OUR VISION
To be a leading global education provider delivering transformative student experiences.

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 (UOWC) and the UOW College Hong Kong (UOWCHK). Employing more than 1,100 staff globally these institutions offer over 100 programs including higher education, vocational training, English language and professional development programs to 13,000 students annually.

OUR MISSION
Enhancing UOW’s global reputation by delivering international student growth and providing pathways to the University.

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Hayley Cayir, Vocational Student of the Year 2018 – Illawarra and South East NSW. Hayley is now studying a Bachelor of Psychology at UOW.
Corporate restructure to facilitate growth

Renewal of UOW in Dubai licensure for maximum period of 5 years

Launch of the School of Humanities, Social Sciences & Health in UOW in Dubai, and launch of UOWD College

HKCAAVQ institutional accreditation of UOW College Hong Kong for CAP 320 status

Inauguration of Board of Governors and College Council in UOW College Hong Kong

1st in Australia and 1st in the World for ‘Homestay Welcome’ – English Language Barometer

1st OCTAL Award – Outstanding Contribution to Teaching and Learning

17 consecutive years Employer of Choice for Gender Equality (WGEA)

Winner of the Business Excellence Award at the New South Wales Chapter of the Hong Kong Australia Business Association Awards

Winner of the Premier’s New South Wales Export Awards for Education and Training

Winner of the Australian Export Award for outstanding innovation and international success in the field of education and training services, expertise and curriculum

$26.5m
Net profit before tax
103% growth over 5 years

$29.7m
EBITDA
95% increase over 5 years

$263.5m
Net assets
15% growth over prior year

$10m
Dividend to UOW
$45m paid over last 5 years

$135.8m
Total revenue
126% growth over 5 years

5,243
Total graduates
32% average annual increase over 4 years

83%
Student retention greater than 83% across all locations

151
Staff awards

1.19
Staff lost time injury rate for the Group overall

HIGHLIGHTS OF 2018

Celebrating the UOWD 25th Silver Jubilee, the UOW Vice-Chancellor Professor Paul Wellings presents a gift of a pure silver bullion sculpture commissioned by artist Adrian Ward titled ‘Transform’. The sculpture symbolises how written word has transformed, from the development of papyrus to the digital age, and how it will continue to be the key to education. The gift was graciously received by Professor Mohamed Salem, President UOWD; Maria Mastroianni, Managing Director and Group Chief Executive Officer of UOWGE; and Peter Robinson, Chair of UOWGE.
Chairman and Group CEO’s Statement

UOWGE has again delivered outstanding financial and academic performance guided by the vision to be a leading global education provider, delivering transformative student experiences. In 2018, UOW Global Enterprises taught 13,000 students, returned $10m dividend to our shareholder UOW and employed over 1,100 talented people.

Our people are passionate about making a difference, embrace change and innovation, and delivered on our strategic plans to grow, invest and transform. This gives us great confidence that UOWGE will continue to achieve exceptional outcomes and contribute to the global reputation and capability of UOW into the future.

UOWGE’s consolidated Profit before Tax was $26.5m and total revenue for the group was $135.8m. The result continues the strong financial performance of the Group over recent years. Net Assets grew by 15% to $263.5m. Cash generated from operating activities grew from $11m in 2017 to $20.4m, contributing to strong growth in cash and investment balances as a result. We returned a dividend of $10m to the parent the University of Wollongong, bringing the total gross dividends paid to our shareholder in the past 5 years to $45m. The Group continues to invest for the future with expenditure totalling $3.2m in capital. Planning continued for developments at our Hong Kong and Dubai campuses, in addition to a major refurbishment of the UOW College Australia campus.

Building on our strong foundations of academic quality, in 2018 UOW Global Enterprises dedicated itself to continuing to enhance student experience and academic outcomes across all our campuses. Our strong global team has developed and delivered student centred programs that are of the highest quality, cater to industry and local needs, and enable students to achieve their goals. This has resulted in exceptional student outcomes in retention, pass and progression rates.

UOW in Dubai celebrated its 25th Silver Jubilee and as a testament to its academic quality, achieved renewal of licensure, giving the green light to roll out new programs to meet local student demand. Continuing the mission to transform lives through education, the School of Humanities, Social Sciences and Health was launched as was the UOWD College. The UOW College Hong Kong is finalising its transition to becoming an integral member of UOW’s global network. Having successfully completed the Institutional Review by the Hong Kong Council for Accreditation of Academic and Vocational Qualification, the College is well on the way towards being officially registered as an independent Post Secondary College in 2019.

