



UOW  
GLOBAL  
ENTERPRISES

# 2019 ANNUAL REPORT



## UOW GLOBAL ENTERPRISES

UOW Global Enterprises (UOWGE) is a subsidiary group of the University of Wollongong (UOW). 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). Employing more than 1,500 staff globally, these institutions offer more than 200 programs including higher education, vocational training, English language and professional development programs to nearly 18,000 students annually.

## VISION

To be a dynamic global education provider delivering transformative student experiences

## MISSION

Delivering on UOW's ambition to be a global network through development and operation of offshore campuses and pathways to university

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## HIGHLIGHTS OF 2019



UOW Vice-Chancellor Professor Paul Wellings (right) presents Australia's Minister for Education The Hon Dan Tehan MP with a plaque at November's inauguration ceremony in Kuala Lumpur where UOWGE formally welcomed UOW Malaysia KDU to the Group's global network.



UOWCA General Manager Julie Renwick welcomes attendees at the College's March graduation ceremony. Ms Renwick retired in 2019, after 24 years of service.



\$169.8m  
Total revenue 183%  
growth over five years



\$39.6m  
Net profit before tax  
204% growth over  
five years



\$286.6m  
Net assets 9% growth  
over prior year



\$10m  
Dividend to UOW  
\$48.6m paid over  
last five years



17,676  
Students



239  
Programs



8,260  
Graduates



1,564  
Staff



165  
Staff Awards



0.62  
Lost time injury  
frequency rate

# LOOKING BACK ON A YEAR OF GREAT SUCCESS

Achieved record financial performance for the Group

Recognised for the 18th consecutive year as an Employer of Choice for Gender Equality in the Workplace Gender Equality Agency in Australia, and achieved 0% gender pay gap for UOW Global Enterprises

Won AustCham Westpac Australia-China Business Award for consumer services

Maintained lost time injury frequency rate of 0.62 for the Group

Introduced 18 new programs across UOW College Hong Kong, UOW in Dubai and UOW College Australia

UOW graduate at the November graduation ceremony in Dubai



Graduated 8,260 students across UOW in Dubai, UOW College Australia, UOW College Hong Kong and UOW Malaysia KDU

Inaugurated UOW Malaysia KDU into UOW's global network

Hit an all-time record for new international academic student enrolments at UOW College Australia, with a 60% year-on-year growth

Achieved 95% student retention rate at UOW College Hong Kong

Achieved 35% increase in new student enrolments at UOW in Dubai

Reaccreditation of all UOW College Hong Kong associate degree programs

UOW Malaysia Chair Mr Noel Cornish delivers his speech at the UOW Malaysia KDU inauguration ceremony



UOW in Dubai accredited by CAA as first blended learning higher education institution in the region

Attained record enrolment numbers for UOW College Australia's Academic Program

Achieved CAP 320 degree granting status by UOW College Hong Kong

Granted successful five-year re-licensure at UOW in Dubai

Maintained market share of the associate degree sector at UOW College Hong Kong

Launched seven new programs at UOW Malaysia KDU

Australia Employee of the Year Award winner, UOWGE Manager Regulatory Affairs and Governance Madeleine Dimitroulis





## CHAIRMAN AND GROUP CEO'S STATEMENT

2019 saw UOWGE achieve record financial results for the Group and deliver exceptional academic outcomes in line with the organisation's vision of being a dynamic global education provider delivering transformative student experiences. Thanks to our talented staff of more than 1,500 people, we successfully taught nearly 18,000 students and celebrated more than 8,200 graduates.

UOWGE's corporate structure underwent a significant transformation during 2019 with the aim of supporting our growth ambitions. A new parent company was established in addition to a new Dubai operating company and a Malaysian holding company to enable the acquisition of KDU's three operating companies in Malaysia.

The Group remained agile throughout the year as all institutions continued to develop student-centred educational experiences designed in response to the sector's ever-changing need to deliver personalised education with a focus on blended learning.

With the aim of growing global student mobility, each institution delivered and students benefited from international learning opportunities in destinations across Asia, Europe, North America and Oceania.

When UOW Malaysia KDU joined the Group, it brought strong disciplines in hospitality, tourism, culinary arts, game development and digital media. UOW College Australia achieved record enrolments, with 405 new international academic students; this marks a 60% growth in international new academic student enrolments from last year. 2019 saw UOW College Hong Kong become officially registered as an independent Post-Secondary College and successfully achieve reaccreditation of all 33 associate degree programs. UOW in Dubai implemented a transformation plan that resulted in a 35% increase in new student enrolments and major revisions to current programs. In anticipation of further growth, UOWD looks forward to commencing operation at a new state-of-the-art campus in 2020, while UOWMKDU will welcome a new technology-focused campus in Batu Kawan.

This year, we bid farewell to long-time staff member UOWCA General Manager Julie Renwick, who retired after 24 years of service. We said goodbye to dedicated board member Dr Stewart Routledge who honoured us with his valued service for 12 years. We celebrated successes like winning the AustCham Westpac Australia China business award for consumer services and we recognised esteemed UOW colleague Chancellor Jillian Broadbent with a University of Wollongong in Dubai Fellowship for her outstanding global leadership.

Of course, these milestones and achievements would not be possible without our dedicated and talented team of academic and professional colleagues from across the globe. In particular, we would like to recognise the exceptional team at UOW College Hong Kong for continuing to deliver high quality outcomes despite protests in the region. We would also like to extend our gratitude and thanks to the Group's global Executive Leadership team members for their ongoing drive and commitment to deliver outstanding results. We are also led by a robust and forward-thinking Board, and we thank each of the Directors for their outstanding contributions and expertise. Finally, the Group's success would not have occurred without the unwavering support offered by the Council, Vice-Chancellor and Executives of the University of Wollongong. For this, we thank you.

**PETER ROBSON**  
CHAIR

**MARISA MASTROIANNI**  
MANAGING DIRECTOR & GROUP CEO



ROBUST  
FINANCIAL  
GROWTH  
AND  
OPERATIONAL  
EXCELLENCE

Winner of The Business Excellence Award  
for Consumer Services

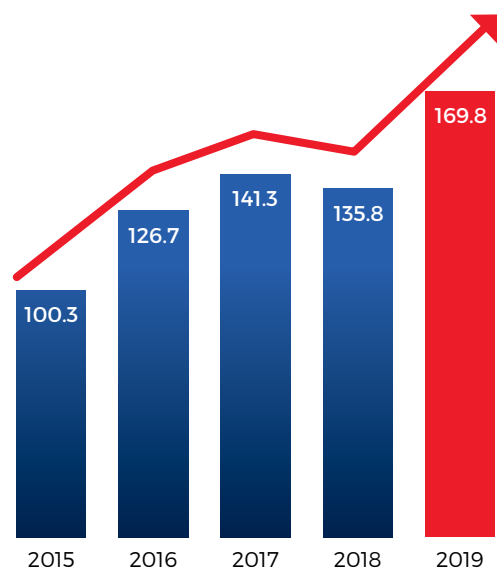
UOWGE was the proud winner of the 2019 AustCham Westpac Australia-China Business Award for consumer services.

