



UOW
GLOBAL
ENTERPRISES

Unlocking Global Potential

Strategic Plan 2024-26



About Us

UOW Global Enterprises is the global arm of the University of Wollongong (UOW). We own and operate the University of Wollongong in Dubai (UOWD), UOW College Australia (UOWCA), the UOW College Hong Kong (UOWCHK) and University of Wollongong Malaysia (UOWM).

Our institutions form part of the UOW global network.

Employing more than 1,300 staff globally, these institutions encompass Wollongong, Sydney, Dubai, Hong Kong, Kuala Lumpur and Penang. Our diverse and talented staff come from over 50 countries, bringing innovative ideas, new perspectives and shared values.

UOWGE provides higher education, vocational, English and professional development programs to more than 14,000 students annually across over 180 programs.

Our students come from over 110 countries providing a rich multicultural environment where diversity is celebrated.



UOW
COLLEGE
AUSTRALIA



UOW
COLLEGE
HONG KONG
香港伍倫貢學院



**UNIVERSITY
OF WOLLONGONG
MALAYSIA**



**UNIVERSITY
OF WOLLONGONG
IN DUBAI**



Our Success

UOWGE has been operating for over 35 years, delivering quality higher education across the globe, by offering students options both onshore and offshore at our campus locations. We support students to be successful with their education aspirations, providing them with the skills and knowledge to manage the global challenges of today and into the future.

Originally established as an English Language centre in Wollongong, UOWGE expanded into pathway programs and achieved its initial global presence in Dubai in 1993 and went on to become the UAE's inaugural foreign private university. In 2015, the acquisition of a Hong Kong College further strengthened our international presence. Subsequently, in 2019, UOWGE expanded its reach in Malaysia by incorporating three institutions, solidifying a significant global footprint in the delivery of higher education. This journey, from humble beginnings to a widespread international network, underscores UOWGE's commitment to providing quality education globally.

UOWGE's global network provides multiple access points for students, through offshore and onshore teaching models. This not only provides opportunities at different price points, but also extends the UOW brand on a global scale. By being deeply imbedded in country, we can build on relationships with government and industry, and tailor experiences for students with a local nuance. Our offshore campuses offer a combination of UOW awarded and locally accredited degrees, providing students with options to suit their future career aspirations.

Our global footprint and diverse workforce is a competitive advantage, providing staff with extensive training and development opportunities, opportunities for collaboration and knowledge sharing, and global relocation and secondment opportunities.

UOWGE is agile and responsive, taking advantage of opportunities to extend on the global network, and has the skills, experience and knowledge to execute this growth aspiration. We provoke change in processes and people, leveraging our global footprint through consolidation, networking, efficient resourcing, transformation and extension of the UOW brand.

Foreword



UOWGE Chair

John M. Green

We are in a time where the convergence of technological, environmental, economic, social and demographic factors present formidable challenges. Education stands as a potent force capable of turning many of them into opportunities. Through high-quality teaching and research, we can help individuals, families and businesses to develop the knowledge and skills to address these challenges and create growth and positive change, for themselves and for their communities.

As the international arm of the University of Wollongong, our aim is to provide high-quality Australian education focussed on the needs of students and the diversity of communities in which we operate. Leveraging UOW's expansive and expanding global presence, along with the ongoing development of our capable and valued people, we aspire to extend the transformative potential of education to more students, in more locations, and through a variety of means.

Our strategic mission to expand our global footprint is ambitious yet prudent. We recognise the importance of fostering connections, especially in emerging markets with diverse cultures. Through strategic partnerships, collaborative initiatives, and the establishment of our presence in key regions, we aspire to extend the benefits of a University of Wollongong education to more people.

Through our global reach, we not only showcase University of Wollongong but also Australia. We embrace the responsibility that comes with this role.



**UOWGE
Group CEO
and Managing
Director**

Marisa Mastroianni

It is with immense pleasure that I present our 2024- 2026 strategic plan. It is a plan that reflects both ambition and courage.

In the ever-evolving world this plan serves as our guiding compass and also importantly to hold us accountable. UOWGE is steadfast in its dedication to being a purpose-driven organisation, striving to distinguish itself in the global higher education landscape.