Looking forward we remain focused on enhancing our parent entity’s reputation by seeking out opportunities that will transform the business and facilitate growth. We undertook a corporate restructure during the year to better support this aspiration. In November 2018 we entered into an agreement for the acquisition of the KDU University College in Malaysia. KDU’s highly respected colleges have the capacity to teach 13,000 students and deliver an annual turnover of AUD $80m.

We would like to thank all of the talented academic and professional staff across the Group for their continuing hard work in achieving such exceptional outcomes. Leading the organisation is a dynamic Board, and we thank each Director for the strength of their commitment and the value of their contribution. The unquestioning support of the Council, Vice-Chancellor and Executives of the University of Wollongong has been vital to UOWGE’s success.

PETER ROBSON
CHAIR

MARISA MASTROIANNI
MANAGING DIRECTOR & GROUP CEO
UOW Global Enterprises delivered positive financial results in 2018 with headline results exceeding budget. The result continues the strong financial performance of the Group over several years.

The UOW Global Enterprises Consolidated Profit before Tax for 2018 was $26.5M, with Earnings before Interest, Tax, Depreciation, Amortisation and Strategic Priorities (EBITDA) of $29.7M. Total revenue for the group was $135.8M. The result continues the strong financial performance of the group over recent years. The headline results exceeded budget but were slightly behind the previous year due to lower unrealised gains on investment returns and competitive conditions for student enrolments in Dubai. Despite these challenges a continued focus on efficiency gains across the Group contributed to delivering a strong result. Investment returns on funds held within Australia and by the UOW College Hong Kong also contributed positively to the profit result.

Net Assets grew by $35M (15%) to $263.5M at the end of 2018. Cash generated from operating activities grew from $11M in 2017 to $20.4M in 2018, contributing to strong growth in cash and investment balances as a result. The Group continues to invest for the future with $3.2M in capital expenditure. Planning continued for developments at our Hong Kong and Dubai campuses, in addition to a major refurbishment of the UOW College Australia campus.

In April 2018, the Board declared a dividend of $10M (including $1M franking credit) to the parent the University of Wollongong. This gross dividend is consistent with the dividends declared in the previous two years. The gross dividends paid to our shareholder in the 5 year period of 2014-2017 total $45M.

FINANCIAL PERFORMANCE OVER THE LAST 5 YEARS

<table>
<thead>
<tr>
<th></th>
<th>2018 ($m)</th>
<th>2017 ($m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue</td>
<td>135.8</td>
<td>141.3</td>
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<tr>
<td>EBITDA</td>
<td>29.7</td>
<td>39.3</td>
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<tr>
<td>Investment earnings</td>
<td>10.9</td>
<td>12.7</td>
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<tr>
<td>Profit before tax</td>
<td>26.5</td>
<td>36.8</td>
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<tr>
<td>Net assets</td>
<td>263.5</td>
<td>228.7</td>
</tr>
<tr>
<td>Gross dividend</td>
<td>10.0</td>
<td>10.0</td>
</tr>
</tbody>
</table>

Students from UOW College Hong Kong enjoy student exchange at UOW in Dubai.
Mr Robert Ryan
5 Sept 2015 - Current
Mr Robert Ryan is currently the Chief Executive of IMB Ltd, one of Australia’s largest mutual banks. Prior to his appointment as CEO, he held the positions of Deputy Chief Executive Officer and Chief Financial Officer. Mr Ryan has a wealth of experience in financial services, specifically in mutual banking, and has worked with a wide range of financial institutions across Australia and internationally.

Prof Alex Frino
19 April 2016 - Current
Prof Alex Frino is the Deputy Vice-Chancellor (Strategy) of the University of Wollongong. Prior to his current role he has held senior financial and executive roles in the maritime, health, retirement and aged care sectors. He has extensive board experience including with Australian Nuclear Science and Technology Organisation (ANSTO), Universities UK (UK) and the Higher Education Funding Council for England. Since 2009, he has been a Trustee of the Wollongong University Foundation and a member of the University of Wollongong’s corporate governance committee.

Prof Paul Wellings CBE
10 Feb 2012 - Current
Prof Paul Wellings is the Vice-Chancellor of the University of Wollongong. Prior to his current role he held the position of Vice-Chancellor of Lancaster University. He has extensive board experience including with Australian National University and the University of Wollongong. He retired from the CEO role at Bectis Biopharma Limited in mid-2018. He has held a range of senior executive roles in investment banking with Bancers Trust, Brien & Company, Deutsche Bank and NZI. He is a Deputy Chair of the University of Wollongong. Mr Wellings is also a Director of the Illawarra Health and Medical Research Institute (IHMRI), a Director of the Australian Association of Universities, and a former member of the University of Wollongong’s corporate governance committee.