# FINANCIAL RESULTS

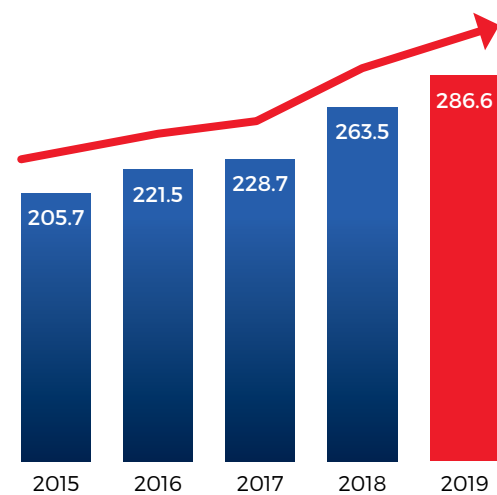
2019 saw the UOW Global Enterprises Group continue six years of financial growth and performance. In 2019, the Group delivered a record profit before tax of \$39.6m, this being an increase of \$13m on the 2018 financial performance. Total revenue for the Group was \$169.8m, another record result, which grew \$34m compared to 2018. Capping six years of growth, these results were delivered through the execution of long-term strategies where investment was made in international educational institutions, which provided not only value growth opportunities, but diversification of revenue and assets as well.

The business grew over the course of 2019 with the acquisition of the KDU entities in Malaysia which contributed to the financial scale of the Group. More so, UOWGE's portfolio of investments both in Australia and in Hong Kong provided strong returns that contributed to the Group's financial performance and position.

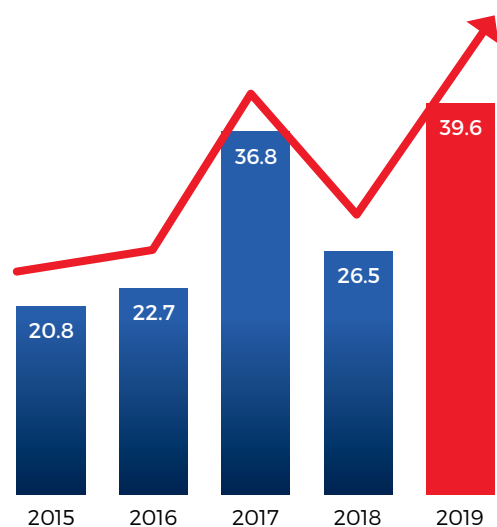
The financial position of the Group remains strong with the value of net assets increasing to \$287m, a growth of \$23m since 2018. UOWGE's balance sheet grew from the acquisition of the Malaysian assets partially funded through a loan facility from UOW, as well as the introduction of the new lease accounting standard IFRS16. The Group continued to invest in the development of campuses with capital expenditure of \$10m, primarily in Dubai and the remainder in Hong Kong. Similar to the prior year, in May 2019 a gross dividend of \$10m was paid to shareholder UOW. This brings the total gross dividends paid to UOW over the past five years to \$49m.



TOTAL REVENUE (\$M)



NET ASSETS (\$M)



PROFIT BEFORE TAX (\$M)



GROSS DIVIDEND TO UOW (\$M)

# A NEW CORPORATE STRUCTURE TO SUPPORT GROWTH

The corporate structure of the UOWGE Group changed significantly in 2019. A new parent company was established in addition to a new Dubai operating company and a Malaysian holding company to enable the acquisition of three KDU operating companies in Malaysia. UOWGE's very capable executive team realigned to support the strengthened structure.

## INSTITUTIONAL LEADERS



GENERAL MANAGER  
UOW COLLEGE AUSTRALIA  
**FELIX LANCELEY**



PRESIDENT UNIVERSITY OF  
WOLLONGONG IN DUBAI  
**PROF MOHAMED SALEM**



UOWGE CEO ASIA  
**JENNIFER NG GLOK-HONG**



CHIEF OF STAFF  
UOW COLLEGE HONG KONG  
**VANESSA BOURNE**

## CORPORATE LEADERS



CFO / EXECUTIVE DIRECTOR  
CORPORATE SERVICES  
**GEOFF DRUMMOND**



EXECUTIVE DIRECTOR  
BUSINESS TRANSFORMATION  
**KATH MCCOLLIM**



EXECUTIVE DIRECTOR  
PEOPLE AND CULTURE  
**JULIE STUART**



EXECUTIVE DIRECTOR  
COMMERCIAL AND LEGAL  
**PETER JANU**



# SUPPORTING GLOBAL STAFF SUCCESS

Providing a caring and rewarding workplace for staff across all global locations drives everything that UOWGE does. Fostering a culture that rewards initiative, innovation and accountability, where staff are valued, empowered and respected is a key strategic priority for UOWGE's Board of Directors, the Group CEO and the Executive Leadership team. The organisation's corporate values continue to remain front and centre, with the annual Staff Awards playing a critical role in recognising staff across the Group.

## Staff survey results

Results from the 2019 staff survey, which was conducted for UOWGE, UOWD, UOWCA and UOWCHK, were exceptional and exceeded benchmarks in a number of areas. Results indicate that UOWGE's staff engagement is very high at 87% and staff perception about UOWGE's progress is also very high at 87%. There are eight practices with results above 90% and an additional eight practices with results above 80%. UOWD continues to perform above the industry benchmark on a majority of engagement drivers. Staff engagement is 79% and perceptions about UOWD's progress is favourable and outperforming the industry benchmark. UOWCA performed above the industry benchmark on all but one engagement driver. Staff engagement increased slightly to 82% which is higher than the industry average. Staff opinion about UOWCA's progress also increased slightly to 72%. This was the inaugural staff survey for UOWCHK and a very new process for UOWCHK staff. Role Clarity and Teamwork were the highest scoring practices in UOWCHK.

## Work, health and safety

The health, safety and wellbeing of staff is crucial for UOWGE's success. 2019 saw the Group develop a stronger safety culture and safety leadership in a range of ways including a WHS cultural audit conducted for UOWD to establish a baseline and to track and measure the team's safety culture; safety walks conducted for the first time in UOWD and UOWCHK, and enhanced Board reporting particularly for UOWCHK and UOW Malaysia KDU. The total number of incidents reported across the Group was 18, which is consistent with the previous year. There were no lost time injuries reported for UOWCA and UOWD. The lost time injury frequency rate for the Group was 0.62 which is significantly down from 1.19 at the end 2018 and both UOWCA and UOWD achieved a lost time injury frequency rate of 0.00.



Award recipients celebrate at the Staff Awards ceremony in Dubai with UOW Malaysia Chair Mr Noel Cornish, UOW Vice-Chancellor Professor Paul Wellings and UOWD President Professor Mohamed Salem.



From left: UOWCHK Vice-President (Academic) Professor Lillian Vrijmoed Kwan, UOWGE Chair Mr Peter Robson, UOWCHK Chief of Staff Ms Vanessa Bourne and Assistant College Secretary Ms Anita Wong attend an afternoon tea with the Chairman in Hong Kong.

