

2021 ANNUAL REPORT

GLOBALLY DIVERSE UNITED IN VALUES

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### **TABLE OF CONTENTS**

ABOUT US HOW WE DO IT

**UOW MALAYSIA KDU** 

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### ABOUT US HOW WE DO IT

OW Global Enterprises (UOWGE) is a subsidiary group of the University of Wollongong (UOW) and is aligned to the University's strategic objectives of international student growth.

Established in 1988, UOWGE owns and operates the University of Wollongong in Dubai (UOWD), UOW College Australia (UOWCA), UOW College Hong Kong (UOWCHK) and UOW Malaysia KDU (UOWMKDU).

UOWGE is at the forefront of delivering quality higher and vocational education and training on an international scale. Our institutions offer close to 200 programs, including higher education, vocational training, English language and professional development programs, to over 15,000 students annually.

Our commitment to quality underpins the UOWGE Strategic Plan 2020-2025 and is core to all operations across UOWGE. The Plan has been developed to facilitate UOWGE's continued success and support our vision of being a leading global education provider delivering transformative student experiences.

Employing 1,200 staff globally. UOWGE has a strong culture of diversity and equity, based on our values, and also advocates the principles of fairness, inclusiveness, and respect.

## WELCOME TO A NEW VICE-CHANCELLOR

"AS EDUCATORS, WE HAVE THE POWER TO FOSTER REAL CHANGE IN OUR WORLD, AND A RESPONSIBILITY TO CREATE A MORE DIVERSE, INCLUSIVE, AND ACCESSIBLE WORLD OF LEARNING FOR EVERYONE."



he University of Wollongong welcomed its fifth Vice-Chancellor Professor Patricia Davidson in May 2021. Professor Davidson is a proud alumnus of the University of Wollongong and is the first female to step into this role.

# GROUP CEO AND CHAIRMAN REPORT

021 has been both a challenging and significant year for UOW Global Enterprises, as we remain steadfast on our vision "to be a dynamic global education provider delivering transformative student experiences."

Managing through the uncertainties of COVID-19 has been a dominant feature of the last two years and our decisions have been focused on supporting students whilst keeping our people safe and adapting the way we work and deliver on our core business of higher education. The pandemic, has without a doubt, accelerated many of the trends and changes that were occurring in higher education particularly around the digitisation of operations and the shift to blended and online delivery of programs.

Our financial results reflect the downturn in student enrolments predominantly in international students and English language courses that were impacted by border closures across all our campuses. We acknowledge the extraordinary efforts of the leadership teams and staff across the group who have continued to reshape our operating models to ensure ongoing financial viability. Despite travel restrictions, our institutions globally remained focused and connected. During 2021 unprecedented levels of communication and personalised outreach to students and staff were required.

During 2021, the team continued to be guided and inspired by our values, and delivered on a number of significant strategic imperatives. The board supported investments in a new campus at Kowloon City Hong Kong, the implementation of a global recruitment framework leveraging off our diverse global footprint, implementation of a new unified finance system, and further development to our recruitment and admission system.

Operationally, the team collaboratively worked across the globe delivering 21 new programs, further developed blended learning and learning pedagogy best practice, enhancement of data analytics, improved student experience through website enhancements and communication channels, and a continued focus on research funding and cross-institutional collaboration. These initiatives will lay important solid foundations for future growth

We also celebrated the success of a number of notable recognitions including the Workplace Gender Equality Agency citation for Employer of Choice for the 19th consecutive year, as well as Great Place to Work certification.

Once again our people, educators, support and professional staff have gone above and beyond to support our students and communities when they needed it most. We thank them for their relentless commitment and pursuit of excellence in what can only be the most testing and trying of times. During the year our people were truly tested with the sad passing of 2 colleagues and 3 students from COVID-19.

During 2021, we farewelled the University of Wollongong Vice-Chancellor and UOWGE Board Member, Professor Paul Wellings. We thank Professor Wellings for his strong support and contribution over nearly ten years.

We welcomed the new University of Wollongong Vice-Chancellor and UOWGE Board Member, Professor Patricia Davidson in May 2021. Professor Davidson is focused on building the UOW global footprint, delivery of quality education and impactful research that drives positive change.

Finally, the board is grateful to the staff and leadership teams for all your efforts and the UOWGE Board who have continued to guide and support through these difficult and unprecedented times.

We continue to be guided by our global values that are imbedded in everything that we do. As always we remain committed to "unlocking potential through learning" for all our students across the globe.



**Peter Robson** Chair



Marisa Mastroianni
Managing Director
& Group CEO



#### **STRATEGIC**

We are aligned to and support UOW's strategic objectives of international student growth and provision of pathways to the University.



### **ACADEMIC**

High quality student experience and programs closely align to and enhance UOW's reputation.



#### **FINANCIAL**

We are a self-sustaining business providing a stable and growing dividend stream to UOW.

### WHAT WE DID WELL

- NEW HONG KONG KOWLOON CITY CAMPUS COMPLETED ON BUDGET ON TIME
- FURTHER DEVELOPED BLENDED LEARNING ACROSS ALL INSTITUTIONS
- 21 NEW PROGRAMS DELIVERED ACROSS GLOBAL LOCATIONS
- BUSINESS GROWTH WITH ACQUISITION OF NEW HEALTH CARE COLLEGE IN MALAYSIA
- UNIFIED ORACLE FINANCE SYSTEM IMPLEMENTED GLOBALLY
- IMPLEMENTED GLOBAL TREASURY MANAGEMENT POLICY
- UOWGE RECEIVES WORKPLACE GENDER EQUALITY AGENCY (WGEA) CITATION FOR 19TH CONSECUTIVE YEAR



UOW College HONG KONG secured over \$2.8m HKD in external funding in 2nd consecutive year of establishing research activity

UOW College AUSTRALIA adds 7 new programs and completes ASQA audit

UOW MALAYSIA KDU celebrates student success with 25 recognised wins in various competitions throughout the year

UOW in **DUBAI** introduces a freshman year

\$182m

8% COMPOUND ANNUAL GROWTH OVER 5 YEARS \$4m

\$10m

\$45M PAID TO UOW OVER LAST 5 YEARS \$282m

**NET ASSETS** 

5% COMPOUND ANNUAL GROWTH OVER 5 YEARS

777 15,63











GRADUATES



0.38

LOST TIME INJURY FREQUENCY RATE

 $<sup>^{</sup>st}$  Revenue includes a one-off special dividend from Education Australia Ltd of \$53m.

