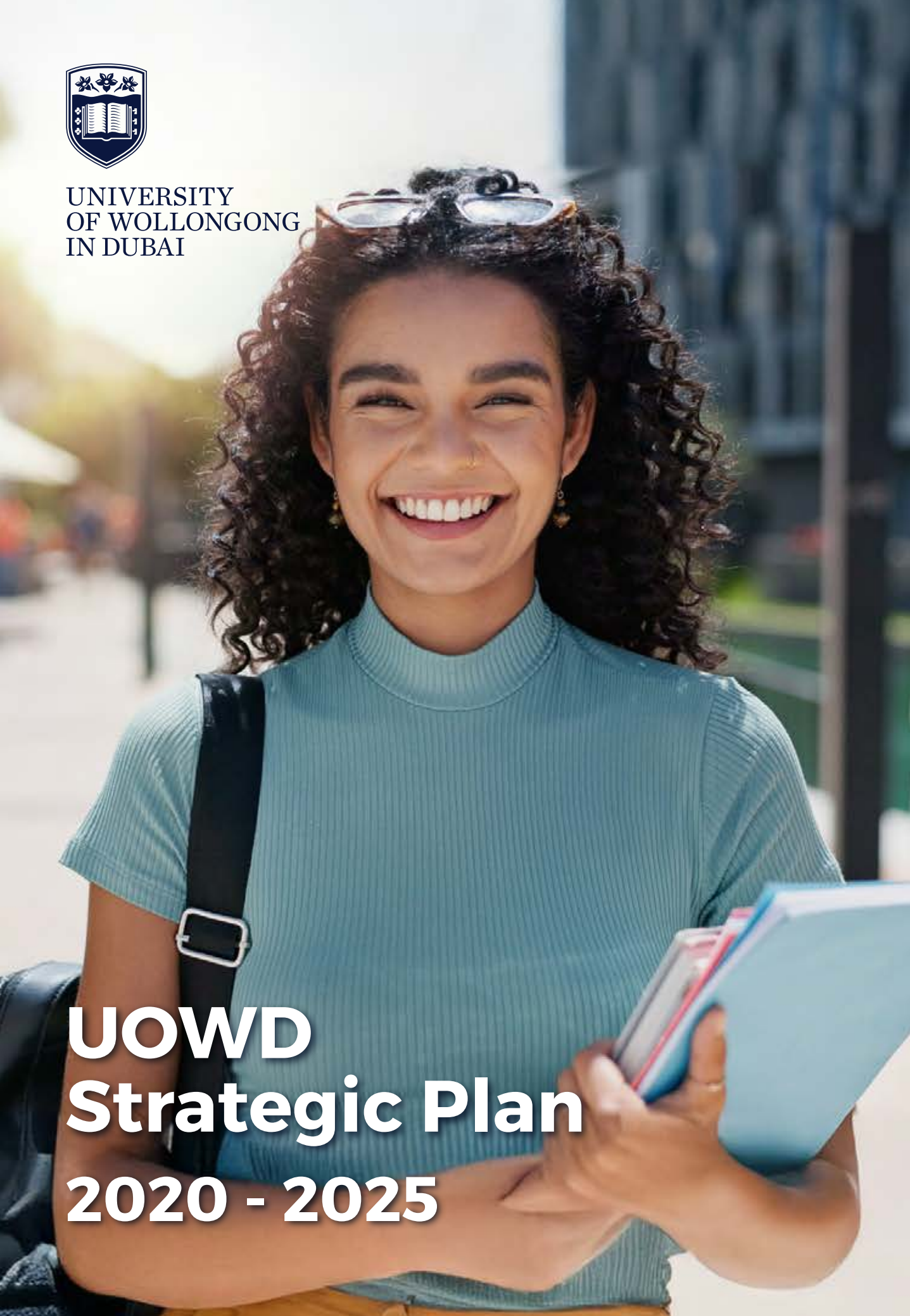




UNIVERSITY  
OF WOLLONGONG  
IN DUBAI

**UOWD  
Strategic Plan  
2020 - 2025**





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# President's Message



**Prof Mohamed-Vall M. Salem ZEIN**  
President  
University of Wollongong in Dubai

From the humble beginnings in 1993 as the first international University in the country, UOWD is now at an important juncture in its history. Locally, the United Arab Emirates (UAE) has developed a greatly focused National Strategies for Higher Education and Innovation and the position of the University of Wollongong (UOW) as a truly global, highly ranked and respected multi-campus institution is stronger than ever.

UOWD is one of the region's oldest, most prestigious, and forward-thinking tertiary institutions. Our long journey in the UAE is marked by many major achievements and milestones including the recent opening of a brand new, state-of-the-art 'Campus of the future', in September 2020.

The UAE plays a leading role in connecting people and minds and the city of Dubai is one of the leading international education hubs. A centrally located metropolis with more than 2 billion people within few hours' flight.

This unique context, alongside our current ambitious plans for the expansion of our offerings and the new trends in teaching and learning will profoundly shape our future. Our strategic goals are focused on empowering students for their future, the creation of knowledge for a better world and ensuring the University plays a leading role in the development of our communities.