## Outstanding staff achievements

2019 saw colleagues in Dubai and Australia participate in the Group's annual staff awards, where colleagues were recognised by peers for their outstanding commitment and contributions. In Dubai, 47 staff, including finalists, received excellence and values awards to highlight their efforts in supporting the business. Additionally, 21 colleagues received service awards to commemorate their longstanding employment. In Australia, an all-time record of 153 colleagues were nominated for awards. 72 staff, including finalists, highly commended and winners, received awards for demonstrated excellence and values, while 25 staff received service awards to thank them for their combined 305 years of commitment to the organisation.

## Diversity, equity and inclusion

Diversity, equity and inclusion (DEI) remains a key strategic pillar of the Group's people and culture strategy. This year, the 2020-2022 DEI Strategic Plan for the Group was developed and endorsed by the Executive Leadership team and the UOWGE Ltd Board. The plan focuses on: building diversity; flexibility and adaptability; fostering inclusion and leadership, accountability and focus. Delivering on these themes will ensure the Group is supportive, confident and inclusive, and reinforced by the organisation's values.

A new DEI Committee structure was established to drive and further embed DEI and to more effectively localise plans. UOWCHK established an inaugural DEI Committee and hosted two information seminars to increase staff confidence in helping students with special needs and to raise awareness of diversity in the workplace. Importantly, in the 2019 staff survey people indicated high satisfaction with the organisation's diversity practices with all entities achieving a result over 74%.

The Group's overall success is also evidenced by a strong and balanced global Executive Leadership team with 57% female executives. The Group CEO continues to be a Pay Equity Ambassador and UOWGE achieved gender pay parity in the Australian-based operation, with efforts being acknowledged externally as an Employer of Choice for Gender Equality (EOCGE) by the Workplace Gender Equality Agency (WGEA) for the eighteenth consecutive year.



87%

UOWGE corporate staff survey engagement score



0.62

lost time injury frequency rate



57%

female executive staff



18

consecutive years Employer of Choice for Gender Equality (WGEA)

## CORPORATE VALUES



EXCELLENCE



COLLABORATION



INNOVATION



INTEGRITY



PASSION



COURAGE





# RELENTLESS FOCUS ON STUDENT OUTCOMES

Professor Wilma Vialle addresses UOWCA graduates.



UOWCHK Environmental Studies students on a study tour in Okinawa, Japan experience free diving to observe the unique marine habitat.



## GLOBAL STUDY DESTINATIONS

- AUSTRALIA
- CHINA
- EUROPE
- GERMANY
- HONG KONG
- JAPAN
- MALAYSIA
- NEW CALEDONIA
- THAILAND
- UNITED STATES

## CONNECTING STUDENTS ACROSS THE GLOBE

All UOWGE institutions are committed to offering a global student experience as a critical component of quality education, and this was certainly delivered in 2019.

As part of the University's aim of supporting international student mobility, a group of top achieving students from UOW spent a full semester at UOWD in 2019 as part of UOW's Global Leaders Education and Development Program (Go Lead). This successful experience provided students with a unique immersive learning experience at UOWD, including visits to industry and cultural centers in the UAE, and demonstrated the great opportunities for students through UOWGE's global network.

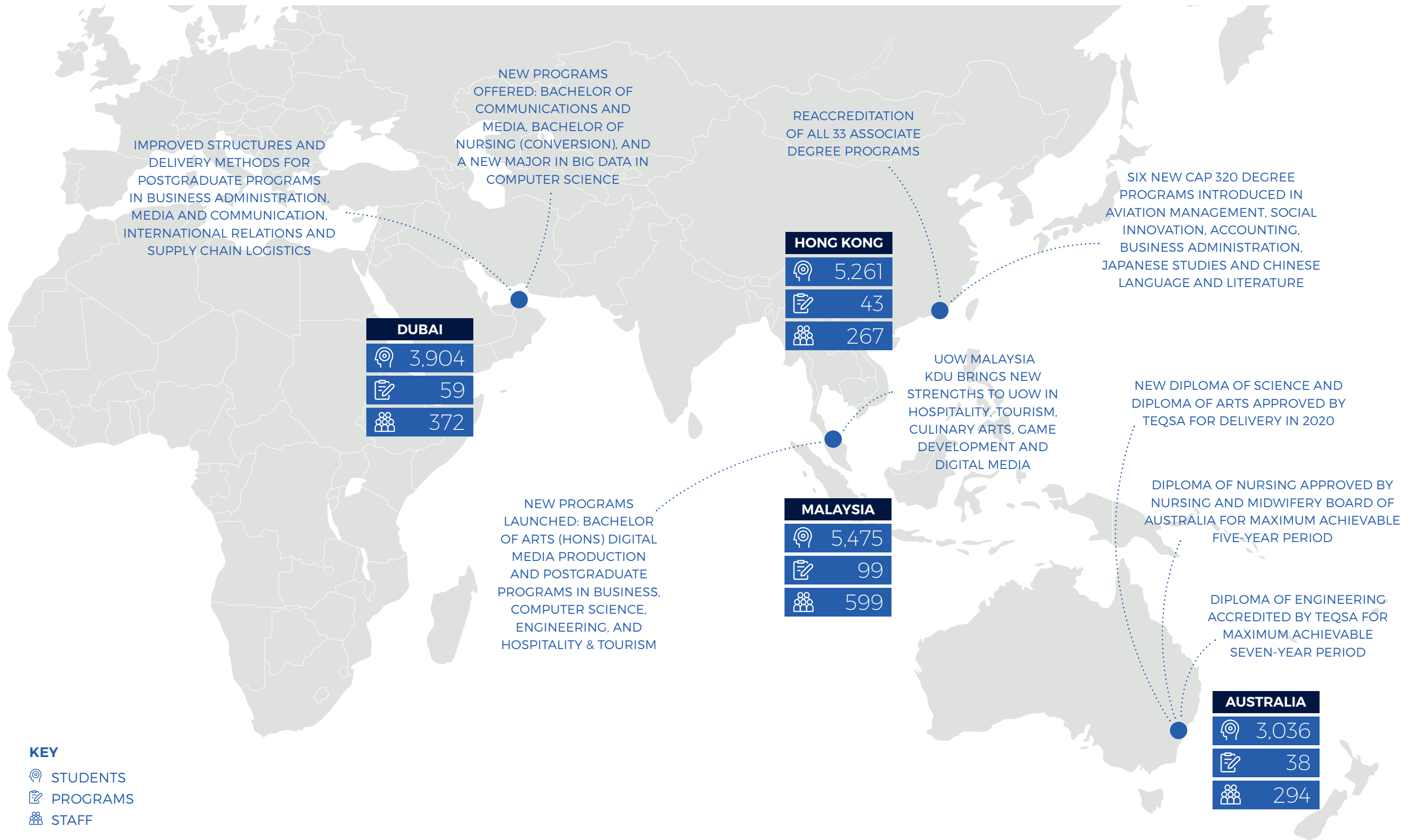
To further grow student mobility, UOWD's Faculty of Business inaugurated a unique summer study abroad business program in 2019 in Munich, Germany. This global program, in collaboration with Munich Business Academy (German incubator) and Hochschule der Bayerischen Wirtschaft University (HDBW), offered an opportunity to develop a holistic problem-solving approach in a global context. Postgraduate students in Innovation & Entrepreneurship (I&E) and International Business (IB) participated in a boot camp conducted by highly successful start-ups in Germany and were mentored by global entrepreneurs as part of their Capstone Research Subject.