### **RECOGNITION OF OUR SUCCESS**





Workplace Gender Equality Agency citation for the 19th consecutive year



Australian Business Awards - 2021 Process Improvement Winner



Australian Business Awards - 2021 Project Management Winner



Premier's NSW Export Awards - 2021 NSW Development Impact Winner



### 2021 UNLOCKING GLOBAL CAPACITY

### Inaugural Global Staff Awards

held virtually in 2021, recognising achievements over previous year over 400 staff globally

### Launch of Inaugural Global Collaborate Conference

over 250 staff globally

### **Launch of Global Culture Playbook**

connecting values and behaviours across our global institutions

### Launch of UOW Global Recruitment

with dedicated staff engaged worldwide to support student recruitment activities

# Implementation of Global Support Systems

in Finance and Human Resources to consolidate and connect our systems and processes

# Appointment of Adjunct Professors Globally

connecting academics to share best practice teaching and research

### **GLOBAL COLLABORATE** CONFERENCE

ore than 250 staff from UOW's entities celebrated global collaborations at the inaugural UOWGE Global Collaborate Conference in November 2021. Staff came together at a virtual event held over three days to hear from more than 50 presenters from all our campuses, who shared their practice across research, teaching & learning and student

The UOWGE Global Collaborate Conference provided an essential platform to colleagues from Australia, Dubai, Hong Kong and Malaysia to showcase, acknowledge and celebrate collaborations across campuses, countries and continents. The conference encouraged optimism for the future about the great benefits and potential this network can provide. As we

strive for constant improvement, the conference can be seen as a catalyst to prompt further discussion, sharing of ideas and encouragement of innovative approaches to learning, teaching, assessment, and research that keep our global learners at the centre of our enterprise.

The conference explored ideas to leverage our unique campus network to develop a sense of global citizenship amongst our students, share global research strengths and embed workplace experience in multi-cultural environments. The high level of engagement in the conference reflected the existing collaborations occurring in research, learning and teaching, and mobility and clearly, there is an appetite among our staff and students to build on such collaborations in the future.



















**PARTICIPANTS** 

### **GLOBAL** RECRUITMENT

s one of Australia's few institutions with a global network of campuses spanning four countries, UOW is well positioned to take a global approach to international student recruitment under a framework managed by UOWGE. In 2021 this was realised and the UOW group's international recruitment capability transitioned to UOWGE and is now operated by in-market recruitment teams located at each of our campuses in Dubai, Malaysia, Hong Kong and Australia; with a global recruitment strategy team based at UOWGE corporate office. This new model capitalises on UOWGE's global footprint and in-country campus presence, reduces per student recruitment cost, increases return on investment of recruitment activity and supports the development of best practice recruitment activities and processes.

The global recruitment model successfully operates by having the right people (staff and agents) in the right place (a global. decentralised structure), selling the right product suite (pathways and articulation), supported by the right systems. Via the global recruitment teams, each campus is becoming responsible for recruiting international students from its surrounding region, to all campus locations in the UOW network. Agent focused in-country staff are operating in key markets to on-board chosen agents; train agent teams with the tools to confidently sell the suite of UOW global products; assist in strategy development of their region; and attend key events as

The model is already delivering an uplift in student recruitment numbers due to recruitment teams being closer and more deeply connected to target markets and their influencers, enabling greater responsiveness to cultural, political and social developments. It is enabling the development of a cohesive, global strategy to promote UOW's offerings to a wider variety of students with different desired destination and post-study aspirations. This is resulting in the strategic positioning and brand alignment of UOW's offerings while also allowing for regional context.



### PEOPLE AND CULTURE **OUR SUCCESS FACTOR**

OWGE promotes a safe and caring workplace that is truly a wonderful place to be, where staff are empowered and respected across our global institutions with the culture, values and behaviours championed by the UOWGE Board of Directors, the Group CEO and Executive Leadership Team.

In 2021 UOWGE Corporate was awarded the "Great Place to Work" certification for the first time with an 87% staff engagement result. The certification affirms our commitment to building a company culture where our staff are proud of working for us, proud of what they do, get a deep sense of satisfaction, feel cared for, respected, valued and most importantly allowed to shine.

During 2021 and with the COVID-19 pandemic ongoing, the in-country Well-Being, Health and Safety Committees continually reviewed measures and pandemic plans to ensure they addressed all identified health and safety risks and that work practices were adjusted where necessary. The focus on well-being and mental support to staff, students and their communities was key. Consistent communication, student counselling and the staff Employee Assistance Program (EAP) were all utilised.

2021 was an active year for Diversity, Equity and Inclusion, as the four pillars: building diversity; flexibility and adaptability; fostering inclusion; and leadership, accountability and focus, were incorporated into DEI plans and calendars. In Dubai and Hong Kong, flexible working practices were implemented to support staff to strive for an improved work-life balance. In both Hong Kong and Malaysia, DEI initiatives and events focused on ethnic minority staff and students through fairs and workshops, which celebrated cultural uniqueness.

In alignment with the UOWGE risk appetite statement, we believe all injuries are preventable, and therefore adopt a zero injury target. Outstanding WHS results were achieved in 2021. The total number of incidents reported across the Group was 8 down from 12 the previous year. The lost time injury frequency rate for the Group was 0.38 which is below the 2020 rate of 0.86.







### **GLOBAL CULTURE PLAYBOOK**

n 2021, UOW Global Enterprises launched the Culture Playbook, a document that links our mission, values and behaviours, trust factors, diversity, equity and inclusion, performance and development across all our global institutions.

We operate on a trust premise that everyone does the right thing at work. Although our values are consistent across the globe, our Diversity, Equity and Inclusion policies embrace our cross-cultural difference. Our culture builds, respects and fosters inclusiveness; promotes diversity; and embraces the unique skills and qualities of all of our people supporting them to achieve their personal and professional

The Culture Playbook continues to be further embedded in our global institutions, and will provide a common thread on how we work together across our global network.