Mr Gregory West
1 Nov 2003 - Current
Mr Gregory West is a Chartered Accountant. Mr West is a director of IDP Education Limited and Chair of Education Australia Limited. He is also a member of the University of Wollongong’s corporate governance committee. He retired from the role of Managing Director at Bectis Biopharma Limited mid-2018. He is an ASX/Nasdaq listed biotech company. He has worked at Price Waterhouse and in senior finance executive roles in investment banking with Banks Trust, Brien & Company, Deutsche Bank and NZI. He is a Director of the University of Wollongong. Mr West is also a Director of IDP Education Limited. He is a former member of the University of Wollongong’s corporate governance committee.

Ms Marisa Mastroiani
21 February 2017 - Current
Ms Marisa Mastroiani is Managing Director and Group Chief Executive Officer of UOW Global Enterprises. Ms Mastroiani has an experienced CEO and non-executive Director. Previously, Ms Mastroiani has held senior financial and executive roles in the maritime, health, retirement and aged care sectors. Ms Mastroiani currently serves on the boards of NIMMA Ltd and the Illawarra Shoalhaven Local Health District Board. She is Chair of NIMMA’s Audit & Risk Management Committee.

Ms Damien Israel
26 July 2013 - Current
Damien Israel is the Chief Finance Officer of the University of Wollongong. He is responsible for the overall financial strategy for the UOW Group. His portfolio includes Financial Services, Information Management, Commercial Developments, Institutional Research and Government Reporting, Business improvement and Audit and Print Services. He is secretary to the Risk, Audit and Compliance Committees of the University Council and represents the University on a number of boards including Universities Admission Centre (NSW & ACT) Pty Ltd. Previously, Damien was with the NSW Health system on a range of senior executive positions in organisational development, strategic planning, and new business sector.

Mr Peter Robson AO
1 Dec 2011 - Current
Mr Peter Robson AO has a great depth of expertise in business management. His former roles include Deputy Chancellor of the University of Wollongong, Chief Executive of BradScope Steel Limited’s Australian and New Zealand steel manufacturing businesses, President Non-Hungarian BHP Limited in Ohio USA, and National President of the AI Group. Mr Robson is also a former member of the Australian Council of Trade Unions. Peter has had an adviser to Price Waterhouse Coopers and Australian superannuation funds. Peter is also Chairman of CE Technologies, Chairman of Brand Orange, Director of Ross Hill Wines, and Director of Lead FX (publicly listed Canadian resources). UOW awarded Peter an Honorary Doctor of Letters in 2016.

Mr Noel Cornish AM
2 Dec 2011 - Current
Mr 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 BradScope Steel Limited’s Australian and New Zealand steel manufacturing businesses, President Non-Hungarian BHP Limited in Ohio USA, and National President of the AI Group. Noel is currently Chairman of Snowy Hydro Limited and IMB Limited and he is a Director of the Forestry Corporation NSW and Venues 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.

Dr Joe Chicharo OM
26 July 2015 - Current
Professor Joe Chicharo is the Deputy Vice-Chancellor (Academic) 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. 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 particularly successful in attracting nationally competitive research grants as well as substantial industry sponsorship for research work at IMB.

Mr Peter Robson AO
Chair
1 Nov 2003 - Current
Mr Peter Robson has worked as an engineer in Australian and Asian manufacturing firms at both operational and senior executive levels, as well as the Chief Executive Officer of the largest trade union in Australia (CUPE). 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 CE Technologies, Chairman of Brand Orange, Director of Ross Hill Wines, and Director of Lead FX (publicly listed Canadian resources). UOW awarded Peter an Honorary Doctor of Letters in 2016.

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Dr Stewart Routledge AO
26 July 2015 - Current
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 15 years. Past roles include Advisor to Sheik Khalifa bin Zayed Al Nahyan, President of the UAE (2009-2012) Adviser to the Abu Dhabi Food Control Authority (2009-2015) and Executive Director with subsidiaries of the Consolidated Patural Group (CPG) (1992-2009). He was Chairman of the AYEMA Foundation (2003-2009) and is Managing Director of Stewart Routledge & Associates and a Director of Kokorusi Australia.

Ms Zorina Schiavon
Chair
1 Nov 2003 - Current
Ms Zorina Schiavon has been an adviser to Price Waterhouse Coopers and Australian superannuation funds. Peter is also Chairman of CE Technologies, Chairman of Brand Orange, Director of Ross Hill Wines, and Director of Lead FX (publicly listed Canadian resources). UOW awarded Peter an Honorary Doctor of Letters in 2016.