UOWCHK organised 33 study tours for 731 students, visiting places in Asia, China, Europe and the United States. 11 UOW exchange students from Australia completing their studies in the UOW Bachelor of Business program travelled to Hong Kong for a four-month intensive educational and cultural experience. The College also sponsored 44 local co-curricular cultural and learning activities that benefited approximately 2,000 students from various College programs. Programs were offered to all associate degree students of the College, including those studying in Hong Kong and the China Mainland as well as UOW top-up degree students.

UOWCA organised 48 study tour groups for a total of 1,054 students, which marked a 10% growth from 2018. The College hosted groups from six countries including China, Hong Kong, Japan, Malaysia, New Caledonia and Thailand. It also oversaw a second cohort of English for Tertiary Studies (ETS) students at CCNU in Wuhan, China where 120 students successfully completed the course. The College had continued interest and growth in its high school market. In 2019, the College hosted 485 high school students, which made up approximately 45% of study tour students. The largest group was comprised of 78 high school students from China.

A high priority at UOWMKDU is providing study abroad and articulation pathways to UOW. In 2019, 787 students participated in outbound study abroad and study tours, while 51 students participated in inbound programs and tours. An articulation agreement has been established for two foundation programs and 11 diploma programs in the areas of Accounting, Business, Communications and Media, Computing, Electrical and Electronic Engineering, and Mechatronics. This arrangement will provide the opportunity for about 1,000 sub-degree graduates annually to pursue their undergraduate studies at UOW in Australia.

# STRENGTHENING GLOBAL PROGRAM OFFERINGS





# DELIVERING HIGH-QUALITY LEARNING

All of UOWGE's institutions deliver a student-centred educational experience to prepare students for the future of work and to achieve their goals. They provide a portfolio of programs that respond to the changing needs of students and new models of work, and offer a seamless, personalised educational experience for students with a focus on blended learning, alternative delivery models, teaching engagement and support. All of this occurs within state-of-the-art campus facilities and is supported by contemporary online learning management systems.

Commencing with five graduate programs, UOW in Dubai started implementing an institution-wide Blended Learning Strategy in 2019, with online initiatives incorporated into courses for the purpose of enhancing student learning experiences, introducing higher levels of engagement for students and to utilise Learning Management System (LMS) analytics to better appreciate how to provide students with more strategic support and direction.

The project was a response to the demands of the postgraduate market in the United Arab Emirates (UAE). It comprises a range of technologies to support the online components of Blended Learning, coupled with condensed, intensive face-to-face teaching instances. A review from the Commission for Academic Accreditation (CAA) acknowledged the initiative as a "welcomed new departure for the country" from the more traditional and prevalent teaching models in the UAE.

UOW College Australia has begun enhancing the student experience with the implementation of Engaged Learning across the College in a three-year rollout project. Staff are utilising innovative approaches to their teaching supported by staff development and technological enhancements.

Learning Analytics allows a deeper understanding of how students are engaging with their studies. A UOWGE initiative established in 2019 developed an analytics approach that assists in identifying the best ways of supporting students through counselling or extra support. The data also identifies how students interact with their learning and what types of teaching and assessment engage them more fully in their studies.

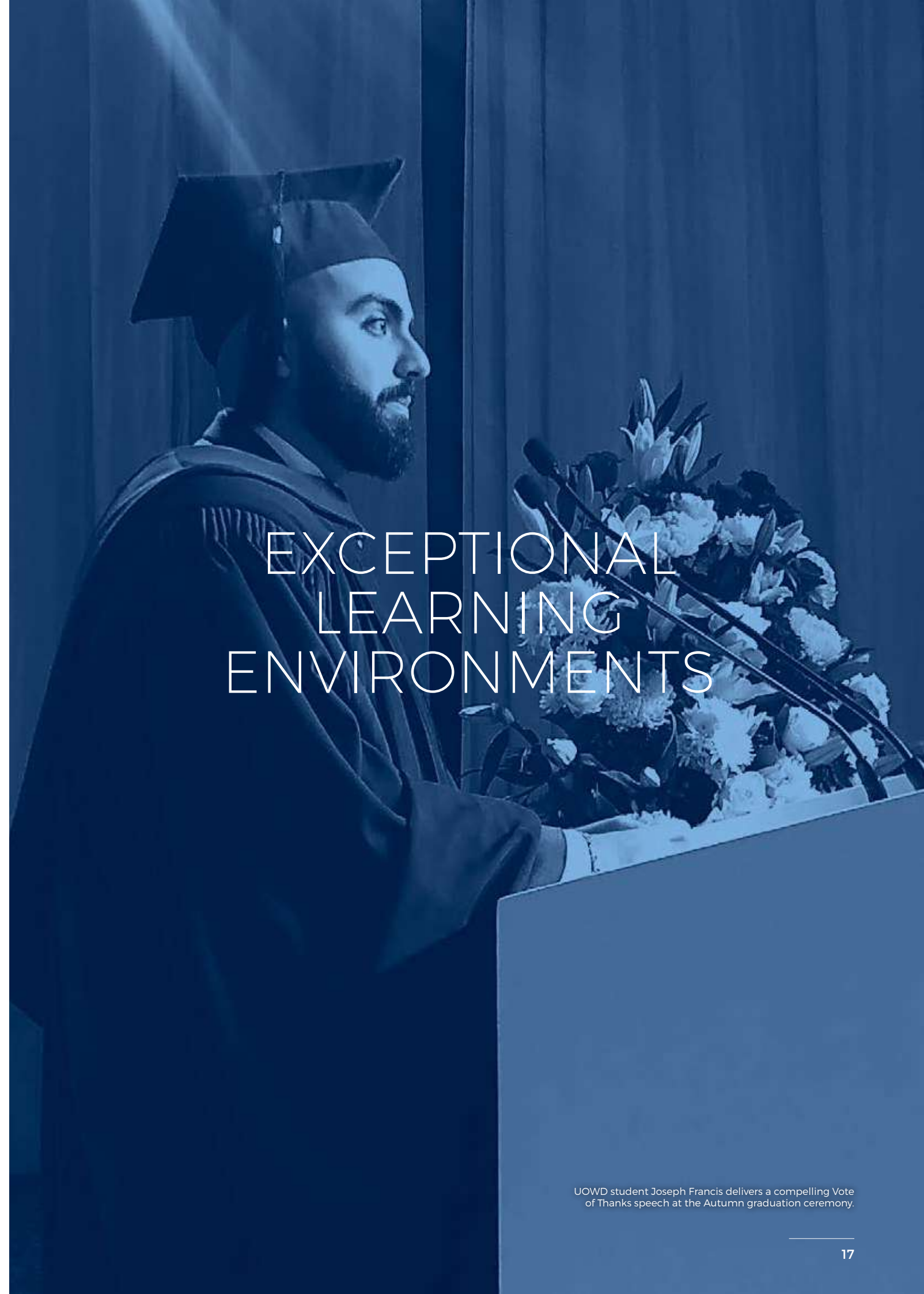
Unprecedented protest activities in Hong Kong resulted in UOW College Hong Kong closing its campuses from November 2019 and transitioning to an online program and alternative assessment delivery. The transition did not compromise the College's renowned high standard of student-centred educational experience and enabled the College to maintain a 95% student retention rate under this new mode of learning delivery.