### **DELIVERING** HIGH QUALITY LEARNING

#### **BLENDED LEARNING INITIATIVE**

2021 continued to pose challenges for us as each of our entities faced another year of learning and teaching delivered online. Building on the skills gained by our lecturers in the first year of remote learning, each of our entities focused on providing workshops and resources for staff to support the development of high-quality learning experiences for our students during 2021. As the lockdowns have been eased at some of our campuses, the challenge now shifts to capitalising on the pedagogical advantages afforded by blended learning, rather than reverting to the traditional modes of teaching that staff and students accepted prior to the pandemic. In the early stages of return to face-to-face learning, a new challenge arose of ensuring that this on-campus synchronous learning is also available to students who, for various reasons, are unable to attend classes in person. This has resulted in us supporting our staff in delivering 'blended synchronous' learning, which entails simultaneous delivery in face-to-face and online modes. To respond to the challenges of both enhancing the quality of the teaching and assisting staff to rise to these pedagogical challenges, the UOWGE Blended Learning Steering Group continues to meet regularly to share resources and activities to support the digital transformation of our teaching across the UOWGE group and UOW. Blended learning implementation will continue to be a strategic priority in 2022.

High-quality learning and teaching in higher education is marked by lecturing staff who are research active in their disciplines. UOWGE is conscious of the need to enhance the research capacity of staff at each of our institutions.

One of our strategies has been to encourage academics to complete higher degrees by research, which has been greatly assisted by UOW continuing to provide tuition fee waivers in the form of International Postgraduate Tuition Awards (IPTA) for our academics to undertake Higher Degree Research programs at UOW. In 2021, seven staff from UOWCHK and two from UOWMKDU took advantage of this financial assistance. Research was also the focus of the opening day of the inaugural UOWGE Global Collaborate Conference (see a full report on the conference in this report). The research presentations engendered a significant level of interest among lecturers across UOW and UOWGE and will lead to productive research collaborations across the group. We congratulate our staff in Dubai, Hong Kong and Malaysia who were successful in attracting research grants in 2021 - a total of 9 external research grants to support the outstanding work of our staff!

#### DUAL AWARDS FOR OUR OFF-SHORE CAMPUSES

The past year has seen a redoubled focus on capitalising on the UOW brand at our off-shore campuses. In light of this, an important development for UOWGE's entities in Hong Kong and Malaysia has been the commencement of a collaboration between UOWGE and the University for UOW to validate the degree programs developed at our Hong Kong and Malaysian campuses. The ability to deliver UOW-accredited degrees at these locations will provide a strong boost to our marketing efforts in those jurisdictions, as well as allow additional student flow across campuses. A process for validation has been established for UOWCHK's Cap.320 Bachelor degrees and we continue to work closely with UOW to complete this important project. In addition to this development, the dual award programs in Computer Science and Business Administration have received UOW approval and will allow UOWMKDU to deliver both the UOWMKDU degree and the UOW degree in

### **CISCO PARTNERSHIP LEADS** TO MICRO-CREDENTIAL OFFERING

An exciting initiative in 2021 was our partnership with the Cisco Networking Academy. A grant from Cisco enabled us to enrol lecturers from each of our entities in specific training with the ultimate aim of our staff being able to teach the Cisco Certified Network Associate (CCNA) courses themselves. Nine lecturers from across the UOWGE group are nearing the completion of their training. UOWCA will take the

lead on delivering the CCNA courses under UOW's micro-credential platform. The micro-credential, once approved, will be collaboratively delivered by the lecturers from UOWC Australia, UOW Malaysia and the EIS faculty at UOW. It is anticipated that these industry-relevant micro-credentials will pave the way for further opportunities in the future.

### **OUR FINANCIAL PERFORMANCE**

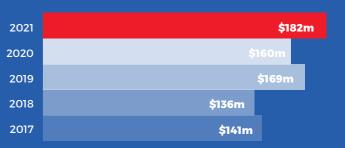
he COVID-19 pandemic continued to disrupt operations throughout the Group in all countries in 2021. Measures taken by various governments to contain the virus continued to affect economic activity. These measures have impacted enrolments in all countries the Group is operating in. To address the global impact of the pandemic on international student education, our business undertook a comprehensive cost reduction and response exercise in 2020 which continued into 2021. This was effective in ensuring financial sustainability throughout 2021 and, despite this challenging environment for international education, the Group reported an Underlying Profit of \$4m in 2021.

Revenue was \$182m, 12% higher than 2020, as a result of a one-off dividend payment by Education Australia. Student revenue declined by 2% compared to 2020.

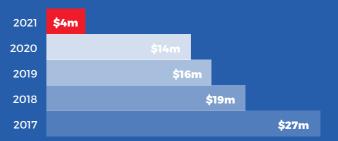
Net assets increased to \$282m, from \$267m in the prior year, driven by the profit after tax and the weaker Australian dollar at 31 December 2021 compared to the prior year.

\* Profit calculation that excludes, interest, tax, depreciation and amortisation, and extraordinary items

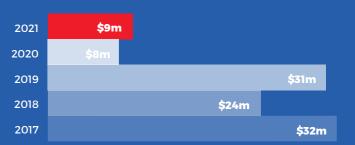
#### **Total Revenue and Other Income**



#### **Underlying Profit\***



### **Net Profit After Tax**



#### **Net Assets**



### A NEW CAMPUS IN HONG KONG

OW College Hong Kong reached a significant milestone with the full transition to a new campus at Kowloon City in 2021. The journey of this campus commenced in 2020 with the purchase of the building following the Board of Governors purchase approval.

The design and fit-out of the built-for-purpose campus centred upon providing a rewarding educational experience for students from the neighbouring region of the Greater Bay Area (GBA) of southern China. The resultant product was one that is state-of-the-art and especially suitable for multiple pedagogical practices including blended learning methodologies. Staff moved in by June 2021 and the campus opening coincided with the resumption of face-to-face classes for students. The opening ceremony was well attended by Hong Kong Government and Australian consular officials, as well as local dignitaries.

