, research and corporate activities

## Estates

The Estates and Campus Services Directorate is responsible for developing and managing the University estate and for providing a range of essential services to the University community. A multi-faceted team of experienced professionals delivering a broad range of facilities management support and services at Swansea University. Working together with students, staff and industry partners to support the University's vision to provide an outstanding academic, social and cultural experience on campus.

## Finance

The Finance Department provides a cost effective, efficient and professional financial service, and is responsible for recording all of the financial transactions relating to the University. Developing and implement dynamic and future – focused financial strategies to support the University's aims, whilst maintaining sound financial oversight and administration in managing the Universities financial affairs.

## Human Resources

Human Resources offer a range of services aimed at supporting colleagues and potential applicants with employment-related matters. We are committed to providing high-quality professional advice, in support of the University's values and vision. Our award-winning HR community consists of a central team, who work alongside our Business Partners. Each Faculty/Directorate has a named Business Partner.

## Information Services & Systems

ISS are responsible for supporting the University in having an innovative and inclusive digital environment that engages and inspires students and staff to create and deliver world class teaching and research.

## Marketing, Recruitment and International

Marketing, Recruitment and International (MRI) are committed to promoting, celebrating, and advancing Swansea University's excellent reputation and achievements to our stakeholders in the UK and around the world.

MRI is the home of recruitment and admissions (UK and International), marketing, communications, fundraising and development, and academic partnerships. Each team brings its own professional expertise and specialisms, with a creative approach. MRI teams work closely together, across teams in the entire University, and with external. Each Faculty has an MRI team that works in parallel with the central MRI team to provide the same functionality, but with a Faculty focus.

The Directorate underpins the University's mission in Research, Teaching and Commercialisation and its strategic plan in both attracting the best future students and promoting our excellence in teaching and research.





# Planning and Strategic Projects Unit

The Planning and Strategic Projects Unit (PSPU) was established to support the University's Senior Leadership Team (SLT) and the University Management Board (UMB) in achieving their strategic aims and ambitions.

- PSPU facilitates the delivery of the University's strategic ambitions through a range of Strategic Change initiatives.
- Working in partnership with all Professional Services Units, Academic Colleges and Schools, students and key external stakeholders, the PSPU leads on business planning processes including resource allocation.
- PSPU provides a professional project and risk management resource to assure the successful implementation of externally funded projects and activities critical to the delivery of the University's Strategic Plan. It also leads on the creation and development of strategic partnerships which have a real impact on the regional economy.

# Student Life

Student Services are a team of experts on hand to help students work through any difficulties. Aimed at providing integrated, professional, student-centred services which offer information, advice, guidance and support to enable every student to develop and achieve their full potential. Student Service services include:

- Campus life which includes welfare, international, Chaplaincy, community & Money
- Inclusive student support covering disability, wellbeing, assessments & SAILS.
- Accommodation
- ELTS – Helping Students improve their language skills.
- Centre for academic success – helping students succeed at University.

# Research, Engagement & Innovation Services

Research, Engagement & Innovation Services (REIS) provide a wide range of professional services support to staff and students at Swansea University.

With offices located across both campuses, a diverse and highly skilled team are on hand to support the entire research lifecycle, from initial research ideas, through to grant capture, project management, the commercialisation of research and the development of business ideas.

The services provided by REIS are underpinned by Swansea University's Research & Innovation Strategy.

# Vice Chancellor's Office

Providing operational administrative support to the Vice-Chancellor, Registrar and Chief Operating Officer and the Pro-Vice-Chancellors. In addition:

- Providing an internal legal service for the University.
- Professional support and compliance responsibilities in Immigration regulations.
- Supporting the Council, the Senate, the Court (the University's stakeholder body) and a range of non academic policy and management committees.
- Providing a Records Management Service for corporate University records.



# THE OPPORTUNITY

# **Online Learning Project**

## **Overview of the Online Learning Project**

Swansea University has a vision for the development of a programme of online learning at scale that will enhance and diversify its educational portfolio and so deliver significant levels of additional revenue to support the University's wider financial sustainability programme. It proposes, in the first instance, the development and delivery of online postgraduate masters programmes in the most popular markets, in order to make the quickest return on investment. Subsequently, other forms of provision will be considered, including foundation years and undergraduate degree programmes, flexible credit-bearing microcredentials and non-credit-bearing training short courses.

Programmes would be developed and delivered through an unbundled business model, with some services provided by external commercial partners where it is either more efficient or effective to do so, or it would take time for the university to develop its own capability and/or capacity. This offers the optimal balance of financial return with minimal risk. Development and delivery would be through a decentralised academic, centralised operational model, overseen by a Head of Online Learning and an Online Learning Unit in Education Services.

## **Progress so far**

The University's Senior Leadership Team has considered, and endorsed, a proposal to develop a programme of online learning at scale as part of the university's strategy to diversify and increase income as a major part of its Financial Sustainability Programme. Although the primary driver in approving the proposal was financial, the many secondary benefits of online education were recognised—in meeting student demand, in providing alternative qualifications that better meet the needs of employers, in responding to government expectations for more flexible delivery and in reducing the environmental impact of travel by international students. Although there are already some high-quality online courses offered across the university, these have been developed to meet particular needs, with many being externally funded, and none are at the scale necessary to realise significant financial benefits. The university needs to build the capacity and capability to support the development and delivery of online learning at scale.

Swansea University is looking, in the first instance, to appoint a Head of Online Learning, as a six-month fixed-term interim position, to assist in establish the project and develop a detailed budget and to set up an Online Learning Unit to develop and deliver the portfolio of online programmes and courses. The University then expects to make a permanent appointment to lead the Online Learning Unit.





Prifysgol Abertawe  
Swansea University

## AN EXCITING TIME TO JOIN US

Swansea University has been making a difference since 1920. More than one hundred years on, we continue to excel and grow with purpose and integrity.

Our stunning waterfront campuses make us a desirable location for staff from around the world, and our multicultural community provides a global perspective, enabling those who join us to develop skills and knowledge, enriching their careers.

**JOIN US, AND HELP SHAPE OUR NEXT CENTURY OF INNOVATION AND EXCELLENCE**

[www.swansea.ac.uk/jobs-at-swansea](http://www.swansea.ac.uk/jobs-at-swansea)