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The UOWGE Board and Subsidiary Board Committees are:

UOWD, UOWCHK and UOWCA Academic Boards

These committees assist to oversee the academic governance of the three institutions, including the maintenance and improvement of academic standards and integrity as well as educational compliance obligations. The Academic Boards comprise of external members as well as key staff with expertise to ensure the delivery of high quality educational programs.

UOWE Audit & Risk Committee

This committee assists the UOWE Board to fulfill its corporate governance responsibilities in relation to financial management and reporting, business assurance and risk management. The Audit & Risk Committee is chaired by an independent director and includes board members with academic, financial and risk management expertise.

UOWE People and Remuneration Committee

This committee reviews and makes recommendations to the UOWE Board on matters pertaining to non-executive director and executive remuneration, and succession planning.

UOWD External Advisory Council

The Council includes members drawn from the UAE local community specifically to provide the UOWD Board with guidance on areas such as institutional mission, strategic planning, new academic programs, opportunity for growth and UOWD’s contribution to the UAE society and environment.

UOWD Ceremonial and Honorary Awards Committee

Reviews nominations for UOWD ceremonial and honorary awards and makes recommendations to the UOWD Board.

UOWD Property Advisory Committee

This committee has oversight of activities related to UOWD’s new campus development including oversight of the processes for the design and fit out of the new campus.

UOWCHK College Council

The Council makes recommendations to the Board of Governors on the internal management structure and matters relating to finance, staffing, student recruitment, and promotion. The Council also makes recommendations on academic issues related to finances and resourcing to the Board of Governors and Academic Board.

UOWCHK Investment Advisory Committee

Assists the UOWCHK Board of Governors to discharge UOWCHK’s responsibilities in relation to the UOWCHK trust fund, including the formation of investment instructions and providing detailed oversight of activities in connection with the Deed of Trust.

UOWCHK Property Advisory Committee

Oversees actions associated with the design and fit-out of new campus facilities for UOWCHK as part of the Tai Wo MTR development, and exploring opportunities for additional campus premises, when appropriate.

UOWD Academic Board

Chair: Professor Joe Chichano, UOW Deputy Vice-Chancellor (Academic)
Deputy Chair: Professor Mohamed Salem, UOW President

The UOWD Board has five committees that are instrumental in delivering the mission and strategic priorities of the University:

- UOWD College Council
  - Reviews and approves the strategic and operational plans for UOWD
  - Approves the annual budget and financial reports
  - Provides guidance on academic and business operations

- UOWD Property Advisory Committee
  - Advises the UOWD Board on property-related matters
  - Recommends property acquisitions, decisions on property sales and lease agreements
  - Oversees the implementation of property-related projects

- UOWD Academic Board
  - Oversees the academic programs, including curriculum development and quality assurance
  - Chairs the UOWD Academic Senate
  - Approves the academic calendars and examination schedules

- UOWD Finance Committee
  - Oversees the financial planning, budgeting, and financial reporting
  - Ensures compliance with financial regulations, policies, and procedures
  - Recommends measures to improve financial efficiency and effectiveness

- UOWD Governance and Risk Management Committee
  - Reviews and approves the risk management framework and policies
  - Oversees the implementation of risk management processes
  - Ensures compliance with governance regulations, policies, and procedures

UOWD was delighted to confer Doctoral Awards to its first two female Emirate students.

Dr Amira Amnallama Kamali (left) was awarded a Doctor of Business Administration. Her thesis analysed leadership development programs and the factors impacting on learning transfer in Dubai Government organisations.

Dr Mardeya Dawish Ahmad Mohammad AlBlooshi (right) was awarded a Doctor of Philosophy. Her thesis explored the factors that influence employees creativity in public sector organisations. Her study focused on Dubai Government organisations.

Dr Abdulaziz Mustafa Karam (middle) was awarded a Doctor of Philosophy with commendation. His thesis explored the impact of organisational socialisation and stereotypes on organisational commitment and turnover intention. It was a study on localisation in the United Arab Emirates.
Building on our strong foundations for academic quality, in 2018 UOWGE dedicated itself to continuing to enhance the student experience and academic outcomes at all our campuses. We continued to facilitate best practice in teaching and learning across the Group, with a focus on the use of technology.

We improved our students ability to engage and influence continuous improvement through interactive feedback mechanisms and a focus on capturing feedback at the point of experience. We are investing in the transformation of learning environments and learning technologies to optimise student engagement and success.