The Kowloon City campus of about 87,000 sq ft is adjacent to a historic part of the city, namely the Kowloon Walled City, and is conveniently served by various modes of public transport and amenities nearby. There is a variety of restaurants in the area serving cuisines ranging from European to local and South-East Asian. Since its official opening in September 2021, th campus has welcomed current students as well as prospective students and parents on campus tours. It has certainly upheld the reputation of UOW College Hong Kong as a premier higher education institution in Hong Kong.



UOWCHK Board of Governors. and Vanessa Bourne, UOWCHK President at the **Grand Opening Ceremony** Kowloon City Campus.

> Throughout the campus the facilities enabled the mix of learning modes by its intelligent use of spaces, and the overall atmosphere is one of modernity combined with a serious devotion to the curricula of various types of academic programs on offer. At the heart of all is the pastoral care given to students, whose learning experience is given much importance. The teaching hubs are designed with a focus on small group activity work. The digital screens and writable surfaces in the classrooms are designed to stimulate the minds of students.

Informal learning spaces on every available corner or passageway facilitate staff-student and peer interaction by supporting new patterns of social and intellectual behaviour, with single or group work settings and self-reflection spaces. The library has been furnished with small work rooms and other furniture that are designed to accommodate small group activity as well as individual study. Personal interaction and collaboration in the learning process has been suitably enabled by the design.

With the remarkable efficiency of Hong Kong partners, the Kowloon City campus was delivered on budget and on time under the very challenging circumstances during the COVID pandemic and the restrictions imposed on normal business operations. We would like to thank all the parties who contributed to this outcome.

### INTRODUCING OUR GLOBAL **EXECUTIVE TEAM**



PROF. MOHAMED-VALL M. SALEM ZEIN President, University of Wollongong in Dubai



**FELIX LANCELEY** General Manager UOW College Australia



**VANESSA BOURNE** President UOW College Hong Kong



UOW Malaysia KDU CEO **UOWGE CEO Asia** 



**JULIE STUART Executive Director** People and Culture



PROF. WILMA VIALLE Pro Vice-Chancellor Global



**WILLIAM ZONDAG Executive Director** Corporate Services/CFO



**LOUISE SILVESTRI Executive Director Business Transformation** 



GEOFF DRUMMOND **Executive Director** Strategy and Development



KATH McCOLLIM **Executive Director** Global Student Recruitment



PETER JANU **Executive Director** Commercial and Legal

### **OUR GOVERNANCE STRUCTURE**

UNIVERSITY OF WOLLONGONG COUNCIL UOW GLOBAL ENTERPRISES BOARD

AUSTRALIA UOW COLLEGE

**UNITED ARAB** EMIRATES

HONG KONG UOW COLLEGE

PEOPLE AND REMUNERATION COMMITTEE

MALAYSIA UOW MALAYSIA KDU

### **INTRODUCING OUR BOARD**



#### MR PETER ROBSON AO (CHAIR)

Peter Robson AO, has worked as an engineer in Australian and Asian manufacturing firms at both operational and senior executive levels, as well as National Secretary of one of Australia's largest trade unions (CPSU). Peter was also a member of the Australian Council of Trade Unions. Peter has been an adviser to Price Waterhouse Coopers and Australian superannuation funds. Peter is also Chairman of CEA Technologies, Chairman of Orange Regional Tourism and Director of Ross Hill Wines. Peter was awarded an AO (Order of Australia) by the Council of the Order of Australia in 2018. Peter received his Doctor of Letters (honoris causa) from the University of Wollongong in 2018.



#### MR GREG WEST (DEPUTY CHAIR)

Greg West is a Chartered Accountant. He is a member of the University of Wollongong Council and Chair of the Risk and Audit Committee. He is a director of IDP Education Limited (ASX: IEL) and Executive Chairman of Education Australia Limited.

In recent years he was Chief Executive Officer of a dual listed ASX/Nasdaq biotech company and presently has non-executive director roles at Fertoz Ltd (ASX: FTZ) and Tinybeans (ASX: TNY).

He has worked at PriceWaterhouse and held senior finance executive roles in investment banking with Bankers Trust, Bain & Company and Deutsche Bank. Greg is a director of the St James Foundation Limited.



#### MS WENDY GAN

Ms Gan is currently Deputy Chief Executive Officer (District Development) of the West Kowloon Cultural District Authority in Hong Kong. Previously, she was a Director of Strategy Ltd and held senior executive roles with Pacific Century Premium Developments and Swire Properties Ltd. Ms Gan serves as Honorary Director of the University of Hong Kong (HKU) Foundation and a member of the HKU Court and Finance Committee. She was on the management board of HKU School of Professional & Continuing Education (HKUSPACE). She sits on the Business School Advisory Council of the Hong Kong University of Science and Technology and is a Director of HKS Education Fund, which partners with Tsinghua University to provide education for under-privileged children in China. Ms Gan was awarded an Honorary University Fellowship of the University of Hong Kong in 2014 and HKU SPACE in 2016. She was also recognised as "China's 100 Outstanding Female Entrepreneurs" in 2011 by the All-China Women's Federation.



#### MR NOEL CORNISH AM

Noel Cornish AM, has a great depth of expertise in business management. His former roles include Deputy Chancellor of the University of Wollongong, Chief Executive of BlueScope Limited's Australian and New Zealand businesses, President Northstar BHP LLC in Ohio USA, Chairman of Snowy Hydro Limited and National President of the Ai Group. Noel is currently Chairman of IMB Bank and the Hunter Valley Coal Chain. Noel was appointed as a Member of the General Division of the Order of Australia (AM) in 2017 for his outstanding service to the Illawarra and the nation through business leadership and community service.



#### PROFESSOR PATRICIA M. DAVIDSON

Professor Patricia M. Davidson joined the University of Wollongong as Vice-Chancellor in May 2021. Prior to her current role, Professor Davidson was dean of the Johns Hopkins School of Nursing in Baltimore in the United States. In 2021 she was the recipient of the Consortium of Universities for Global Health (CUGH) Distinguished Leader Award. This honour celebrates her exceptional contributions to the advancement of global health worldwide.