UOWCHK students take advantage of collaborative learning opportunities outside the classroom.



UOWCA teacher Marlies Sebben assists students with online language support.



# EXCEPTIONAL LEARNING ENVIRONMENTS

UOWD student Joseph Francis delivers a compelling Vote of Thanks speech at the Autumn graduation ceremony.



Recognised for its long history of providing accessible, quality, private tertiary education to Malaysia and surrounding regions, KDU was welcomed as part of UOW's global network on 3 September.

With 36 years of experience, KDU's institutions offer a full spectrum of programs, within a contemporary learning environment utilising state-of-the-art facilities, from foundation through to bachelor degrees and postgraduate programs. 99 exceptional programs are offered in hospitality, tourism and culinary arts, game development and computing, communications, creative arts, business, engineering and nursing.



The Kiera Mob, created by renowned Wollongong artist Gaby Porter, was presented at UOW Malaysia KDU's inauguration ceremony to symbolise a warm welcome to UOW's global family.

### Transitions

Paramount Chairman Dato' Teo Chiang Quan was reappointed as Chancellor of UOW Malaysia KDU University Colleges and UOW Global Enterprises board member Mr Noel Cornish AM was appointed as Chairman. In addition, President of UOW College Hong Kong Ms Jennifer Ng was appointed CEO Asia to oversee the Malaysia campuses.

The UOWMKDU executive team has developed country-wide marketing, recruitment and program development strategies. Administrative functions have been integrated across the three campuses with a focus on Finance, HR, IT and Marketing.

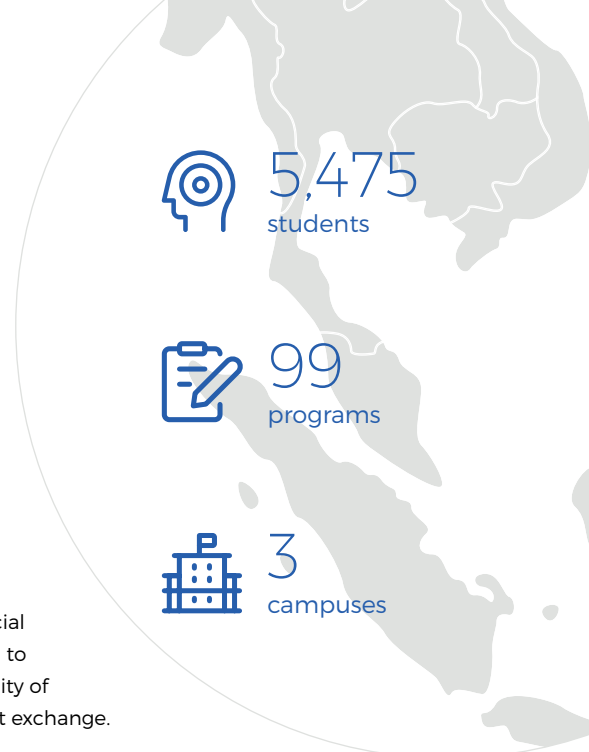
A significant re-branding exercise has been undertaken to leverage UOW's global presence and to support its purpose of nurturing students with a global mindset who are focused on addressing global challenges. The rebranding included cross-link websites, social platforms and an integrated media and PR strategy. It also included an outreach program to feeder schools, agents and partners to address market perceptions on equivalency of quality of standards and recognition, particularly in relation to articulation and credit-bearing student exchange.

A new academic plan has been developed that will further enhance excellence in teaching and student experience across the Malaysia institutions. With UOW being a highly regarded global provider in the higher education space, UOWMKDU will embrace UOW's practices in academic development and management in the areas of curriculum design, teaching delivery, assessment and student experience. Robust plans are in development to ensure comprehensive academic quality and an enhanced student experience, with seven new programs already having been introduced in 2019.

### Continued growth and development

A 2020-2025 business plan has been drafted with a strong focus on learning and the student experience as well as building strong connections with community. It paves the way for integration into the UOW global network to nurture students to develop a global mindset and a commitment to address global challenges. Further strategies to increase international students have been developed and implementation will commence in 2020. A rise in student numbers from existing and new international markets is anticipated in the coming years.

Planning also commenced to launch a fourth location, with a new campus in Batu Kawan, Panang slated to open in January 2020. The new campus will have a strong technology focus. A staged approach will be undertaken to introduce degree programs, appointment of industry adjunct faculty, research collaboration, and avenues for knowledge dissemination to build this positioning.



## UOW MALAYSIA KDU OFFICIALLY LAUNCHED

### Completion of acquisition

KDU University Colleges were acquired and welcomed into the UOW global network on 3 September 2019. Under the deal, which was approved by the Malaysian Ministry of Education, UOW Global Enterprises acquired a substantive majority equity interest in the university colleges in Kuala Lumpur and Penang from one of Malaysia's most established investment holding companies, Paramount Corporation Berhad (Paramount). KDU's highly respected colleges have nearly 5,500 students, with capacity to expand to 13,000 students over the long term.

The acquisition helped to build on the University's successful 10-year track record of providing world-class tertiary education by enabling UOW to become a direct provider in the dynamic Malaysian education market. It also combined UOW's internationally recognised teaching programs and personalised approach to students with KDU's modern campuses and vibrant, industry-focused programs.

The acquisition of KDU as an offshore campus in the UOW global network was celebrated at a formal inauguration ceremony in Kuala Lumpur held on 18 November. Held at the Glenmarie Campus, the inauguration marked the formal stewardship and control of KDU University Colleges by UOW and UOW Malaysia KDU was officially launched. Australia's Minister for Education, the Honourable Dan Tehan MP and Malaysia's Director General of Higher Education, Ministry of Education Malaysia, YBhg Datuk Ir. Dr Siti Hamisah Binti Tapsir were present as guests of honour.

UOW gifted a replica set of the Kiera Mob wallaby sculpture to UOWMKDU to reflect the shared commitment of the organisations in bringing education and communities together.



From left: UOW Australia Chancellor Ms Jillian Broadbent, UOW Malaysia KDU Chancellor Dato' Teo Chiang Quan and Director General of Higher Education, Ministry of Education Malaysia YBhg Datuk Ir. Dr Siti Hamisah Binti Tapsir exchange gifts at November's inauguration ceremony.



