



UOW
GLOBAL
ENTERPRISES



STRATEGIC PLAN
2020-2025

ABOUT US

UOW Global Enterprises (UOWGE) is a subsidiary group of the University of Wollongong (UOW). UOWGE owns and operates the University of Wollongong in Dubai (UOWD), UOW College Australia (UOWCA), the UOW College Hong Kong (UOWCHK) and UOW Malaysia KDU.

Employing more than 1,600 staff globally, these institutions spread across Wollongong, Sydney, Dubai, Hong Kong, Kuala Lumpur and Penang. UOWGE provides higher education, vocational, English and professional development programs to 18,000 students undertaking one of over 100 courses or programs.



UOW College Australia

UOW College is one of Australia's leading university colleges. Its success lies in the delivery of English language programs, academic pathway programs, higher education diplomas, and vocational education and training, coupled with an unwavering focus on delivering exceptional student experiences and a passion for lifelong learning. Since 1988, UOWCA has helped more than 32,000 students from over 70 nations continue their education, as well as meet their personal goals.



UOW College Hong Kong

In operation for over 35 years, UOW College Hong Kong is an independent Post-Secondary College, offering high quality Associate Degrees, Degrees and UOW Top-Up programs. It is highly regarded for its rigor in quality assurance and holistic education, delivering over 30 programs to 6,000 students each year. UOWCHK is building towards becoming a fully-fledged independent University in Hong Kong, with a strong scholarly teaching and research profile.



University of Wollongong in Dubai

UOWD is arguably Australia's most successful offshore higher education institution. First established in 1993, it is a highly reputable university with approximately 3,500 students from over 100 nationalities studying one of 37 accredited language, undergraduate, master or HDR/Phd programs on offer. UOWD is continuously reshaping itself to maintain its position as a primary and sustainable contributor to the education of the future leaders of the United Arab Emirates.



UOW Malaysia KDU

In 2019 UOWGE acquired a substantive majority equity interest in the KDU University Colleges, allowing it to combine UOW's internationally recognised teaching programs and personalised approach to students with KDU's modern campuses and market leading programs. UOW Malaysia KDU will introduce new undergraduate and post graduate programs with a clear strategy to achieving full university status, offering locally accredited programs with Australian equivalency.

MANAGING DIRECTOR & GROUP CEO MESSAGE

STRATEGIC PLAN 2020-2025

As our world is being transformed by geopolitical, economic, environmental and technological forces, education continues to provide a foundation for sustainability and growth. At the same time higher education globally is becoming borderless as the internationalisation of tertiary education continues.

The future of work is being profoundly changed, requiring graduates to have adaptability and the capability to re-skill and up-skill. An increasingly diverse group of learners are demanding flexibility, personalisation and applied knowledge throughout their lives and careers. This includes retraining for new work, new learning for jobs we haven't even thought of yet, and engaging in learning experiences to help them become smarter and better people.

We must prepare students for an interconnected world; to become transdisciplinary experts and to be life-ready just as much as work-ready. We must help them transform readily accessible information into knowledge – educate them to become critical learners who can independently search, source and judge information. In doing so we will help them to take a place in the knowledge economy that will dominate our future.

Since 1993, UOW Global Enterprises has grown to become one of Australia's most unique and successful global providers of tertiary education programs encompassing Vocational, Diploma, Associate Degree, Bachelors, Masters and PhDs delivered from our own campuses located in key international locations.

Building upon this well established and credible capability, this 2020 – 2025 Strategic Plan provides a pathway for sustainable growth with exceptional student experience and quality programs at its core. This plan will enable the delivery of UOW's strategic institutional priority "leverage the opportunity of our growing global footprint to enhancing our offshore course offerings and offering a truly global student experience".

Most importantly, this plan intends to provide our students and staff the opportunity for success, be this individual, within their workplace or their globally-connected community. We are excited about the future we are creating for our students and staff around the world.

MARISA MASTROIANNI
MANAGING DIRECTOR & GROUP CEO



WHY ARE WE DIFFERENT?