Innovation in Academic Quality

Quality assurance and measures of academic attainment at UOWCHK have become more systematic, with Program Intended Learning Outcomes now tied to assessment data, and rubrics applied for major assessment tasks so students have greater confidence about what they need to focus on in order to achieve academic results. Program Review Reports for General Education programs have been introduced to complement existing Teaching and Learning evaluation systems.

UOWCA has integrated its student support framework with program progress management, supported by enhanced learning analytics. This enables teachers to understand how each student is engaging with their program and facilitates early identification of students at risk, to inform tailored delivery of student support.

First year student support has become a cornerstone of the First Year Experience at UOWD, delivered via dedicated subjects within the first year of the undergraduate degree program, with a cohort-based focus on academic advising, engaged teaching and learning, career support and networking, and skills development. High risk students are being supported through clinics, workshops, tutor and peer support, resulting in 50% of students in Business programs with a probation/external status, being returned to active status.

In line with UOWGE’s commitment to grow our program portfolio and range of educational pathways based on student need, 8 new programs commenced delivery in 2018. This Group-wide dedication has resulted in a student retention rate greater than 83% at all locations and 5,243 program completions (up 4%).

Introducing Blended Learning

In 2018 Professor Anthony Williams was appointed UOWGE’s Director of Academic Governance and Performance. Professor Williams has extensive experience in implementing the delivery of Blended and Online Learning. Commencing with graduate programs at UOW in Dubai, he is driving the implementation of Blended Learning, with online initiatives being incorporated into programs across the institutions 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 targeted support and direction. The current UOWD project is a response to the demands of the post-graduate market in the UAE. It comprises a range of technologies to support the online components of Blended Learning, coupled with condensed, intensive face to face teaching instances. The UOWD project represents a pre-emptive phase of an institutional shift to the implementation of a Blended Learning Mode across degree programs within the institutions.

Creating contemporary learning spaces

We are building new campuses designed on all aspects of an exemplary student experience. Design features focus on flexibility, technology, infrastructure that encourages collaboration and communication, natural light and common spaces. We are incorporating contemporary library designs with a mix of collaborative and focused learning spaces; extensive informal learning and modern teaching spaces; inspiring and fresh social spaces and collaborative working environments with the opportunity for student and staff interactions. Teaching will commence at our new campus in Dubai in 2020 and at our new campus in Tai Wai, Hong Kong in 2023.
New Graduands celebrate their achievement at the Silver Jubilee graduation ceremony at UOW in Dubai.
In operation for over 35 years, UOW College Hong Kong is recognised as a premier pathway to university college offering high quality Associate Degrees. It is highly regarded for its rigour in quality assurance and holistic education. As the College enters the latter phase of its transition to becoming an integral member of UOW’s global network, it has taken important steps in the year towards that end.

### CAP 320 registration and new programs

Having successfully completed the Institutional Review by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications in March 2018, the College is well on its way towards being officially registered as an independent Post-Secondary College in 2019, 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. The Board of Governors and College Council were established to ensure that UOWCHK is supported by a robust governance framework, overseeing all aspects of College strategy and operations.

On the academic front, the Associate of Science in Aviation and Pilot Studies was introduced for intake in 2018, bringing the total number of associate degree programs to 33. Total enrolment in 2018 was approximately 6,000. The College had another strong year in academic performance with over 2,900 graduates in 2018, with the latest graduate survey showing nearly 80% of the total number of Associate Degree graduates went on to further studies, while 18% entered the job market.

2018 also saw the second cohort of UOW top-up degree graduates from Hong Kong. The UOW Graduation Ceremony was held in November with 70 graduates from the programs, up from 28 in the previous year.

### Broadening student support

The scope of student services continued to be broadened in 2018 to include the full functioning of the Student Counselling Services and Personal Development Centre under the aegis of the Hong Kong Government’s Quality Enhancement Support Scheme, with about 680 students benefitting from a range of activities and programs in relation to personal development and mental health education. To enhance the English proficiency of students, the College offered English Enhancement Workshops in the year that benefited 300 students.

UOWCHK students continued to excel both academically and in external competitions, capturing 754 scholarships and awards (compared to 720 in the previous year) amounting to HK$9.5ml from both external organisations and the College.

### Increasing student mobility

The College has continued its efforts in enhancing the vistas of students. During the year about 850 students benefitted from the sponsorship of the College Quality Campus Life Fund (CQCLF) in gaining exposure in overseas enrichment activities or Study Tours in a wide range of countries, including Australia. Back in Hong Kong, more than 60 extra-curriculum activities were also funded by the CQCLF to enrich students’ generic and life skills during the year, benefiting nearly 2,800 students.