As a global leader in nursing, health care, and advocacy, Professor Davidson's work focuses on person-centred care delivery and the improvement of cardiovascular health outcomes for women and vulnerable populations. She has extensively studied chronic conditions, transitional care, palliative care, and the translation of innovative, acceptable, and sustainable health initiatives across the world.

Professor Davidson serves as counsel general of the International Council on Women's Health Issues, and was a past board member of CUGH and secretary general of the Secretariat of the World Health Organizations Collaborating Centres for Nursing and Midwifery. She also serves on the Board of Healthcare Services for the National Academies of Sciences, Engineering, and Medicine in the United States.



#### MS MARISA MASTROIANNI

Marisa Mastroianni is Group Chief Executive Officer and Managing Director of UOW Global Enterprises. Marisa is an experienced CEO and non-executive Director. Previously Marisa has held senior financial and executive roles in the maritime, health, retirement and aged care sectors. Marisa currently serves on the Boards of NRMA Ltd and is Chair of NRMA's Audit & Risk Management Committee and a member of the Finance and Investments Committee, Governance Compensation and Nomination Committee. Marisa is a member of the Venues NSW Illawarra Region Advisory Committee.



#### **MR ROBERT RYAN**

Robert Ryan is currently the Chief Executive of IMB Ltd, one of Australia's largest mutual banks. In 2018 he was appointed to the role of Deputy Chancellor of the University of Wollongong and is a member of UOW Council and Chair of the Finance and Resources Committee. He is also a Director and Chair of the Governance Committee of Australian Settlements Limited. Prior to joining IMB, Robert held the positions of Managing Director at Australian Resources Limited. He has extensive experience in finance and management at senior executive and board level, has been involved in the formulation and implementation of strategic business plans and financial restructuring, staff management and development, treasury funding and risk management, as well as evaluation of acquisitions and divestments.



#### MR DAMIEN ISRAEL

Damien Israel is the Chief Operating Officer of the University of Wollongong. He is responsible for overall financial strategy for the UOW group and the leadership of the major corporate support services at UOW. He plays a key role in the oversight of the digital, finance and people and culture strategies of the University. He is Secretary to the University Council. He represents the University on the Illawarra Regional Advisory Council. Prior to joining the University, Mr Israel held a number of senior executive posts within health services, involving resource management, information technology, capital planning and delivery, and organisational change management. He is a Fellow of CPA Australia, holding a Bachelor of Business and Master of Accounting.



#### PROFESSOR ALEX FRINO

Professor Alex Frino is the Senior Deputy Vice-Chancellor (Innovation, Enterprise and External Relations) of the University of Wollongong. A distinguished international financial economist, he is an alumnus of UOW and Cambridge University, as well as a former and current Fulbright Scholar. He is one of the best-published financial economists in the world with over 100 papers in leading scholarly journals. He was previously Chief Executive Officer of the Capital Markets Cooperative Research Centre Limited – a \$100 million research installation funded by the Australian Federal Government and partnering with 20 major global financial corporations. He has held visiting academic positions at leading Universities in Italy, New Zealand, the UK and the United States. He has also held positions with leading financial market organisations including the Sydney Futures Exchange, Credit Suisse and the Commodity Futures Trading Commission in the USA.

#### RETIRED BOARD MEMBERS

PROFESSOR PAUL WELLINGS CBE - 21 May 2021

PROFESSOR JOE CHICARO OM - 22 December 2021





# THE UOWGE DIFFERENCE

- 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 PROCESS AND PEOPLE
- WE LIVE OUR CORPORATE VALUES









24 UOW Global Enterprises 2021 Annual Report UOW Global Enterprises 2021 Annual Report 25

### **UOW COLLEGE AUSTRALIA**

**"STUDENT EXPERIENCE** IS ALWAYS THE FOCUS. BY PROVIDING QUALITY **PROGRAM DELIVERY AND EXTENSIVE PATHWAY OPPORTUNITIES.**"

021 was another year massively impacted by COVID-19 at UOW College Australia (UOWCA). Borders remained \_\_ closed, which ensured that the number of international students remained very low. In order to compensate for that, the College focused keenly on domestic student recruitment, and those related programs did quite well.

2021 was punctuated with periods of staff working from campus and from home (the majority). We were able to bring some Academic classes back to campus in Autumn, but were thwarted by the pandemic in Spring and Summer sessions. ELICOS was 100% online through 2021, and our vocational classes shifted continually between online and face-to-face.

A working party was established at the end of 2020 comprising members from UOWCA and the University of Wollongong Australia (UOW) to develop a new pathway to UOW courses for UOWCA domestic Enabling Program students. A new course, the University Entrance Program, was developed to replace the existing multiple pathways courses, while continuing to prepare students effectively for entry to their UOW degree

The College introduced the Diploma of Medical and Health Sciences, as well as the nested Undergraduate Certificate in Autumn session, which resulted in strong enrolments. Enrolments were also strong in the Undergraduate Certificate courses.

In our Vocational Program, we commenced the FitPro program, which constituted a new delivery model for our Fitness courses. We also added CHC30315 Certificate III in Individual Support and CHC43105 Certificate IV in Ageing Support to our scope. Adding these qualifications triggered an audit by the Australian Skills Quality Authority, with no non-compliances noted. Students were able to utilise our newly furbished Nursing Simulation Lab which allowed a more flexible schedule of practical work resulting in improved student experience.

In August 2021 we commenced delivery of the Global Online Accelerator Program in collaboration with the WorldCrad. This exciting program enables students in India to complete studies of 4 subjects from the Diploma of Business or 4 subjects from the Diploma of Information Technology in an online, block delivery mode whilst still in their home country. Once the Global Online Accelerator is complete they continue their Diploma studies with the College then enter the second year of their University program of study. The standard of the students has been excellent and the WorldGrad are an excellent partner with a high level commitment to quality in delivery. This new pathway opportunity represents an exciting step forward in online and blended delivery. The first students to commence the program have already enrolled at the College in 2021 and we look forward to their continued success.

The focus for the year was predominantly student experience with improvements to website content, communications, program development, pathway opportunities and student transition and support.