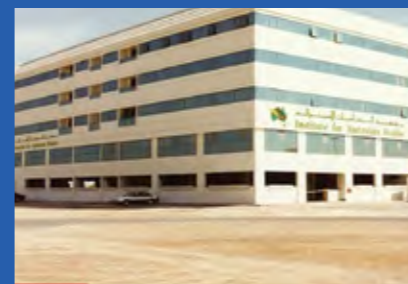
Our vision for the future is underpinned by a great focus on People, Culture, Infrastructure and sound financial management best practices.

The University aims to achieve its strategic objectives by embracing transformative institutional priorities. We plan to pursue projects and redesign processes to enhance our digital capacity and teaching, learning and research practices. We will continue to focus on opportunities to differentiate our offerings and research to ensure our long-term financial sustainability and will increase our strategic engagement with our industry partners, peers and communities to help solve global problems requiring innovative solutions.

University of Wollongong in Dubai is committed to the vision of the UOW Global network to be at the forefront of change and in particular to play an important role in the development of a sustainable, knowledge-based economy in the UAE. It is through this spirit of opportunities, growth and innovation that I believe our students have a unique opportunity to make their mark on the world.

# UOWD History

A story of 27 years' growth in Dubai



**1993**

## First Campus

From humble beginnings with only 8 students opposite Al Mulla Plaza in 1993.



**2000**

## Beach Road

To the famous Jumeirah Campus on Beach road overlooking "Wollongong Beach" in 2000.



**2003**

## Dubai Knowledge Park

To the location in Dubai Knowledge Park, the longest serving international university in the UAE continues to innovate. Located across three buildings with a capacity of 3,500.



**2020**

## The Campus of the Future

A purpose-built and innovative campus of the future, the new UOWD building was launched in 2020. Designed for our students.

# UOWD Vision

To be a premium and distinguished Australian university in the UAE, that excels in teaching, research and industry engagement to transform people's lives.

# UOWD Mission

University of Wollongong in Dubai (UOWD), a member of the University of Wollongong Australia global network, plays a lead role in learning, discovery and innovation in the United Arab Emirates and aspires to transform the lives of the people in the region and the world we live in.

# UOWD Values



## PASSION

We love what we do.



## COURAGE

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



## 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.

# Strategic Priorities

We will focus our efforts on achieving the following strategic priorities



Strengthen our institutional values for a fair, inclusive, diverse and welcoming work environment for everyone.



Deliver and maintain a state-of-art new campus that provides access to high-quality teaching and research.



Partner with industry to share expertise and to create Work Integrated Learning opportunities for our students.



Offer academic courses that are aligned to future students and future workforce needs.



Expand our reach to new students and new markets through innovative marketing and recruitment strategies.



Use blended learning and micro-credential to offer engaging learning experience.



Create a conducive environment in collaboration with our partners, for impactful research.



Develop our digital capabilities to support students, staff and deliver integrated personalized service.



Create global student experience through the University of Wollongong Global Network.



# Goal 1:

## Empowering students for their future



### Continue to transform our course portfolio to ensure future graduate success.

- Continue to transform our course portfolio to ensure future graduate success. We will deepen and broaden work-integrated learning, digital learning, and entrepreneurship opportunities for our students. We will produce transdisciplinary T-shaped graduates able to succeed in a future of work characterised by portfolio careers. We will continually innovate our portfolio of offerings, and introduce micro credentials, to support lifelong learning.



### Develop our students as global citizens and Engage them as trusted partners.

- Develop our students as global citizens through enhanced opportunities for international student mobility and digitally enabled cross-campus learning collaboration across the UAE, Australia, Hong Kong and Malaysia.
- Empower our diverse student body and enhance their voice in decision-making and offer programs to support their success.



### Provide innovative personalized support for our students.

- Leverage sophisticated learning analytics and artificial intelligence to provide sector-leading personalised support for our students.
- Launch our One-Stop-Shop which comprises members of staff from various faculties, registration and examination departments. This is a student-focused unit which assists students in enrolments, visas, timetables and exams, all in one convenient location.



### Promote and reward teaching excellence.

- Promote and reward teaching excellence. We will support ongoing staff development through proactive communities of practice and enhance career progression opportunities for teaching excellent academics.



# Goal 2:

## Creating knowledge for a better world



### Champion high-performing teams to tackle complex problems and global challenges.

- We will support innovative and impactful outcomes which cross conventional discipline and organisational boundaries.
- Champion high-performing teams to tackle complex problems and global challenges.
- Create Centres of Excellence by empowering thought leaders to lead academic communities to make impactful decisions.



### Develop opportunities for research support and funding.

- Enhance UOWD internal competitive research grants and develop further Infrastructure for research.
- Secure joint research funding with UOW, partner with education institutions in the UAE and also develop corporate partnerships.