Well-established industry relationships throughout the year have meant that a total of about 180 organisations offered internship opportunities, fieldwork placement, sponsored projects, or arranged visits, enabling some 2,200 students of the College to gain valuable first-hand experience.

This comprehensive student success model has resulted in an increase in student satisfaction of 1.2% in 2018, a student retention rate of 90%, and a 4.8% increase in the number of student completions in the same period. Through strong promotion of all these outcomes, and despite demographic changes, UOWCHK was able to maintain its market share of about 17% intake among self-financing sub-degree providers.
UOW College is one of Australia’s leading university colleges. Its success lies in the delivery of English language programs, academic pathway programs, higher education diplomas, and vocational education and training, coupled with an unwavering focus on delivering exceptional student experiences and a passion for lifelong learning.

Since 1988, UOWC has helped more than 32,000 students from over 70 nations continue their education, as well as meet their personal goals. In 2018 UOW College celebrated 30 successful years of operation.

**Staff development**

The College’s success is attributed to quality teaching and comprehensive student support. To enable staff to continue to deliver high quality outcomes, a Professional Recognition and Development Framework was implemented to facilitate continuous professional development for teachers. The standard of teaching quality was recognised this year with the first College staff member receiving a UOW OCTAL Award in recognition of outstanding work in the area of student participation and pathway programs.

Our investment in teaching development has resulted in a student satisfaction rate of 84%, a 10.5% increase from the previous year and a 4.5% increase in program completions from 2017. Student success was personified in a UOW College Australia student being awarded the Vocational Student of the Year - Illawarra and South East New South Wales.

**Student support beyond the classroom**

Student program support now extends beyond the classroom. This year a pre-admissions student evaluation and management strategy was implemented to support students in program selection and preparation. Pathway program offerings have been streamlined with simplified progression requirements, enabling a smoother student journey. At the other end, structured support has now been introduced for College students progressing to UOW.

**Globalisation**

English for Tertiary Studies is now being delivered at Central China Normal University in Wuhan. This program provides an English language pathway for students entering postgraduate programs offered at UOWCHK by the UOW Faculty of Engineering and Information Sciences. A General English Program was delivered in Saudi Arabia in 2018, and Foundation Studies subjects will be delivered in Myanmar in 2019.

We continue to attract significant numbers of international students to study onshore at our Australian campuses. This has been a very successful year for Study Tours with increased participation from groups in China and Japan. Our Homestay Program has been recognised by being awarded 1st in Australia and 1st in the World for ‘Homestay Welcome’ by the English Language Barometer. We have invested in a fit for purpose computer lab to conduct on-line IELTS testing, delivering quicker turnaround of results.

We recruited a record number of international students for the 2018 summer session. This result is attributed to strong growth in the Indian and Pakistani markets, securing a cohort of government sponsored students from Bali, recovery in the recruitment of Mainland Chinese students, and good enrolment growth in the Diploma of Business and Diploma of IT at UOW’s South West Sydney campus.

**New programs**

Ongoing investment in program development is key to student attraction. The College is currently developing a Diploma of Science in partnership with the UOW Faculty of Science, Medicine and Health, and a Diploma of Arts in partnership with the Faculty of Law, Humanities and Arts.

We also invested in refurbished workspaces that have created a collaborative working environment for staff that are illuminated by natural light and a considerable increase in consultation spaces for staff and students of the College.

![Emeritus Professor Peter Bischof, founder of UOWCA, was keynote speaker at the 30th Birthday Gala Dinner.](image1)

**Vocational**

**Student of the Year – Illawarra and South East NSW**

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**Raw Text**

UOW College is one of Australia’s leading university colleges. Its success lies in the delivery of English language programs, academic pathway programs, higher education diplomas, and vocational education and training, coupled with an unwavering focus on delivering exceptional student experiences and a passion for lifelong learning.

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**Student support beyond the classroom**

Student program support now extends beyond the classroom. This year a pre-admissions student evaluation and management strategy was implemented to support students in program selection and preparation. Pathway program offerings have been streamlined with simplified progression requirements, enabling a smoother student journey. At the other end, structured support has now been introduced for College students progressing to UOW.

**Globalisation**

English for Tertiary Studies is now being delivered at Central China Normal University in Wuhan. This program provides an English language pathway for students entering postgraduate programs offered at UOWCHK by the UOW Faculty of Engineering and Information Sciences. A General English Program was delivered in Saudi Arabia in 2018, and Foundation Studies subjects will be delivered in Myanmar in 2019.