#### **Felix Lanceley**

General Manager, UOW College Australia



Nursing students in simulation lab.

### PROJECT UNITE

UOWCA launched Project Unite -Sustainable Development Goals in Focus, which connected 124 students from 18 countries to find solutions for the UNs Sustainable Development Goals. Students were assigned in groups to focus on a particular goal, and met only over a two week period in workshops and masterclasses. On the final day students presented a 6 minute pitch on how they could solve one aspect of their goal. This program offered students a genuinely international experience at a time when travel was not possible.

response to applications submitted by UOWCA to add various new training products to its Vocational Education and Training scope of registration. The audit required UOWCA to respond to various requests for information and participate in an interview with the ASQA auditor to review and assess UOWCA's performance. The performance assessment outcome report was favourable. noting no compliance concerns, and resulted in the approval of the original applications to add the new training products to UOWCA's scope of registration.

**ASQA AUDIT** 

The Australian Skills Quality Authority (ASQA)

initiated a performance assessment (audit)

of UOW College Australia in April 2021 in









In 2021, students got to experience the New Campus in Dubai Knowledge Park. UOWD's new campus features a modern architectural design that combines traditional and innovative learning spaces and is fitted out with cuttingedge technologies to facilitate the teaching of the university's best-in-class programs. The campus is equipped with the newest technology and infrastructure that supports modern blended teaching and learning where online synchronous and asynchronous educational materials and opportunities for interaction with traditional classroom-based methods are combined

The year 2021 saw the effective implementation of major restructuring, which provided opportunities for a large number of eligible students to complete 3-year undergraduate degree programs in full alignment with the University of Wollongong Australia (UOW) and thus giving UOWD a strong competitive

The University completed all required approvals and professional training for academic staff to launch innovative blended learning in a first stage in six (6) important academic programs. Through principles of learning design, blended learning combines high-quality in-person and digital learning experiences that benefit from the best of both learning environments - allowing for more support and engagement with learners. This approach triumphs in offering students the environment for self-paced, flexible learning experiences with digital education that utilise interactive media such as games, videos, and quizzes as part of a structured learning experience.

Dubai hosted the world's greatest show which is EXPO2020 that was postponed due to the outbreak of the pandemic. From October 2021, EXPO 2020 opened its doors and UOWD had the opportunity and the experience to be part of this prodigious event which was orchestrated throughout the 6 months. UOW/UOWD Academics and students had partaken in various events and we were able to contribute and participate in numerous platforms particularly for the EXPO Education Theme. It was indeed one of UOWD highlights to have such exposure and also, we are very proud to be one of the Partners with the EXPO Australian Pavilion.

**"BUSINESS CONTINUITY IN 2021 WAS OUTSTANDING** THROUGH HIGH QUALITY LEARNING OPPORTUNITIES. **GREAT ACADEMIC AND** PROFESSIONAL SERVICES, AND STRICT ADHERENCE TO HEALTH AND SAFETY **GUIDELINES.**"

UOWD played a great role in collaboration with Team Australia EXPO2020 and colleagues at UOW Australia, ensuring a strong representation of the University of Wollongong at EXPO2020 in Dubai.

UOWD launched a major initiative to offer the first accredited International Foundation Year (IFY) in collaboration with NCUK, a leading international university consortium. A UAE accredited pathway, it offers students the opportunity to study an internationally recognised foundation course in Dubai and receive a guaranteed placement in UOWD, UOW Australia or at universities in a large network of leading institutions around the world.

The most recent Graduate Destination Survey conducted by the UAE Ministry of Education showed that UOWD graduates have a strong employment rate compared to the national average – 64 per cent of UOWD students are employed prior to graduation, with 85 per cent and 94 per cent of graduates surveyed employed within three and six months of graduating,

In 2021, UOWD scored quite strongly in the Graduate Destination Survey organised by the Ministry of Education a pleasing outcome and demonstration of a great student

#### Professor Mohamed-Vall M. Salem ZEIN

President, University of Wollongong in Dubai



**PROGRAMS** 



**NEW PROGRAMS** 



**STUDENTS** 







Connecting alumni

\*UOWD 🙈 mni

worldwide

Award for Research, Innovation and Entrepreneurship), Mr Robert Watts (Young Alumni Award), Mr Shafi Ullah (absent-Alumni Award for Social Impact), accompanied by Dr Feras Hamza, Her Excellency Dr Aisha Bin Bishr, Mr Warren King, Deputy Ambassador Australian Embassy, Ms Kelly Matthews, Counsellor (Commercial) and Trade Commissioner - Australian Embassy Abu Dhabi and Australian Trade and Investment Commission

### **UNDERGRADUATE** PROGRAM RESTRUCTURE

UOWD's Bachelor Degrees are now aligned seamlessly with those offered at the University of Wollongong (UOW) Australia. This alignment allows students who have excelled academically at select high school curricula and English proficiency, to complete their bachelor's degree in three years instead of four. Upon graduation, students will receive a worldwide-recognised degree from UOW Australia that is accredited by the UAE's Ministry of Education.

This change is in line with the UAE's National Strategy for Higher Education 2030 that aims to shape an innovative educational system and provide future generations with the necessary technical and practical knowledge and skills to contribute proactively to driving the economy.

Professor Mohamed Salem, President of UOWD, said: "As a future-focused higher education institution, we aim to continuously improve and tailor our offerings to meet today's dynamic labour market requirements. This important restructuring of our Bachelor Degrees recognises the differences between needs of students from different secondary education systems allowing, thus, many UOWD future students to graduate faster and at a lower cost."



UOW Global Enterprises 2021 Annual Report 27

### **WORLD EXPO**

UOWD was a partner of the Australian Pavilion showcased at Expo 2020 Dubai. This partnership will connect UOWD with opportunities to promote its education services to a global audience in one location. The UAE is not only Australia's largest trading partner in the Middle East but an important gateway to the world.

Australia joined more than 190 countries at the largest World Expo in history, from 20 October 2021 to 21 April 2022, the first World Expo to be held in the Middle East. Visitors to Australian Pavilion were immersed in the diversity of our landscape, culture and people and experienced our longstanding innovative and inventive approach to finding solutions for challenges.