UOW College Australia is one of Australia's longest operating university pathway providers. Since 1988, more than 29,000 students from 70 different countries have graduated from UOWCA.

UOW College Australia provides a supportive learning environment where students build skills and knowledge through the delivery of quality academic pathway programs, vocational courses and attracts both school leavers and mature aged students who are provided guaranteed University of Wollongong (UOW) offers at the successful completion of their pathway program.



UOWCA Program Manager Melissa Russell (left) and Nursing Facilitator Rachel Bilboe (right) celebrate alongside student Ruchi Sapkota at the College's March graduation ceremony.

In operation for more than 35 years, UOW College Hong Kong is recognised as a premier pathway to university and currently offers 33 locally accredited associate degree programs and six UOW top-up degrees.

The College is highly regarded for its rigour in quality assurance and its emphasis on holistic learning. It delivers top-quality education that not only nurtures student intellect, but also helps ensure students are well-equipped with essential skills for further studies and employment.



Graduates celebrate at UOWCHK's graduation ceremony.

## UOW COLLEGE AUSTRALIA ACHIEVES RECORD STUDENT ENROLMENTS

### Enrolments at all-time high

In 2019 UOWCA enrolled 405 new international academic students. This was an all-time record and demonstrates an established pattern of growth. 86% of enrolments were from the four nationalities of China, India, Pakistan and Vietnam. The College also saw a significant improvement in domestic student recruitment in 2019, with 801 student enrolments – 147 of which were vocational enrolments. In Autumn 2019, the College's academic program also hit record enrolment numbers with 720 students; 517 were new and 203 were continuing.


Enrolment numbers in the English for Tertiary Studies (ETS) program were also strong, with three classes running over the summer at the Sydney Business School campus, two classes at South-Western Sydney and 24 classes at the Wollongong campus. To support this growth, 13 new permanent teachers were appointed across the English Language Intensive Course for Overseas Students (ELICOS) and Academic programs. Additionally, an online peer tutoring pilot was launched in the Summer session for some Academic programs. While enrolment numbers were strong, so was student satisfaction. In fact, 83.5% of students said they would recommend studying at UOWCA to their friends, which marks a 5% increase from 2018.

### Accreditation success

Not only was the Diploma of Engineering accredited by TEQSA in March for a period of seven years, resulting in domestic students' access to FEE-HELP, but the College also received notification that accreditation of the Diploma of Nursing was approved by the Nursing and Midwifery Board of Australia in early November for a period of five years without any conditions. Delivery of the newly-accredited program will commence in Autumn 2020.

In addition, full course accreditation submissions for the Diploma of Science and Diploma of Arts were submitted to TEQSA in October. Both were approved in December and delivery of these courses is scheduled to commence in Autumn 2020, pending sufficient demand. Applications to add the Diploma of Science and Diploma of Engineering to UOWCA's CRICOS registration will follow shortly. UOWCA submitted an application to add the newly developed English for Nursing Studies course to its CRICOS registration in August. UOWCA also prepared an application to add the Foundation Studies programs to its CRICOS registration to enable the College to be more responsive to emerging offshore opportunities.

 **60%** growth in international new academic student enrolments from 2018

 **720** record academic program enrolments

 **83.5%** students who recommend studying at UOWCA to friends

## UOW COLLEGE HONG KONG BECOMES AN INDEPENDENT POST-SECONDARY COLLEGE

### CAP 320 registration and plans to become a private university

In 2019 the College became officially registered as an independent Post-Secondary College, enabling qualified students undertaking degrees and UOW top-up programs at UOWCHK to access the government's non-means tested subsidy scheme for self-financing undergraduate studies in Hong Kong. Six CAP 320 degree programs are now in operation in the disciplines of aviation management, social innovation, accounting, business administration, Japanese studies and Chinese language and literature. The College also successfully achieved reaccreditation of all 33 associate degree programs.

The College is now paving the way for its development into a private university in the future. To this end, a Vice-President (Academic) has been appointed. Additionally, the Staff Development and Research Committee (SDRC) was established to promote a research culture in the College and to nurture worthwhile research projects for application to government funding schemes under the Research Grants Council. The SDRC approved 20 research fund applications from College academic staff for a total of HK\$500,000.

### Dynamic student experiences

The College continues to enhance the vistas of students. Throughout the year, approximately 500 students received various scholarships from the Hong Kong Education Bureau to the value of HK\$6.8m. The College also granted scholarships and awards to 107 students valuing HK\$840,000 and a total of 17 students received scholarships offered by private donors nearing HK\$200,000.

Despite protest activities in Hong Kong and a rapid transition to online learning, the quality of delivery enabled the College to successfully maintain a 95% student retention rate and 14% market share of the self-financing associate degree sector in Hong Kong. The College has taken this experience as an opportunity to develop longer term plans for online program delivery.

 **33** locally accredited associate degree programs

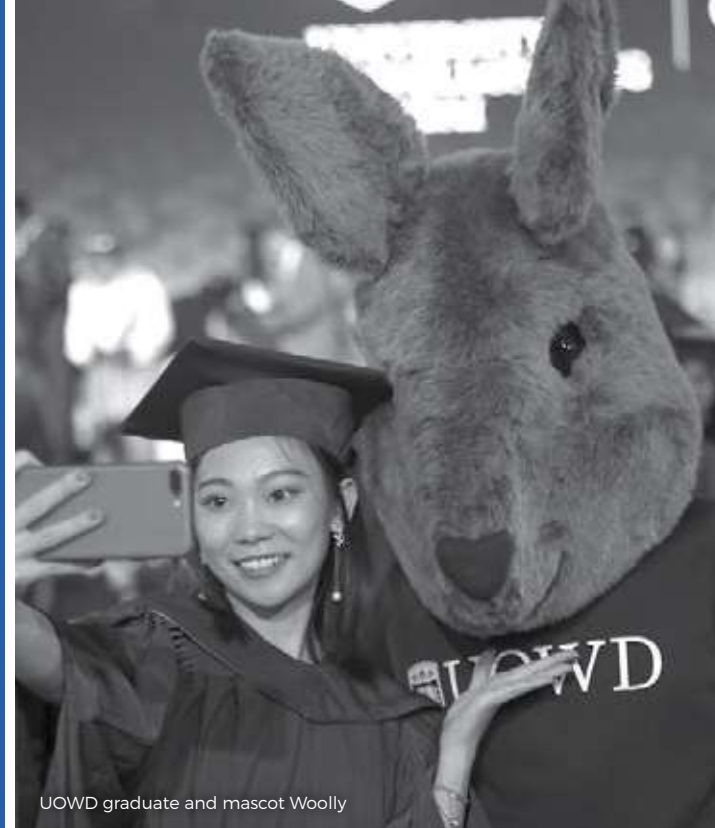
 **HK\$7.6m** in student scholarships and awards

 **95%** student retention rate



The University of Wollongong in Dubai (UOWD) was the first international and Australian university in the UAE, and is arguably Australia's most successful offshore higher education institution. Established in 1993 as an English language centre, it is now a highly reputable university with more than 3,500 students from 108 nationalities studying one of 59 programs including foundation courses, undergraduate and postgraduate degrees spanning 10 industry sectors, including engineering, business, IT, education studies, nursing, communications and media.