We continue to attract significant numbers of international students to study onshore at our Australian campuses. This has been a very successful year for Study Tours with increased participation from groups in China and Japan. Our Homestay Program has been recognised by being awarded 1st in Australia and 1st in the World for ‘Homestay Welcome’ by the English Language Barometer. We have invested in a fit for purpose computer lab to conduct on-line IELTS testing, delivering quicker turnaround of results.

We recruited a record number of international students for the 2018 summer session. This result is attributed to strong growth in the Indian and Pakistani markets, securing a cohort of government sponsored students from Bali, recovery in the recruitment of Mainland Chinese students, and good enrolment growth in the Diploma of Business and Diploma of IT at UOW’s South West Sydney campus.

**New programs**

Ongoing investment in program development is key to student attraction. The College is currently developing a Diploma of Science in partnership with the UOW Faculty of Science, Medicine and Health, and a Diploma of Arts in partnership with the Faculty of Law, Humanities and Arts.

We also invested in refurbished workspaces that have created a collaborative working environment for staff that are illuminated by natural light and a considerable increase in consultation spaces for staff and students of the College.

**Raw Text**

UOW College is one of Australia’s leading university colleges. Its success lies in the delivery of English language programs, academic pathway programs, higher education diplomas, and vocational education and training, coupled with an unwavering focus on delivering exceptional student experiences and a passion for lifelong learning.

Since 1988, UOWC has helped more than 32,000 students from over 70 nations continue their education, as well as meet their personal goals. In 2018 UOW College celebrated 30 successful years of operation.

**Staff development**

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UOWD is arguably Australia’s most successful offshore higher education institution. First established in 1993 as an English language centre, in 2018 UOWD celebrated its 25th Silver Jubilee. It is now a highly reputable university with approximately 3,500 students from over 100 nationalities studying one of 37 accredited language, undergraduate, master or HDR/PhD programs on offer.

At a time when the higher education sector in the United Arab Emirates is becoming increasingly competitive, UOWD is continuously reshaping itself to maintain its position as a primary and sustainable contributor to the education of the region’s future leaders.

Renewal of licensure and new programs

As a testament to its academic quality, UOWD achieved renewal of licensure from the Ministry of Higher Education for the maximum period of 5 years. The re-licensure has given the green light for UOWD to roll out new programs to meet the changing student demand in the UAE and sub-continent. In 2018 programs were launched in Foundation Studies (pathway to University), Nursing and Education. Nursing is being delivered via two programs to support the anticipated growth and diversification in the UAE healthcare sector. The new Bachelor of Nursing bridging program and Master of Nursing program aims to address the increasing demand for qualified clinical professionals in the Emirates.

As a result of focused development effort in 2018, the University will be rolling out the Global Executive Master in Luxury Management (CEM Lux), in collaboration with MIP Polytechnic de Milano, in 2019, as well as the Bachelor in Media and Communications. Previous investment in program development resulted in the first cohort of graduates in the Master of Engineering Asset Management.

New academic units

To encompass this growing suite of new programs, UOWD created a third academic unit within the University - the School of Humanities, Social Sciences and Health. Current academic programs within the new School include media and communication, international studies, education and nursing. This School structure will provide a coherent and rewarding education experience for students and will kick-start new programs aligned to the School’s strengths.

Continuing the mission to transform lives through education, the UOWD College was launched in 2018, to provide effective pathway programs to university studies via Foundation Studies programs and English language programs. UOWD College now houses the UOWD English Language Centre. The Centre, which has operated in UOWD for 18 years, was awarded the International Education Specialists Global Excellence in Customer Service Award. The UOW IELTS team were recognised for their customer-centric approach and the quality of training provided to staff. Full-time English programs have been restructured into semester format to provide a clear pathway to UOWD and to integrate College students more effectively into the University. Enrolments in the OET English Language for Health Professionals has increased significantly from 236 in 2017 to 3,156 in 2018 (1,000%). This is largely due to the acceptance of OET for employment in the health system in the United Kingdom.

Research on the increase

Research activity is on the increase at UOWD and in 2018 the University received 45.5% more research funding compared to the previous year; the first two female Emirati doctoral students received their Doctoral degrees; more than 60 post graduate students successfully completed research capstones and 20 undergraduate students took up Research Assistantship positions in several research projects.

This year an internship subject - Professional Experience in Business, was introduced to ensure more students engaged with work integrated learning. And in recognition of the importance of the holistic wellness of students, the Happiness and Wellbeing Centre was launched, with regular wellbeing programs accessible to all students.