28 UOW Global Enterprises 2021 Annual Report UOW Global Enterprises 2021 Annual Report 29

### UOW COLLEGE HONG KONG

"FULLY TRANSITIONED AS AN INDEPENDENT INSTITUTION WITH THE LAUNCH OF A NEW CAMPUS AND BACHELOR PROGRAMS."

n 2021 UOW College Hong Kong (UOWCHK) faced significant operational challenges, including those arising from the impact of the coronavirus pandemic. Despite this, the College achieved several important milestones in its further development as the Hong Kong campus of the University of Wollongong Australia (UOW).

Two academic staff were presented the 2021 UOW Vice-Chancellor's Award for Outstanding Contribution to Teaching and Learning (OCTAL). Dr Yim Mei Kiano LUK, Assistant Professor in the Faculty of Social Sciences; and Ms Kin Yan KIU, Judy, Lecturer in the Faculty of Science and Technology; were Highly Commended in the Faculty Award category. It was the first time that UOWCHK staff won awards at the OCTAL awards which proved that the calibre of UOWCHK staff is at a standard comparable to that in Australia.

Three more Bachelor Degrees were approved for offer in 2021 following comprehensive vetting and accreditation from the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ). Preparatory work for more programs to be accredited has continued in 2021. Among these, the proposed Bachelor of Maritime Services and Operations Management (Hons) succeeded in securing a Government grant of HK\$8.5 million for improvement of campus facilities, which was a great achievement in the face of competition for funding.

The College completed a 6 year project to transition its entire operation away from the City University of Hong Kong to become a wholly independent campus within the UOW global family. The final elements completed in 2021 included the transition of all IT systems, the establishment of our Academic Registry, and the exit of the College from CityU premises to its own bespoke architecturally designed campus in Kowloon City. Meanwhile, construction of the future main campus at Tai Wai has been progressing on time, which is expected to be handed over to the College for fit-out in Mid-2023.

As a student-centered institution, a 3-year project on learning support for students commenced with funding from the Hong Kong Government's Quality Enhancement Support Scheme. It has the dual aims of providing resources related to the enhancement of student learning and timely support for students at risk.

On the research front, UOWCHK was successful in applications for research grants from the Research Grants Council. A research grant of \$272,972 HKD was received under the

Competitive Research Funding Schemes for the Local Self-financing Degree Sector 2021/22. In addition, the Faculty of Arts and Humanities at UOWCHK was successful in obtaining a research grant from the Standing Committee on Language Education and Research (SCOLAR) under its Research and Development Project for 2021-22. Awarded a total of \$790,725 HKD for two years, the project entitled "Language Attitude of Hong Kong Ethnic Minority primary school students towards Putonghua (Mandarin Chinese) and its implications for designing a tailormade Putonghua pedagogy for such students", will probe this interesting aspect of language in Hong Kong.

its implications for designing a tailormade Putonghua pedagogy for such
students", will probe this interesting
aspect of language in Hong Kong.

The College was also successful

Lecturer in the Faculty of
Science and Technology:
Highly Commended in the
Faculty Award category
UOW OCTAL Awards

Ms Kin Yan KIU, Judy,

in winning an Engagement Grant from the Lantau Conservation Fund. The two-year project won an approved grant of \$1,999,700 HKD from the Fund up to December 2023, and aims to foster greater understanding of the links between nature and people. Additionally, UOWCHK is collaborating with the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) in a pilot for Blockchain-enabled Digital Credentials.

The year 2021 was capped off by the first in-person graduation ceremony for UOW College Hong Kong in December, drawing all graduates including those from UOW top-up degrees, bachelor degrees, associate degrees and foundation diploma. It was a grand occasion where graduates were able to celebrate their achievements with their families.

The advent of COVID-19 has engendered extra work to ensure that all online teaching and learning delivery arrangements were readily available, but it was also an opportunity for UOWCHK to bring about a substantial change in the delivery mode and paved the way for expediting implementation of blended learning in the College

#### Vanessa Bourne

President, UOW College Hong Kong



34



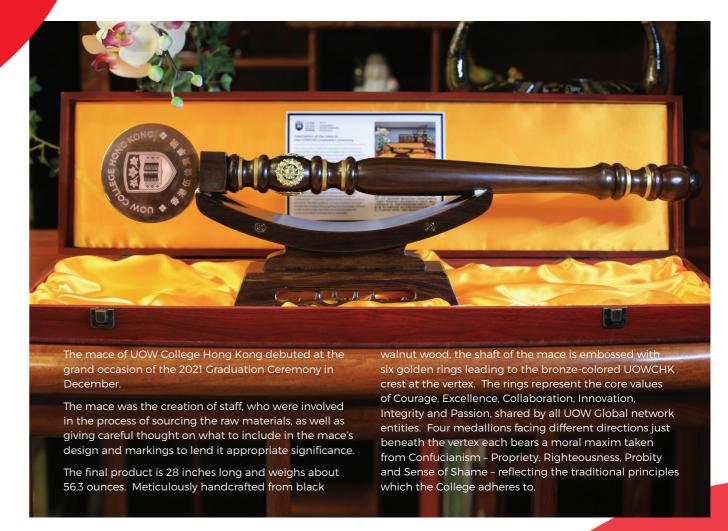
NEW PROGRAMS



2,674



STAFE





### BRINGING UOW TO THE STREETS OF HONG KONG

Promotion of the UOW brand is a critical factor in the student recruitment success, as students have confirmed the connection to a university is a key factor in recruitment. The College has responded with the highly visible advertising on a double-decker bus, fully covered in the navy-red-white colour scheme. The bus travels No. 42 route across the Kowloon peninsula, through densely populated neighbourhoods of the College's traditional catchment areas for students.

NEW PROCESS

### NEW PROGRAM DEVELOPMENT

The College continues to expand its Bachelor program offering with the commencement of 3 new programs in 2021, and planning for further expansion in 2022. The extension of Bachelor programs provides students with pathway options within the College, and also progresses the institution as a "university" within the UOW Global umbrella.