- We unleash the potential of our students, our staff and our communities
- We are agile and responsive
- We put ideas into practice and have the know-how to execute
- We provoke change in processes and people
- We live our Corporate Values

UOW VISION

UOW – inspiring a better future through education, research and partnership

OUR VISION

To be a dynamic global education provider delivering transformative student experiences

OUR MISSION

Delivering on UOW's ambition to be a global network through development and operation of offshore campuses and pathways to university

GOAL 1

RELENTLESS FOCUS ON STUDENT OUTCOMES

Deliver a student-centred educational experience to prepare students for the future of work and to achieve their goals

STRATEGIC PRIORITIES:

- Provide a portfolio of programs which respond to the changing needs of students and new models of work
- Provide a seamless personalised educational experience for students with a focus on blended learning, alternative delivery models, teaching engagement and support
- Provide new and state-of-the-art campus facilities
- Develop student analytic capabilities to enhance the student experience and results



GOAL 2

ROBUST GROWTH AND OPERATIONAL EXCELLENCE

Achieve consistent returns and growth through performance excellence, continuous improvement and agile response to new opportunities

STRATEGIC PRIORITIES:

- Deliver operational sustainability across all our institutions
- Implement an innovation framework that supports continuous performance excellence
- Extend our global footprint by actively seeking out and assessing opportunities in new and existing campuses



GOAL 3

UNLOCKED GLOBAL CAPACITY

Create an interconnected UOW global network that provides a seamless experience for students and staff

STRATEGIC PRIORITIES:

- Develop and implement a strategy for cross-campus programs to provide a global student experience
- Develop a relationship of cooperative support between UOW and UOWGE with streamlined processes for new programs, QA and global recruitment
- Establish technology platforms that facilitate our global operations and align student and staff experience in all locations
- Define each institution's unique and differentiating attributes to leverage our multi-campus opportunities
- Develop and implement inter-institution research framework, capability and international collaboration



GOAL 4

VALUED ENGAGEMENT AND COLLABORATION

Become an integral part of the communities and regions in which we operate while offering global linkages and benefits

STRATEGIC PRIORITIES:

- Form deep and relevant relationships with governments, corporations and communities in which we operate
- Provide thought leadership and engagement with employers and industry utilising the UOW global network



GOAL 5

CARING AND REWARDING WORKPLACE

Foster a culture that rewards initiative, innovation and accountability, where staff are valued, empowered and respected

STRATEGIC PRIORITIES:

- Provide career opportunities, enabling global employment prospects and create a culture that is encouraging and supportive
- Become an Employer of Choice that is truly diverse, equitable and inclusive



OUR VALUES



EXCELLENCE

We encourage everyone to shine, going above and beyond.



COLLABORATION

We share our knowledge, expertise and resources to get results.



INNOVATION

We think outside the box.



INTEGRITY

We are honest, ethical and reliable.



PASSION

We love what we do.



COURAGE

We speak our mind, take the initiative and are steadfast in our decisions

MEASURES OF SUCCESS

It is important to develop a method of assessment of the actions in order to measure performance and gauge the successful achievement of strategic goals. The outcomes identified below can be used to capture the information and determine if the measures have been achieved. Regular progress reporting on these measures can assist decision makers if priorities need to be adapted during the life of the plan.

INNOVATION

- Global program and course development
- Seamless global program portfolio
- Established innovation framework

GROWTH

- Increased student enrolments year-on-year
- Increased revenue in each business
- Increased return to shareholder

STUDENTS

- Student retention
- Student satisfaction rate
- Student employability
- Student mobility

ENGAGEMENT

- Established network of key stakeholders in each region
- Positive relationships with government and regulators in each region

SUPPORT

- Common systems development
- Harmonised processes and procedures across the Group

PEOPLE

- Staff satisfaction rate
- Average lost time injury rate
- Professional development / Corporate culture
- WGEA citation
- Employer of choice

STRATEGIC PLANNING FRAMEWORK

This document is a five-year plan outlining the vision, mission, strategic goals, objectives and key measures of success for the Group. It will form part of the suite of planning and reporting activities and framework for achieving the strategic goals over the next five years.

It is critical that the core goals and objectives of this plan support its business units and build on its current success. This Strategic Planning Framework outlines how this will be achieved. The aim of the framework is to aid in providing an overarching direction for the Group, the businesses within the Group and each level within the Group.

5 YEAR STRATEGIC PLAN

STRATEGIC GOALS AND PRIORITIES

ANNUAL OPERATING PLANS

ANNUAL BUDGET

INDIVIDUAL GOALS AND PRIORITIES



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