We place student success and satisfaction at the centre of our business and match this to a commercial mindset, to the agility to execute and to the delivery of a high quality, future focussed Australian education. Through this formula, since 1993 we have grown both organically and by acquisition. Our business now spans 14,000 students in seven institutions in four countries.

We aim to harness the power of technology to elevate the overall student and staff experience, enhance educational delivery and capitalise on new and emerging markets. This plan is not just about where we want to be, it is about how we will get there, together.

Our team, executive leadership, and board take pride in offering access to a transformative and high-quality education across our global locations. Alongside this opportunity, we embrace the responsibility, remaining mindful and respectful of the sacrifices made by students and their families to access this education. Ensuring that our students achieve their utmost potential is our paramount commitment.

Our role is to bring an Australian education to the world. This plan defines our approach and outcomes. We will do so in harmony with our corporate values and in the resolute pursuit of the UOW mission.

UOW Mission

Inspiring a better future through education, research and partnership

UOWGE Mission

Our institutions, partnerships and pathways are dedicated to enhancing UOW's **global reputation** and supporting UOW in realising its **global ambitions** in education and research

Our Values



Our People

Our commitment extends beyond strategy; it's a dedication to empowering our people, fostering innovation, and creating a workplace where passion meets purpose. We are on a journey to building a stronger, more inclusive community, where every individual is an essential architect of our shared success.

Through a relentless commitment to diversity and inclusion, we aim to cultivate a workplace that celebrates differences, ensuring that every voice is heard and valued. Our goal is to establish a safe and inclusive environment that not only attracts remarkable individuals but also enables their continuous growth and development. UOWGE is the proud recipient of WGEA Workplace Gender Equality Agency citation for the 21st consecutive year demonstrating our strong commitment to gender equality.

Our staff like our students are on a continuous learning journey. With technology evolving at an ever increasing pace, it is critical that our staff are equipped with the skills and knowledge to be effective contributors. By building capabilities and nurturing a culture of innovation, we aspire to create a workplace where each employee can realise their full potential, driving the success and sustainability of our organisation.

Our Domains

Institutional Teaching & Research

Teaching, research and engagement activities in and by our global campuses

Partnerships and Pathways

Student enrolments and flows through the deployment of partnerships, relationships and presence

EdTech and RUN Programs

Delivery of EdTech and Re-skill/Up-skill/New skill (RUN) programs



Our Outcomes



Student

We provide a valued enriching educational experience creating meaningful futures

Staff

We create a constructive, sought-after work culture where our people feel valued and respected

UOW Value

We actively enhance UOW's global reputation and grow its financial position through ambition, planning and our values

Societal

We meaningfully contribute to the communities, industries and nations of our institutions through the sharing of capability and knowledge



