



UOW  
COLLEGE  
AUSTRALIA



# Transforming Lives Through Education

2024 – 2027  
Strategic Plan





# Acknowledgement of Country

We acknowledge that Country for Aboriginal peoples is an interconnected set of ancient and sophisticated relationships.

The University of Wollongong spreads across many interrelated Aboriginal Countries that are bound by this sacred landscape, and intimate relationship with that landscape since creation.

From Sydney to the Southern Highlands, to the South Coast.

From fresh water to bitter water to salt.

From City to Urban to Rural.

The University of Wollongong acknowledges the Custodianship of the Aboriginal peoples of this place and space that has kept alive the relationships between all living things.

The University acknowledges the devastating impact of colonisation on our campuses' footprint and commit ourselves to truth-telling, healing and education.





# Transforming Lives Through Education

At UOW College, our purpose is clear: to transform lives through education.

Over the last 35 years, we have graduated more than 38,000 students from across Australia and the world. Our Academic Pathways Programs, English Language, and Vocational Education and Training courses are underpinned by a comprehensive student support framework designed to help our students succeed in their studies. In collaboration with the University of Wollongong, we provide an exceptional education and a supportive and inclusive community where every student can thrive.

Our staff, driven by a passion for education, and a belief in what we do as an organisation, have helped shape this Strategic Plan. The plan is built around four principal areas of focus: student learning, our ways of work, innovation and growth, and our community. It will give us the structure we need to ensure we keep meeting the needs of our students and employees in a constantly changing world. It also details how we will continue to support the University and increase the impact we will have as an institution.

## **Felix Lanceley**

General Manager, UOW College



# Strategic Framework



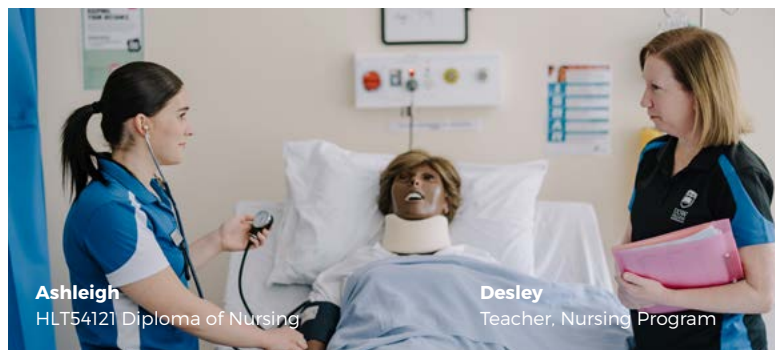




**Nabeel**  
Diploma of Information Technology  
Bachelor of Computer Science  
Student Relations Coordinator

# Our education is student-focused.

We believe in nurturing every student's journey with personalised attention, embracing diverse learning styles and fostering a supportive learning environment.



**Ashleigh**  
HLT54121 Diploma of Nursing

**Desley**  
Teacher, Nursing Program

## Enhance student-centred learning, experience & support.

- Develop data and analytical capabilities to shape informed and impactful decisions on the student experience.
- Engage students as trusted partners by empowering the student voice to enhance the student experience.
- Develop and implement initiatives to foster student success, safety and wellbeing.

## Elevate educational excellence.

- Exceed all educational regulatory requirements and standards.
- Refine teaching methodologies to achieve improved learning outcomes.
- Ensure assessment design is fit for purpose and adapts to change.

## Equip students for future study and work.

- Optimise pathways into UOW.
- Diversify how and where we deliver education and training to meet the changing needs of learners.
- Revise admissions policies and processes to support our commitment to student success and readiness.
- Provide a course portfolio that is aligned with student and industry needs.

## Measures of success

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

# Our ways of working enable our people.

We are committed to creating a workplace that attracts and develops exceptional talent, champions wellbeing, and harnesses efficiency through innovation.



**Giovanna**  
Customer Service Officer, Reception

## Attract and retain talented people.

- Implement safety and wellbeing initiatives and processes to look after our people.
- Develop policies and procedures to create employment conditions that attract and retain employees.
- Reward and recognise employees who demonstrate the values.

## Continuously develop our people.

- Implement initiatives to develop, challenge and reward high potential employees.
- Upskill employees to meet the future needs of the institution.
- Build leadership capability through a range of development and talent management initiatives.

## Improve operational efficiency, agility and performance.

- Leverage technology to automate and refine operational processes to improve efficiency.
- Utilise data analytics and business intelligence to inform decision-making.
- Improve student services, communication, and People and Culture systems to ensure they are fit for purpose.

## Measures of success

- Staff satisfaction rate
- Staff retention rate
- Average lost time injury rate
- WGEA Citation

# Our actions drive innovation and growth.

Practical innovation fuels our growth, inspiring us to broaden our reach and deepen our impact both locally and globally.



**Sophia**  
Special Tertiary Entrance Program  
Bachelor of Medical and Health Sciences  
Peer Learning Support

## Grow enrolments at home and abroad.

- Develop new markets and expand existing markets.
- Extend global footprint by expanding transnational education offerings offshore.
- Develop and implement a new VET growth strategy.

## Foster a culture of innovation.

- Design and implement a framework to encourage the generation of transformative ideas and creative solutions across the institution.
- Drive engagement with aligned peak bodies, special interest groups and communities of practice.

## Support UOW's growth strategy at Liverpool and regional campuses.

- Develop an evidence-based marketing and recruitment strategy for Liverpool campus.
- Optimise pathways to UOW courses offered at Liverpool and regional campuses.

## Measures of success

- Increased year-on-year student enrolment numbers
- Increased revenue and shareholder value
- Expanded network of transnational education partners

# Our diversity supports our community to thrive.

We celebrate and draw from our diverse community, where people can learn from different perspectives.



**Dilhara**  
Teacher, Academic Programs

## Cultivate an inclusive working and learning environment.

- Implement an accessibility action plan to provide an inclusive environment for students and employees living with disability.
- Systematically audit and upgrade physical and digital infrastructure to meet the diverse needs of our community.
- Implement initiatives that raise awareness of the needs of diverse groups.
- Implement opportunities that drive knowledge exchange and collaboration across departments.
- Develop and implement an Aboriginal and Torres Strait Islander Employment Strategy.

## Broaden the diversity of our student cohort through targeted student recruitment strategies.

- Initiate partnerships in new markets to diversify study tour and group programs.
- Diversify international recruitment by expanding into underrepresented regions across Academic, ELICOS and Vocational Programs.
- Develop and implement strategies to expand the enrolment of underrepresented domestic student cohorts, including mature age, and Aboriginal and Torres Strait Islander students.

## Measures of success

- Greater diversity in nationality mix across all applicable courses
- Broader distribution of ages in domestic student cohort profile
- Staff satisfaction rate





**Emma**  
Teacher, Fitness Programs

**Alice**  
SIS40221 Certificate IV in Fitness



**Saber Veitch**  
Diploma of Arts, Social Science and Humanities  
Bachelor of Arts  
Peer Learning Support



**Yen Linh**  
Diploma of Business  
Bachelor of Business

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