**Mission**

UOW College provides a supportive learning environment where students build skills and knowledge through our delivery of quality English language teaching and testing, vocational courses and academic pathway programs. As an integral and strategic unit of the University of Wollongong, UOW College enables our students to meet their personal, educational and career goals.

**We will:**

1. **Sustaining & Building**
   - Develop and maintain a disciplined and sustainable business model
   - Strengthen our systems and business processes whilst minimising duplication and overheads
   - Manage reputational, financial and operational risk prudently
   - Facilitate clear lines of decision-making, authority and accountability in our structures and processes
   - Conduct transparent reporting that supports ongoing review
   - Continue to seek opportunities to expand to new markets, establish new programs and build partnerships

2. **Alignment & Support**
   - Ensure that UOW College’s portfolio supports and aligns with UOW’s strategy, and considers the needs of all campuses
   - Ensure that the programs and services in UOW College’s portfolio are relevant to the needs of the national and international education environment
   - Meet curriculum and teaching standards and student outcomes set by UOW and external accreditation and quality assessment bodies
   - Grow UOW College’s reputation through strong branding
   - Diversify the source and mix of international student enrolments

3. **People & Culture**
   - Support staff through the provision of effective leadership at all levels, clear expectations, and strongly aligned rewards and recognition opportunities
   - Optimise the potential of all staff through performance and career planning
   - Promote and support the development of excellence in teaching
   - Promote collaboration and teamwork as valued, enduring and distinctive characteristics of our workforce
   - Protect the wellbeing of UOW College employees through strict maintenance of high standards in Workplace Health and Safety
   - Promote inclusion, equity and diversity, and embed our values and the principles of ethical action in our Code of Conduct in all that we do

4. **1: Learning & the Student Experience**
   - Meet the needs of a diversity of learners through our portfolio of programs and services
   - Continuously develop and assure the highest quality and standards of curriculum, teaching and outcomes across our portfolio of programs and services
   - Empower students with the confidence and skills needed for their responsibilities and success in the community, workplace and future learning
   - Provide services, facilities and learning technologies that enable a stimulating, supported and productive educational experience
   - Provide a caring, respectful, diverse and safe environment that offers opportunities to enrich our students’ educational experience
   - Be a centre of excellence for English language education

**Vision**

To be a leading university college that empowers our students for future learning and work.

**We are committed** to being an integral and strategic unit of the University of Wollongong’s operations.

**We will**

1. **Alignment & Support**
   - Be flexible and responsive to the external environment.

2. **People & Culture**
   - Conduct transparent reporting that supports ongoing review.

3. **1: Learning & the Student Experience**
   - Meet the needs of a diversity of learners through our portfolio of programs and services.
   - Continuously develop and assure the highest quality and standards of curriculum, teaching and outcomes across our portfolio of programs and services.

**We will:**

1. **2: Alignment & Support**
   - Ensure that UOW College’s portfolio supports and aligns with UOW’s strategy, and considers the needs of all campuses.

**We are committed** to being an employer of choice in the sector.

**We will**

1. **1: Learning & the Student Experience**
   - Meet the needs of a diversity of learners through our portfolio of programs and services.
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**We are committed** to creating a student experience based on programs and services that open opportunities for all our students.

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**We will**
Values

The commitments under our 2014-2016 goals endorse and promote our core values of:

PASSION  We love what we do.
CREATIVITY  We are innovative and imaginative.
COURAGE  We speak our mind, take the initiative and are steadfast in our decisions.
EXCEPTIONAL  We enable everyone to shine, going above and beyond.
COLLABORATION  We share our knowledge, expertise and resources to get results.
INTEGRITY  We are honest, ethical and reliable.

Summary of Key Performance Indicators

<table>
<thead>
<tr>
<th>Students (Recruitment, Learning &amp; the Student Experience)</th>
<th>People</th>
<th>Financial</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Total domestic student enrolments</td>
<td>• Staff satisfaction rate</td>
<td>• Net operating profit as a percentage of net operating revenue</td>
</tr>
<tr>
<td>• Total international student enrolments</td>
<td>• Average lost time injury rate</td>
<td>• Proportion of employee related costs to total expenditure</td>
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<tr>
<td>• Student retention rates</td>
<td>• Participation in professional development</td>
<td>• Capital expenditure ratio to operating expenditure ratio</td>
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<tr>
<td>• Student completion rates</td>
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<tr>
<td>• Student satisfaction with overall experience</td>
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<tr>
<td>• English language student satisfaction</td>
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<tr>
<td>• Student performance at UOW</td>
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</tbody>
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More Information

For more information about the Strategic Plan or to make an enquiry, contact Alison Freeman, Academic Governance and Performance Manager:

Phone: 02 4221 3583
Email: afreeman@uow.edu.au