UOW Global Enterprises
www.uowglobalenterprises.com.au



UOW College Australia
www.uowcollege.edu.au



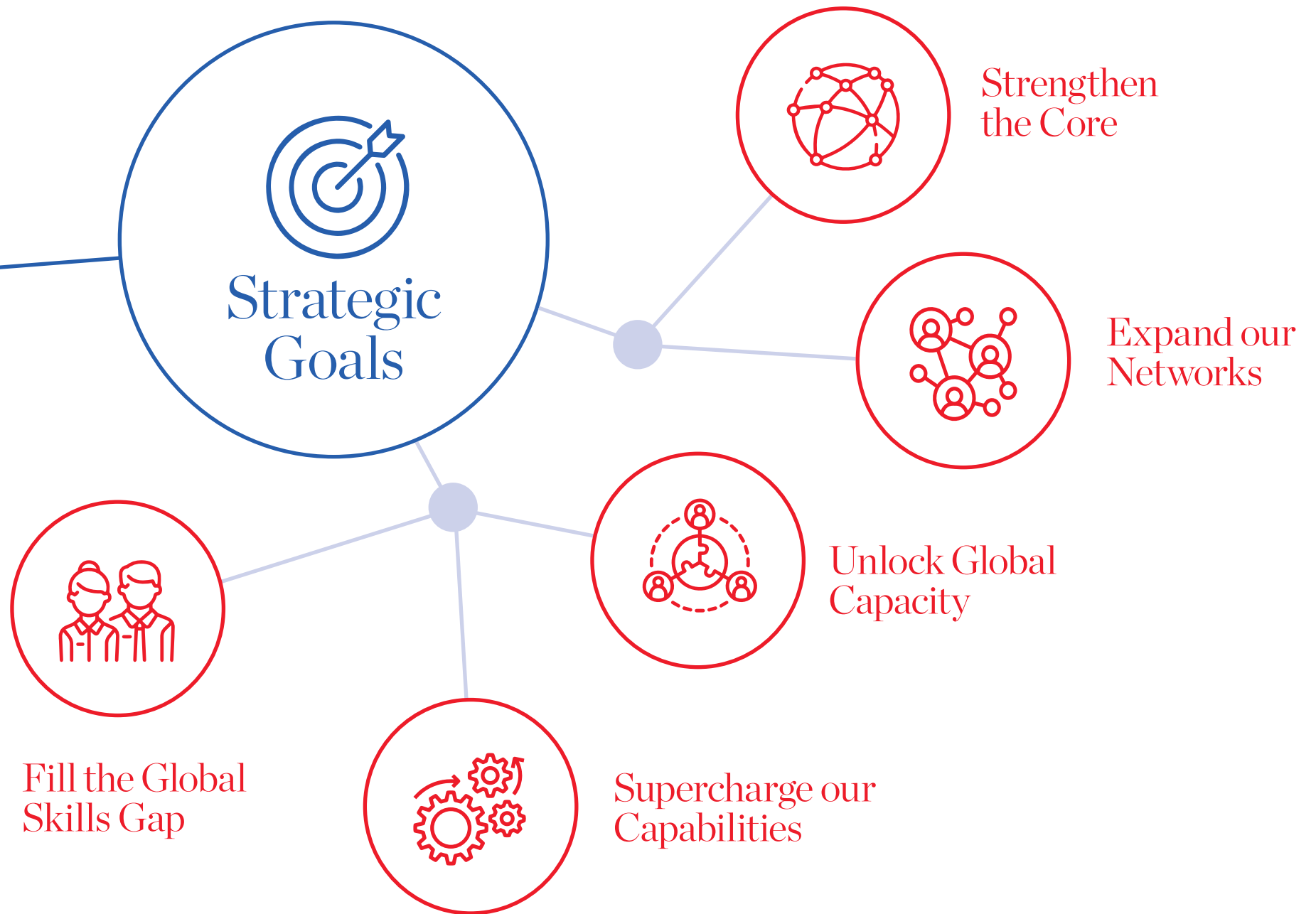
University of Wollongong in Dubai
www.uowdubai.ac.ae



UOW College Hong Kong
www.uowchk.edu.hk



University of Wollongong Malaysia
www.uow.edu.my



Grow the scale, quality and capability of our global institutions to provide students with a valued, future focussed learning experience

Goal 1

Strengthen the Core

Grow Enrolments – Execution of annual recruitment plans and the enhancement of recruitment processes and capability to deliver annual student enrolment targets at UOWGE institutions and deliver international student recruitment targets at UOW.

Develop and implement a portfolio of new future focussed courses – Design and develop a pipeline of programs which are responsive to the changing needs of students and industry and aligned to the universities unique value proposition for growing international markets.

Embed digital, virtual and AI in the ways of learning – Redesign of selected existing course programs and design of new course programs to ensure new and innovative ways of learning encompass the ongoing and pervasive technological change of moving to digital and virtual modes and the application of AI.

Streamline processes for new programs and QA – Continue collaborative development of academic governance and program approval processes with UOW that facilitate academic excellence and best manage use of resources and timeliness of decision making.

Alignment of UOW programs across our global institutions – Align selected course programs at our global institutions to UOW through development of LMS, QA arrangements, assessment, performance monitoring and governance arrangements to permit issuance of UOW testamurs.

Unlock the potential of our people for maximum impact – We will enhance the student experience by creating an environment of continuous learning to strengthen and develop our capabilities enabling our employees to effectively deliver UOWGE's objectives and priorities.

Goal 2

Expand our Network


Expansion into new markets – Assessment, approval and establishment of a UOW presence in developing higher education markets.

Delivery of pathway programs through partner institutions in key markets – Delivery of UOWGE institutional Pathway programs in full or in part by third party partner institutions in recruitment catchment markets, with clear pathways to UOW or UOWGE institutions.