### Sustain best practice graduate research training.

- Sustain best practice graduate research training. We will ensure new generations are pre-skilled for careers requiring knowledge, ideas generation and evidence-based decision making.
- Expand Doctoral programs to encompass further areas of strength.
- Provide enhanced research supervision training for graduates.



### Continue our focus on research quality, engagement and impact.

- Continue our focus on research quality, engagement and impact. We will undertake research which has a greater impact on society, the economy and environment.
- Enhance UOWD's international reputation for research and continue to rise in international university rankings.
- Create incentive programs for high-quality research output, while developing a Teaching-Research nexus.

## Goal 3: Making a difference for our communities



### Enhance our civic and social role by showcasing a wide range of benefits to our communities through the adoption of best practice in knowledge exchange.

- Enhance our civic and social role by showcasing a wide range of benefits to our communities through the adoption of best practice in knowledge exchange. We will share ideas, research, skills and expertise with our partners and all our communities.



### Leverage the life-long relationship with our Alumni network.

- Connect our alumni to the UOW global alumni network, spanning our campuses in Australia, Hong Kong, Malaysia and the UAE.
- Celebrate alumni success stories and partner with them as our greatest ambassadors.
- Provide alumni with lifelong professional development opportunities.



### Partner with industry and government agencies to share expertise and to create opportunities for our students and graduates.

- Partner with industry and government agencies, to create new job opportunities for our graduates, and assist industry in improving practice.
- Create more employment and internship opportunities for organisations, as well as providing qualified graduate talent for the business communities.
- Implement industry advisory boards, aligning our degrees and faculties with industry leaders.



### Strengthen our relationships with key local, regional and global educational institutions.

- Leverage UOW global network for collaboration in research, teaching and student experience.
- Seek opportunities for partnerships and joint collaboration with distinctive international academic institutions.

# Transformative Priorities



## DIGITALISATION

Our digitalisation priority will see us pursue projects and redesign processes to enhance our digital capacity and teaching, learning and research practices.

- Smart Systems to support our students and staff
- Big data – build capabilities in data science, analytics and decision analysis
- Blended Learning: Develop the use blended learning to offer our students a flexible and engaging learning experience



## GROWTH

Our growth priority will see us continue to focus on the opportunities to differentiate our offerings and research to ensure our long-term financial sustainability.

- Curriculum Portfolio Innovation. Reviewing and rebuilding our academic course offering to ensure it is responsive and aligned to future students and future workforce needs.
- Leverage the great opportunities of our new state-of-art “Campus of the Future”
- Expand our reach to new students and new markets.



## COLLABORATION

Our collaboration priority will see us increase our strategic engagement with our industry partners, peers and communities to help solve global problems requiring innovative solutions.

- Industry & Alumni Engagement. Leveraging our global alumni network to build our community and enact change
- Research & Innovation: align with UAE National Innovation Strategy and address global challenges
- UOW Global Network: leveraging this unique opportunity for the benefit of our students.





# Strategic Enablers

**Our vision for the future is underpinned by four Strategic Enablers.**

These enablers are critical to achieving our ambitions.



## PEOPLE

- Our students, academic and professional services staff drive our success and create our impact.
- Attract and retain the best talent and continuously develop our people.
- Enhance channels of communication to students and staff, ensuring that support provided to them is efficient and timely.



## CULTURE

- Our culture is grounded in our institutional values
- We pride ourselves on our excellence, agility, and responsiveness to the market.
- We uphold the strongest principles of integrity, accountability and transparency.



## INFRASTRUCTURE

- Our globally networked learning and research experience will be enabled by state-of-the-art physical and digital infrastructure.
- Smart and purposeful facilities that enhance workplace productivity and the university experience.



## FINANCES

- Our focus on best practice resource management and diversifying of revenue streams will support our ongoing financial viability.
- We will inform and resource our student recruitment practices on the basis of market insights and evidence to optimise our enrolment and retention outcomes.

Develop effective planning and reporting practices ensuring transparency and optimal allocation of resources.

# Measuring our Performance: KPIs

We will measure our progress against our Strategic Plan through our Key Performance Indicator (KPI) metrics. These KPI's are measured across four themes.

<p><b>KPI 1</b></p> <p><b>Students and Education</b></p> <ul style="list-style-type: none"><li>• Metrics that track student success, attrition rate and graduate employment</li><li>• Metrics that track student experience at UOWD</li><li>• Metrics that track new student growth</li></ul>	<p><b>KPI 2</b></p> <p><b>Innovation and Community</b></p> <ul style="list-style-type: none"><li>• Metrics that track our research culture, funding, behavior and equity for HDR students, research staff and research teams</li><li>• Metrics that track alumni engagement</li><li>• Metrics that track industry engagement.</li></ul>
<p><b>KPI 3</b></p> <p><b>People and Culture</b></p> <ul style="list-style-type: none"><li>• Metrics that track staff satisfaction, engagement, attraction, retention, remuneration and well-being.</li></ul>	<p><b>KPI 4</b></p> <p><b>Finance and Operations</b></p> <ul style="list-style-type: none"><li>• Metrics that track our financial sustainability and growth.</li></ul>



## Learn More

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