UOWD's programs are tailored to meet the demands and needs of today's global employment market. With the support of industry experts, it integrates real-world practices with theory to ensure that students are equipped to address complex business problems.



UOWD graduate and mascot Woolly

## UOW IN DUBAI UNDERTAKES MAJOR TRANSFORMATION

### Transformation, innovation and growth

In response to an increasingly competitive market, UOWD developed a transformation plan to increase student enrolments. As part of the plan, UOWD welcomed a number of changes in 2019 including the creation of the position of Chief Operating Officer, the introduction of a new Customer Relationship Management platform to improve student recruitment capability, major revision of current programs and an ambitious plan for the roll-out of new programs.

In addition to major program revisions and the launch of several new programs that contributed to a 35% increase in new student enrolments, UOWD received accreditation from its regulator, the Commission for Academic Accreditation (CAA) for the Bachelor of Communications & Media, Master of International Relations and Master of Media & Communications programs.


In 2019 UOWD officially launched the Master of Educational Studies and took the lead in hosting the first inter-university workshop on Teacher Competencies in the UAE, supported by the CAA and the Ministry of Education.

During the year, the University of Wollongong earned AACSB Accreditation for all its business programs. The extensive and impactful role played by the Faculty of Business (FOB) at UOWD in demonstrating excellence in Teaching, Learning and Research and impactful collaboration with Industry was endorsed by the reviewers and the strong collaborations between UOWD and UOW teams was also noted as a key strength.

In 2019 the UOWD College launched the computer delivered International English Language Testing System (IELTS) and partnered with English Plus Language and Training Centre to deliver IELTS testing at Abu Dhabi. This is UOWD's second testing centre in Abu Dhabi. The College's Foundation Studies Program achieved an increase of 250% in new students compared to the previous year.

In anticipation of more student growth and to support contemporary pedagogy, development of a new state-of-the-art campus at Knowledge Park in Dubai continued throughout the year and UOWD looks forward to commencing operations at the new campus in 2020.

 35% increase in new student enrolments

 250% increase in new Foundation Studies Program student enrolments

 59 programs

## GOVERNANCE



UOWD Professor Mohamed Salem presents UOW Chancellor Jillian Broadbent with University of Wollongong in Dubai Fellowship.



# BOARD OF DIRECTORS



## 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 on Friday 26 January 2018. Peter received his Doctor of Letters (honoris causa) from the University of Wollongong on 19 July 2018.

### Current roles and responsibilities within UOWGE are:

Chair of UOWGE Ltd; Chair of the UOWGE Nominations Committee; Chair of the UOWGE People and Remuneration Committee; Chair of the UOWCHK Board of Governors



## MR GREG WEST (DEPUTY CHAIR)

Greg West is a chartered accountant. 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 IDP Education Limited and Chairman of Education Australia Limited and is a member of the University of Wollongong Council.

### Current roles and responsibilities within UOWGE are:

Deputy Chair of UOWGE Ltd; Chair of the UOWGE Audit and Risk Committee; Member of the UOWGE People and Remuneration Committee; Chair of the UOWCHK Investment Advisory Committee; Member of the UOWCHK Board of Governors; Member of the UOWCHK College Council



## PROFESSOR PAUL WELLINGS CBE

Professor Paul Wellings CBE is the Vice-Chancellor of the University of Wollongong. Prior to his current role he held the position of Vice-Chancellor of Lancaster University. Educated in the UK, Professor Wellings' career experience includes a NERC research fellowship and senior positions at the CSIRO and Department of Industry, Science and Resources. He has extensive board experience, including with the Australian Research Council (ARC) Advisory Committee, the Australian Nuclear Science and Technology Organisation (ANSTO), the Australian Centre for International Agricultural Research (ACIAR), and some of the UK's peak education and research bodies. He is currently a board member of UOW Global Enterprises and Director of the Illawarra Health and Medical Research Institute (IHMRI). Professor Wellings also serves on the NSW Innovation and Productivity Council, the Global Foundation Advisory Council, the New Colombo Plan Reference Group and the Bundanon Trust Board.

### Current roles and responsibilities within UOWGE are:

Director of the UOWGE Ltd Board; Member of the UOWGE Nominations Committee; Member of the UOWCHK Board of Governors



## 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 steel 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, and he is a Director of the Forestry Corporation NSW. 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.

### Current roles and responsibilities within UOWGE are:

Director of UOWGE Ltd; Member of the UOWGE Audit and Risk Committee; Member of the UOWCHK College Council; Chair of UOWM Sdn Bhd; Chair of UOW Malaysia KDU University College Sdn Bhd; Chair of UOW Malaysia KDU Penang University College Sdn Bhd; Chair of UOW Malaysia KDU College Sdn Bhd



## 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 and Director and Chair of the Audit & Risk Committee of The Flagstaff Group. Prior to joining IMB, Robert held the positions of Managing Director at Australian Resources Limited.

### Current roles and responsibilities within UOWGE are:

Director of UOWGE Ltd; Member of the UOWGE People & Remuneration Committee; Chair of UOWD Ltd; Chair of UOWD Ceremonial & Honorary Awards Committee; Chair of UOWD FZ-LLC; Member of the UOWCHK Board of Governors; Member of the UOWCHK Investment Advisory Committee



## 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 the Illawarra Shoalhaven Local Health District Board (ISLHD). She is Chair of NRMA's Audit & Risk Management Committee, member of Finance and Investments Committee, Governance Compensation and Nomination Committee and the Chair of ISLHD's Finance and Workforce Performance Committee.

### Current roles within UOWGE include:

Director of UOWGE Ltd; Chair of the UOWGE Diversity and Equity Committee; Member of UOWGE Board of Academic Governance; Member of the UOWGE Nominations Committee; Director of UOWD Ltd; Member of the UOWD Ceremonial & Honorary Awards Committee; Director of UOWD FZ-LLC; Director of UOWC Ltd; Member of the UOWCHK Board of Governors; Member of the UOWCHK College Council; Member of the UOWCHK Investment Advisory Committee; Member of the UOWCHK Property Advisory Committee; Director of UOWM Sdn Bhd; Director of UOW Malaysia KDU University College Sdn Bhd; Director of UOW Malaysia KDU Penang University College Sdn Bhd; Director of UOW Malaysia KDU College Sdn Bhd



## 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. He is also responsible for the leadership of the major corporate support services including Financial Services, Information Management & Technology, Commercial Developments, Institutional Research and Government Reporting, Business Improvement and Assurance, Human Resources, Student Services, Accommodation Services, Facilities Management and Governance and Legal. 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 also represents the University on a number of boards including Universities Admission Centre (NSW & ACT) Pty Ltd and the Illawarra Regional Advisory Council. Prior to joining the University, Damien 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.

