



UOW
COLLEGE
AUSTRALIA

2020-2023

STRATEGIC PLAN

TEK
STEP TO UOW
BACHELOR OF BUSINESS

PATHWAYS TO
UNIVERSITY OF
WOLLONGONG

THOMAS
STEP TO UOW
BACHELOR OF ARTS

ERIN
SIS30315 CERTIFICATE III IN FITNESS
SIS40215 CERTIFICATE IV IN FITNESS

ACKNOWLEDGEMENT OF COUNTRY

UOW College Australia would like to acknowledge the Traditional Custodians of the lands on which the University of Wollongong and UOW College Australia are situated. We pay our respects to Aboriginal Elders past and present, who are the knowledge holders and teachers. We acknowledge their continued spiritual and cultural connection to Country. As we share knowledge, teaching, learning and research we also pay respect to the knowledge embedded forever within the Aboriginal Custodianship of Country.

UOW COLLEGE AUSTRALIA **STRATEGIC PLAN 2020-2023**



For over 30 years, UOW College Australia has helped more than 30,000 students from over 70 nations pursue their education and career goals.

An integral unit of the University of Wollongong, UOW College Australia maintains a broad portfolio of courses that complements the University's growth and outreach strategies.

Our range of courses, approach to education and support framework are tailored to meet the needs of a diverse cohort of domestic and international students.

This 2020 - 2023 Strategic Plan highlights four principal areas of focus: student learning, the student experience outside the classroom, our people & culture, and sustainable growth. It embeds the student experience as the foundation stone upon which our continued success will be built.

Our Strategic Priorities map out how we, as a leading University College, will continue to be a great place to study and work well into the future.

Felix Lanceley

General Manager
UOW College Australia



UOW VISION

Inspiring a better future through education, research and partnership.

UOW COLLEGE AUSTRALIA VISION

To be a leading University College that empowers our students for future learning and work.

UOW COLLEGE AUSTRALIA MISSION

UOW College Australia 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 Australia enables our students to meet their personal, educational and career goals.

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.



GOAL 1

EMPOWERING LEARNING EXPERIENCES

- 1.1 Engage students in stimulating, supportive and empowering educational experiences using best practice approaches to teaching, learning and assessment.
- 1.2 Anticipate and respond to the changing needs of students by adapting our portfolio of programs to maximise learning, future study and employment outcomes.
- 1.3 Ensure the highest standards of academic quality and integrity in all aspects of teaching and learning.

STRATEGIC PRIORITIES

- Implement alternative best practice delivery models and programs for pathway students.



- Maximise student success through a cohesive and comprehensive digital learning strategy.



- Implement a quality framework for vocational programs to ensure consistently high standards across all course and assessment materials.



- Develop vocational microcredential options.



MEASURES OF SUCCESS

- Student retention, progression and completion rates
- Student satisfaction with learning experience
- Student performance at UOW

GOAL 2

A TRANSFORMATIVE STUDENT EXPERIENCE

- 2.1 Engage students as trusted partners in a comprehensive and integrated student experience which focuses on their wellbeing and academic success.
- 2.2 Provide sector-leading personalised support to our students by leveraging a range of learning analytics, diagnostic tools, and staff expertise to maximise student outcomes.
- 2.3 Promote a respectful, inclusive, diverse and safe environment in which the needs of the student are always paramount.

STRATEGIC PRIORITIES

- Develop and implement student experience and support strategies to maximise student success and graduate effectiveness.



- Implement the recommendations of UOW's Reconciliation Action Plan.



- Establish the College as a core unit of the South Western Sydney campus, contributing to the growth of the campus and partnering in an integrated student support model.



MEASURES OF SUCCESS

- Student retention rate
- Student satisfaction with overall experience
- Student engagement with student services

GOAL 3

PEOPLE AND CULTURE

- 3.1 Provide effective leadership at all levels with clear lines of decision making and open communication.
- 3.2 Optimise the performance of staff through career planning, talent management and professional development opportunities.
- 3.3 Protect and enhance the safety and wellbeing of staff.
- 3.4 Promote our organisational values as well as the principles of inclusion, equity and diversity in all that we do.
- 3.5 Recognise and reward staff for exceptional contribution to the organisation.

STRATEGIC PRIORITIES

- Develop and implement a safety and wellness plan.



- Engage staff in the development and implementation of a Professional Development Plan designed to nurture their skills and talents.



- Build leadership capability and bench strength through a range of development and talent management initiatives.



MEASURES OF SUCCESS

- Staff satisfaction rate
- Staff retention rate
- Average lost time injury rate
- % female staff in leadership roles

GOAL 4

GROWING, SUSTAINING AND BUILDING

- 4.1 Competitively position our brand at a national and international level following an evidence-based marketing strategy.
- 4.2 Maintain strong and sustainable systems and business processes.
- 4.3 Build and strengthen our organisation by:
 - Developing new markets and expanding existing markets; establishing new programs and improving existing programs; building partnerships.

STRATEGIC PRIORITIES

- Continue to grow international student pipeline onshore and offshore.



- Continue to expand our portfolio of programs and pathways to university, onshore and offshore.



- Ensure sustainability through identifying and implementing process and system efficiencies and effectiveness.



- Create greater equity for students through diversified funding models.



MEASURES OF SUCCESS

- Total domestic student enrolments
- Total international student enrolments
- Net operating profit as a percentage of net operating revenue
- Proportion of employee related costs to total expenditure

CONTACT:

UOW College Australia
Building 30
UOW Northfields Ave
Wollongong NSW 2500 Australia

T: +61 2 4252 8804

uowcollege.edu.au



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