Online delivery of programs and/or subjects into key markets – Delivery of UOWGE institutional programs or subjects through online platform with a focus on key growth markets, with clear pathways to UOW or UOWGE institutions.



Project UOW and its brand globally through entry and establishment within new markets, educational delivery through partnerships and online, and purposeful engagement with industry and government



Create an interconnected UOW global network that provides a seamless experience for students and staff

Goal 3

Unlock Global Capacity

Develop and implement a strategy for cross-campus programs to provide a global student experience – Continue to develop course programs with alignment of curriculum and learning outcomes to permit a single award of qualification and facilitates students transfers between global institutions.

Develop and implement inter-institution Research framework and capability – Develop a framework that supports collaboration in research between Academic staff in the UOW global network.

Provide thought leadership and engagement with government, employers and industry utilising the UOW global network – Promote and develop a program of active engagement, dialog and identification of mutually beneficial opportunities with employers, industry, regulators and governments officials in the markets in which we operate.

Execution of a framework that seamlessly enables staff and students to transfer between locations – Development of policies and awareness that enable and encourage staff and students to transfer between UOW and UOWGE global institutions.

Enabling mobility - We will create opportunities for knowledge sharing and experiential learning through exchange programs and secondments.

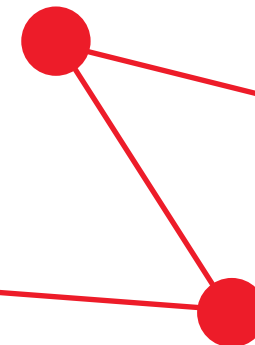
Goal 4

Fill the Global Skills Gap

Creation and operation of a global learning capability for delivery of future focussed short courses, executive education, B2B and/or micro-credentials - Create and operate a digital and online short course platform with a focus on students' re-skilling, upskilling or new skilling within the workforce.

Establishment and operation of online teaching platform(s) - Establishment and operation of a scalable, flexible and user-friendly platform for the global delivery of online short courses.

Deliver online short courses globally that provide the skills to students to enhance their existing jobs and provide expertise for the jobs of the future



Improve the efficiency and effectiveness of our people, processes and systems to provide a platform for delivery of our strategic outcomes

Goal 5 – Supercharge our Capabilities

Automate and centralise administrative and corporate processes – Analysis of manual and resource-intensive processes that have the potential to be aggregated, automated and transferred to centralised and/or offshore centre of capability.

Extend digital marketing capability to all institutions – Creation or development of a focussed, and market competitive digital marketing capability in each UOWGE institution to deliver effective digital and SM marketing to local market and market segments.

Implement technology platforms that facilitate our global operations and align student and staff experience in all locations– Develop single marketing, student administration, and corporate systems to support all UOWGE institutions and provide a wholistic, consistent and valuable insights into student and institutional effectiveness.

Execution of a leadership framework that develops and retains high potential staff – Development of policies and procedures with the objective of retaining and enhancing high performing staff and the creation of an aligned and high performing leadership group.

Extend scope of data analytics capability – Continue to globally enhance data maturity, develop data analytical capability including predictive analysis and machine learning to provide insight and actionable information to improve student outcomes, marketing and recruitment performance and operational effectiveness.

Empowering our people – Through a competency and values-based performance framework we will define expectations and ensure individuals have the right capabilities to reach their full potential.



UOW College Australia



UOW College Hong Kong



University of Wollongong in Dubai



UOWM KDU University College Penang



University of Wollongong Malaysia, KL

Measures of Success



Growth

- Increase student enrolments year on year
- Increase revenue in each market segment
- Expansion into new markets both online and direct delivery
- Increase return to UOW

Innovation

- Global program and course development
- Technology to drive process efficiency
- Embed digital, virtual and AI in the ways of learning
- Data and analytics support business decisions

Collaboration

- Positive relationships with Government, regulators and communities in each region
- Established network of industry partners in each region
- Established cross campus programmes and research to support global experience

Students

- Technology to support a seamless global student experience
- Student retention
- Student satisfaction
- Student employability
- Global student mobility

Staff

- Increase in Staff engagement
- No of staff participating in Professional Development
- Increase in leadership capability
- No of global staff movements
- Reduction in gender pay gap

Strategic Planning Framework





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