### Current roles and responsibilities within UOWGE are:

Director of UOWGE Ltd; Member of the UOWGE Audit and Risk Committee; Chair of UOWC Ltd; Member of the UOWCHK Board of Governors; Member of the UOWCHK College Council; Chair of the UOWCHK Property Advisory Committee; Member of the UOWCHK Investment Advisory Committee; Director of UOWM Sdn Bhd



## PROFESSOR ALEX FRINO

Professor Alex Frino is the Deputy Vice-Chancellor (Global Strategy) of the University of Wollongong. A distinguished international financial economist, he is an alumnus of UOW and Cambridge University, and a former 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.

### Current roles and responsibilities within UOWGE are:

Director of UOWGE Ltd; Director of UOWD Ltd; Member of the UOWD Ceremonial and Honorary Awards Committee; Director of UOWC Ltd; Chair of the UOWCHK College Council; Member of the UOWCHK Board of Governors; Member of UOWM Sdn Bhd



## PROFESSOR JOE CHICHARO OM

Professor Joe Chicharo OM is the Senior Deputy Vice-Chancellor of the University of Wollongong. He joined the University of Wollongong in 1985 as a Lecturer within the School of Electrical, Computer and Telecommunications Engineering. Prior to this appointment Joe spent ten years working in the steel industry (BHP). He has a distinguished academic and research track record having published over 200 refereed papers in prestigious journals and conferences. His research contributions are well cited and he has been the recipient of a number of best paper prizes such as the IEEE. He has been highly successful in attracting nationally competitive research grants as well as substantial industry sponsorship for research work at UOW. Professor Joe Chicharo was awarded an Order of Merit (Portugal) (OM) in the 2007 Honours list to honour distinguished services in the public and private sphere.

### Current roles and responsibilities within UOWGE are:

Director of the UOWGE Ltd; Chair of UOWGE Board of Academic Governance; Director of UOWD Ltd; Member of the UOWD Ceremonial and Honorary Awards Committee; Director of UOWD FZ-LLC; Member of the UOWCHK Board of Governors; Member of UOW Malaysia Sdn Bhd

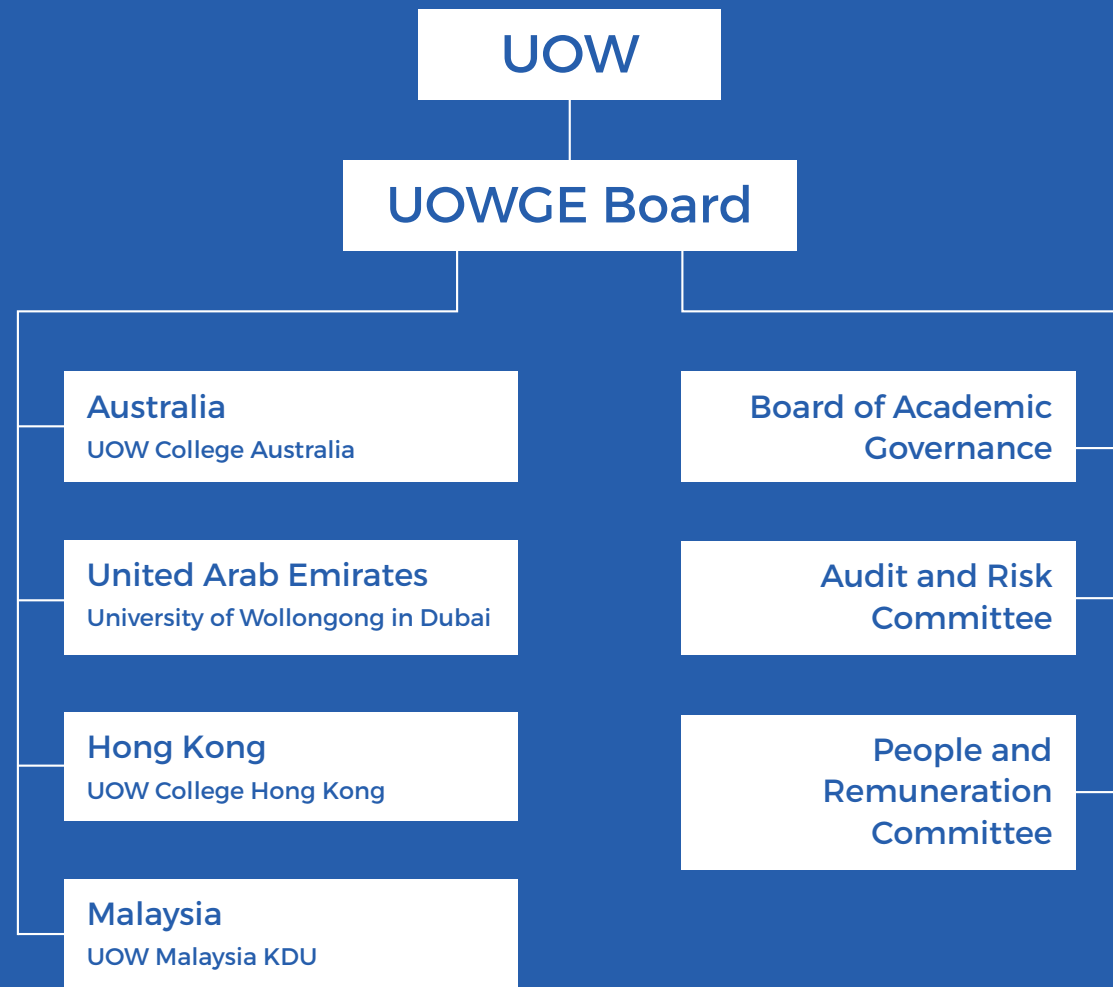


## DR STEWART ROUTLEDGE AO

Dr Routledge AO has over 40 years' experience providing a wide range of international development assistance and commercial consulting services across all aspects of the food security, aquaculture, agriculture and livestock industries. Stewart brings to the Board a depth of experience in the Middle East and North Africa region, where he has lived for 33 years. Past roles include Advisor to Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE (2009-2012), Adviser to the Abu Dhabi Food Control Authority (2009-2013) and Executive Director with subsidiaries of the Consolidated Pastoral Group of Kerry Packer (1982-2009). He was Chairman of the KYEEMA Foundation (2003-2019) and is Managing Director of Stewart Routledge & Associates and a Director of Kokonui Australia.

Stewart retired from the Board on 29 August 2019 after 12 years of service.

# UOWGE GOVERNANCE STRUCTURE



Senior academic staff relax after UOWMKDU University College's November graduation ceremony at the Glenmarie Campus.

## 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



An intricate ice sculpture was unveiled at UOWMKDU's November inauguration ceremony by Vice-Chancellor Glenmarie Professor Dr. Hiew Pang Leang, Director General of Higher Education, Ministry of Education Malaysia YBhg Datuk Ir. Dr Siti Hamisah Binti Tapsir and Vice-Chancellor Penang Professor Dr Chong Beng Keok.



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**UOW in Dubai**

**UOW College**

**UOWC Hong Kong**

**UOW Malaysia KDU**

[www.uowdubai.ac.ae](http://www.uowdubai.ac.ae)  
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