ACHIEVEMENTS

Renewal of CAA licensure for maximum period of 5 years

Launched

New School of Humanities, Social Sciences and Health

Launched

UOWD College

3,156

Enrolments in OET English Language for Health Professionals

45.5%

Increase in research income from previous year
People and Culture

Our brilliant and committed staff across our global operations are at the centre of everything we do and the key to our ongoing growth and achievements. Our company Values support our vision, shape our culture and reflect what we prioritise. They are the essence of our identity. In 2018, we reviewed and re-launched our Values across the Group. This is imperative in building and maintaining the culture that is critical to our success.

The Board of Directors, the Group CEO and Executive Leadership are relentlessly focused on making UOWGE a great place to work where each staff member is genuinely valued for their diversity and talent.

Recognising outstanding staff

Our annual Staff Awards recognise and reward the outstanding commitment and contribution of our staff across the Group. In Dubai, 42 employees received Excellence Awards and 15 staff received Values Awards. In Hong Kong, we recognised 19 staff in a range of areas including teaching excellence, outstanding administrative service, new talent, excellent frontline service, program development, enhancing global linkage, enhancing student exposure and team spirit. We also recognised 33 staff for their service to our organisation. In our Australian based operation we recognised 46 finalists of whom 14 individuals were highly commended and 14 individuals were recognised as winners. We also recognised 30 staff in the service awards who have demonstrated their loyalty to our organisation with a combined total of 300 years of service.

Work, health and safety

UOWGE’s health and safety mission is zero injuries – as we maintain all injuries are preventable. This is based on the utmost desire to ensure that all our people – employees, students, volunteers and contractors – return home free of injury and illness every day to their families and loved ones. Our WHS Strategic Plan 2018-2020 establishes our intention to pursue and integrate a best practice approach to health and safety for our people. The key focal areas of this plan are safety culture and engaged leadership, prevention and management of workplace injury and illness, risk management, best practice WHS Management System, and legislative compliance.

WHS performance in our Dubai and Hong Kong based operations was very positive with no lost time injuries reported during the year. The lost time injury rate for the Group overall was 1.19. In 2018, UOWGE participated in an external audit of the WHS Management System in our Australian based operations, to determine compliance with current legislation and national standards and to identify key areas that require improvement. We were compliant in all areas and are proud to have achieved an overall rating of 88% in the audit.

Diversity, equity and inclusion

Diversity, equity and inclusion (DEI) continues to be an important strategic priority for our Group. It embodies our commitment to maintaining a culture that builds, respects and fosters inclusiveness; and embraces the unique skills and qualities of all of our staff. In 2018 we awarded a number of staff who have been role models and who have demonstrated exceptional leadership qualities in DEI.

2018 was a big year in Dubai in relation to DEI. Our Group CEO and the UOWD President launched a Pledge Campaign to create awareness on the importance of creating a tolerant and inclusive workplace. Academic and Professional staff have participated in awareness sessions and a range of cultural diversity initiatives were celebrated throughout the year.

In Australia, we achieved all key milestones in the Diversity and Equity Strategic Plan 2016-2018. A comprehensive pay equity review was conducted and actions implemented to address gaps. Managers were educated on pay equity, and we celebrated Equal Pay Day. We increased career development for leaders, launched intranet sites on diversity and equity and implemented more flexible work options. In Hong Kong, we are at the start of our DEI journey with a staff representative joining the Group DEI Committee.

UOW Global Enterprises was recognised for a record 17th consecutive year as an Employer of Choice for Gender Equality (EEO) by the Workplace Gender Equality Agency (WGEA). This reflects our on going commitment to gender equality.

ACHIEVEMENTS

151 Staff awards

1.19 Lost time injury rate for the Group overall

0.75 Absence rate for the Group overall

17 Consecutive years Employer of Choice (WGEA)

PEA Group CEO is a Pay Equity Ambassador

Staff award recipients from the Faculty of Business, UOW College Hong Kong. From left to right: Stanley Li, Fion Lee, Kenneth Chong, James Wong, Samuel Fong, Mosquito Leung, Jay To, Shirley Ho, Toby Butt.

Dr Alastair Watson receives the Passion Award at the UOWD Staff Awards.
OUR VALUES

WINNERS OF THE UOWGE AUSTRALIA STAFF AWARDS

EXCELLENCE
We encourage everyone to shine, going above and beyond.

COLLABORATION
We share our knowledge, expertise and resources to get results.

INNOVATION
We think outside the box.

INTEGRITY
We are honest, ethical and reliable.

PASSION
We love what we do.

COURAGE
We speak our mind, take the initiative and are steadfast in our decisions.