UOW College has a long and proud history as one of Australia’s most successful colleges. Our success is sustained by the delivery of a combination of quality academic pathway programs, English and vocational courses, coupled with an unwavering focus on delivering exceptional student experiences.

Under this 2017-2020 Strategic Plan we will continue to build our capacity as a leading university college. Our goals are focussed on our staff, students, quality and sustainable growth in alignment with the University of Wollongong. Our strategic priorities include:

- Expanding the College’s footprint at UOW’s new South Western Sydney campus, providing university pathway options directly to communities in Sydney’s south west.

- Continuing to grow the College’s suite of qualifications and pathways, with a focus on developing our portfolio of health programs.

- Improving our analytics capabilities to better understand and support our students through their academic journey.

- Empowering our staff to deliver best practice teaching and learning experiences, building a shared culture of innovation.

In delivering our goals we will continue to develop our global links, including with our offshore campuses in Dubai and Hong Kong, to deliver a world-class education.

This plan ensures that we are well placed to meet the challenges and expectations of our current and future students.

Julie Renwick
General Manager, UOW College
UOW COLLEGE 2017-2020 STRATEGIC PLAN | 3

MISSION

UOW College is a leading university college that empowers our students for future learning and work.

PURPOSE

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 educational and career goals.

VALUES

The commitments under our 2017-2020 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.
We are committed to creating an exceptional student experience based on programs and services that provide opportunities for all of our students.

We will deliver student-centred, supportive programs and services that enable our students to achieve their goals.

**WE WILL:**

1. Engage our students in stimulating, supported, empowering and productive educational experiences using best practice evidence-based approaches to teaching, learning and assessment.

2. Anticipate the changing needs of students, the community and UOW, adapting our portfolio of programs to maximise learning, future study and employment outcomes for our students.

3. Ensure that academic quality, standards and academic integrity are embedded in all we do, proactively monitoring curriculum, learning and teaching standards to maximise student outcomes and maintain compliance with UOW and external accreditation and quality assessment bodies.

4. Offer our students a full campus experience within a caring, respectful, diverse and safe environment.

**MEASURES OF SUCCESS**

- Student retention, progression and completion rates
- Student satisfaction with overall experience
- Effectiveness of student services
GOAL 2
ENHANCEMENT, ALIGNMENT AND SUPPORT

We are committed to being an integral and strategic unit of the University of Wollongong’s operations by maintaining a current and flexible portfolio that complements the University’s growth strategy.

We will be responsive to new and changing markets.

WE WILL:
1. Ensure that UOW College’s portfolio supports and aligns with UOW’s strategy, and considers the needs of all campuses.
2. Ensure that the programs in UOW College’s portfolio are attractive and relevant to international students.
3. Provide courses tailored to the needs of domestic students.
4. Maintain effective working relationships with UOW’s academic and administrative units to maximise synergies across UOWC and UOW courses and student recruitment.

MEASURES OF SUCCESS
- Total domestic student enrolments
- Total international student enrolments
- Student performance at UOW
GOAL 3

PEOPLE AND CULTURE

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

We will empower staff through a culture of continuous improvement where all staff are valued, empowered and respected.

WE WILL:

1. Support, engage and optimise the potential of all staff through the provision of effective leadership at all levels, clear expectations, clear lines of decision-making and authority, open communication, performance and career planning, talent management, professional development opportunities, and strongly aligned rewards and recognition opportunities.

2. Promote collaboration, teamwork, courage and creativity as valued, enduring and distinctive characteristics of our workforce.

3. Protect the wellbeing of UOW College employees through strict maintenance of high standards in Workplace Health and Safety.

4. 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.

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

We are committed to a business framework which promotes and enables growth while maintaining a sustainable, ethical and financially successful institution.

We will ensure our capacity to deliver our mission by growing and diversifying our portfolio of programs and our student base, and continuing to transform and modernise our systems and business processes.

WE WILL:

1. Competitively manage and position our brand at the national and international level based on an evidence-based marketing strategy.
3. Increase workplace efficiency, optimise the productivity of our resources and enhance the student experience through effective team structures, planning, benchmarking, accountability and review, and on-going refinement of systems and business processes.
4. Build and strengthen our organisation by expanding to new markets, establishing new programs, continuously improving our existing programs, and building partnerships.

MEASURES OF SUCCESS

- Net operating profit as a percentage of net operating revenue
- Proportion of employee related costs to total expenditure
For more information about the Strategic Plan or to make an enquiry, contact Dr Alison Freeman, Director Academic Performance and Governance:

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