### UOW MALAYSIA KDU

"CONSOLIDATION AND UNIFICATION ACROSS MALAYSIAN CAMPUSES TO SUPPORT GROWTH"

ontrary to hopes and expectations, Malaysians faced yet another year of COVID-19 pandemic disruptions in 2021, with movement control restrictions throughout most of the year. Consequently, UOW Malaysia KDU (UOWMKDU) staff and students were met with more months of campus closure than in 2020, resulting in campus activities transitioning onto virtual platforms for most of the year. The frequent lockdowns delayed further the country's economic recovery, resulting in enrolment dipping below the 2020 figure. Nevertheless, with Management responding quickly with cost-saving measures and fiscal prudence, the financial performance was better than budgeted.

On other fronts, there was more good news to celebrate. In keeping with the promise of a vibrant campus life for students, more than 100 virtual student activities were organised throughout the year, including a student mobility program for 220 Vietnamese students and Project Generation W – a 4-day virtual student camp with online sessions with students from UOW in Dubai and UOW College Hong Kong. Demonstrating an unbeatable spirit, UOWMKDU students participated in numerous virtual national and international competitions winning top billing in many of these competitions. Some of the award-winning products are now being further developed for commercialisation.

The Teaching & Learning Centre rolled out training workshops throughout the year to equip academics with the latest technologies and techniques to liven up online teaching and learning. Some 68 such workshops were held in the year, with the participation of 1,800 staff.

There was no slowing down in industry engagement activities with 15 Industry Advisory Panels during the year, comprising 78 panellists; 578 companies provided internship placements for a total of 1,321 students and some 55 talks/webinars/workshops were held with the participation of speakers from industry.

In the midst of the pandemic, we sadly bade farewell to the founder of the KDU University Colleges / KDU College and Chancellor of UOW Malaysia KDU, Dato' (Dr.) Teoh Chiang Quan. His sudden and untimely passing sent shockwaves within the private education community in Malaysia, of which he was acknowledged as a pioneer. Dato' Teoh will always be remembered for his legacy of kindness, humility, compassion and vision.

UOW Datuk Seri (Dr.) Michael Yam Kong Choy, a doyen of industry and acclaimed business leader, assumed the helm as Chancellor of UOW Malaysia KDU from 15 August 2021. With decades of industry and academic experience under his belt, Datuk Seri (Dr.) Michael Yam brings added prestige and reputability to the UOW Malaysia KDU brand.

Meanwhile, an academic rationalisation exercise to ensure refinement in the curriculum and synchronise teaching delivery across campuses resulted in trimming down the number of programs and modules. From 99 programs in 2019 and 93 in 2020, as of October 2021, there are now 88 programs on offer. The syllabi of similar programs in the respective campuses have been aligned with 30% of common courses among programs of the same discipline and 15% of common courses among programs of the same level of studies. The program rationalisation also extended to the reduction in the number of modules on offer – from 1060 in 2019, to 872 in 2020 to 775 in 2021. All these initiatives have resulted in optimisation of class size.

Collaboration was established with Xi'An JiaoTong University, China (National ranking-13th, QS Asia 2022-52nd), to set up a joint recruitment program for PhD candidates. To date, 17 students have enrolled in the program with 16 doing their thesis in the area of Business and one in Social Science. This is a significant step for UOWMKDU from the point of view of establishing a collaboration with a top-ranking university in China in the area of postgraduate studies.

A combined virtual Convocation ceremony for 2020 and 2021 was successfully concluded with Professor Patricia Davidson, University of Wollongong Australia (UOW) Vice Chancellor and Ms. Marisa Mastroianni, UOW Global Enterprises (UOWGE) Group CEO officiating virtually. A total of 3,847 graduands proudly collected their parchments.

To wrap up an eventful year, the UOWMKDU staff and students settled into their new premises on the 5th Floor of the Glenmarie campus, the acquisition of the Ramsay Sime Darby Healthcare College moved closer to its completion date, and the application for the upgrade of UOWM KDU University College to university status reached an advanced stage.

#### Jennifer Ng

UOW Malaysia KDU CEO UOWGE CEO Asia



88



NEW PROGRAMS



7,213

STUDENTS



439

SCHOOL OF INGINE

Left: Engineering students and their lightweight drone "Harpy", award winners at the RFS Drone Challenge.

Below: Culinary students win medals at the 2021 FHC China International Culinary Arts Young Chef Online Competition.

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# NEW CHANCELLOR UOW MALAYSIA KDU

Following the very sad passing of the founder of the KDU University Colleges/KDU College and Chancellor of UOW Malaysia KDU, Dato' (Dr.) Teoh Chiang Quan, UOW Malaysia KDU welcomed Datuk Seri (Dr.) Michael Yam Kong Choy as Chancellor in August 2021.

Datuk Seri (Dr.) Michael Yam has an illustrious career, spanning over 36 years, in the construction, real estate and corporate finance sectors, not only in Malaysia but also in the UK, South Africa and Australia. He helmed two award-winning public-listed property companies as Managing Director and CEO and served in blue chip companies. In 2002, he was awarded "CEO of the Year" for Malaysia by American Express Corporate Services and Business Times.

He currently sits on the boards of numerous corporations including the current Chairmanship of InvestKL Corporation, an investment promotion agency under the Malaysian Ministry of International Trade and Industry. He has also served as an Adjunct Professor, guest lecturer, host, moderator, and speaker at universities, conferences, and webinars.

With decades of industry and academic experience, his appointment as Chancellor will bring added prestige and reputability to the UOW Malaysia KDU brand.



### INTRODUCING "WILLIS" THE WALLABY

Willis the wallaby has an Australian heritage, but was "born" in Malaysia.

Willis the Wallaby is the creation of Selena Ooi, a graphic designer within the marketing team. Reflective of our shared values, Willis is courageous and seeks to connect with a diverse range of friends, always seeing the possibilities that could be, rather than being overwhelmed by the challenges in life. These values align with the diverse and multi-cultural nature of our staff profile.

Willis has received much attention since his introduction to the Malaysian campus community, as he continues to expand his mob within Malaysia, and further abroad.





### 2021 ANNUAL REPORT







