



2020 ANNUAL REPORT



UOW
GLOBAL
ENTERPRISES



**THANK YOU TO ALL OUR STAFF
ACROSS UOWGE, WE COULDN'T
HAVE DONE IT WITHOUT YOU!**

TABLE OF CONTENTS

ABOUT US	4
CHAIRMAN & GROUP CEO MESSAGE	5
HIGHLIGHTS	6
STRENGTHENING OUR OPERATIONS	8
RECOGNITION OF OUR SUCCESS	9
OUR COVID RESPONSE	10
PEOPLE AND CULTURE	12
GLOBAL STAFF AWARDS	14
DELIVERING HIGH QUALITY LEARNING	16
OUR FINANCIAL PERFORMANCE	18
A NEW CAMPUS IN DUBAI	19
INTRODUCING OUR GLOBAL EXECUTIVE TEAM	22
OUR GOVERNANCE STRUCTURE	23
UOW COLLEGE AUSTRALIA	26
UOW IN DUBAI	28
UOW COLLEGE HONG KONG	30
UOW MALAYSIA KDU	32

*Winners of the 2020 UOWGE
Australia Staff Awards.*



ABOUT US HOW WE DO IT

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

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

UOWGE is at the forefront of delivering quality higher and vocational education and training on an international scale. Our institutions offer more than 200 programs, including higher education,

vocational training, English language and professional development programs, to nearly 15,000 students annually.

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

Employing almost 1,300 staff globally, UOWGE has a strong culture of diversity and equity, based on our values, and also advocates the principles of fairness, inclusiveness, and respect.



Strategic

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



Academic

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



Financial

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



CHAIRMAN & GROUP CEO MESSAGE



The COVID-19 pandemic has presented unprecedented challenges and disruption for the education sector. UOWGE experienced border closures, campus closures, social distancing and lockdown measures across all of its campuses at some stage during 2020 and into 2021. While the virus threat is global in nature, the situation has been different and changing in each country we operate. This caused immense disruption to student recruitment, teaching and assessment in all of our institutions.

Leadership teams across the UOWGE Group went to extraordinary efforts to ensure that the health and safety of staff and students remained our top priority. At the same time staff demonstrated innovation, determination and agility to pivot to delivering a high standard of online teaching and learning. The rapidity with which this occurred is a testament to the dedication of our staff. Importantly, student satisfaction with their learning experience and retention rates remained high for all our institutions during this period.

UOWGE, like the rest of the higher education sector worldwide, experienced a downturn in student enrolments predominantly in international students and English language courses. We commend the global leadership of UOWGE for the timely, swift and comprehensive response which saw the reengineering of our operating cost model to ensure the financial viability of the Group. We also thank the staff who contributed directly via a number of measures including the deferral of pay increases, purchased leave and direct salary reductions. This saw UOWGE group deliver a moderate consolidated result of \$12 mil profit before tax.

Despite the difficulties of operating in a COVID environment the teams across the group delivered on a number of significant long term strategic projects. We also continued to invest in our future student experience with new built-for-purpose campuses now operating in Dubai and at Batu Kawan in Malaysia, and the acquisition of a new campus in Kowloon City Hong Kong. COVID innovations delivered in student recruitment, program structure, program delivery and program assessment have provided advantages to our institutions, most of which will endure beyond the pandemic.

The outlook for 2021 for the sector continues with uncertainty and we look forward to the return of international students across our campuses. We believe that in order to remain relevant, we need to continue to reinvent the learning environments we create, including the continued expansion of digitisation and ways to make each student interaction engaging and meaningful. We are confident that new opportunities are available across the global education landscape.

The Board is indebted to the staff and leadership across the UOWGE Group for your courageous response to the COVID-19 pandemic. You unfailingly put students first both in terms of their learning and their welfare. You were guided by our corporate values and had our utmost respect and trust. And we thank each of the Directors on our Board for their outstanding contributions and expertise as we navigated a year that we could have never envisaged.

"Unlocking potential through learning" continues to be at the heart of everything that we do.

Peter Robson
Chair

Marisa Mastroianni
Managing Director & Group CEO

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

HIGHLIGHTS WHAT WE DID WELL

- DUBAI CAMPUS COMPLETED ON BUDGET
- ACQUISITION OF NEW CAMPUS IN KOWLOON CITY HONG KONG
- COMPLETION OF BATU KAWAN CAMPUS – MALAYSIA
- OUTSTANDING RESULTS FROM ASQA AUDIT – UOWCA VOCATIONAL
- DELIVERED ON UOW MALAYSIA – 1ST YEAR TRANSITION PLAN
- 21 NEW PROGRAMS ACROSS ALL INSTITUTIONS
- UOWCA RANKED 1ST IN AUSTRALIA IN ENGLISH LANGUAGE BAROMETER

First major research grant for UOWD – AED 7 mil

UOWCHK secured HK \$1.6m in external funding in first year of establishing research activity

Introduction of full scholarships for ATSI students at UOWCA

Government (CSP) funding for UOWCA enabling and Diploma courses

New group governance structure with subsidiary boards for each institution

\$161m
Revenue

10% compound annual growth over 5 years

\$12m

Net profit before tax

\$5m

Dividend paid 2020

\$45m paid to UOW over last 5 years

\$269m

Net Assets

5% Compound annual growth over 5 years



UOWCHK graduates celebrate



STRENGTHENING OUR OPERATIONS

DEI and WHS Committees established and active in each location.
2021 – 2023 Well-Being Health and Safety Strategic Plan developed.
Global and local career opportunities realised for staff within the UOWGE network.
Positive results from annual staff surveys (pre and post COVID-19).

Creation of Management Reporting Dashboard.
Continued rollout of HR, Finance and CRM systems across the Group.
Establishment of UOWGE Board of Academic Governance.
Annual research census established.
Implementation of UOWCHK new student management system.

14,898
STUDENTS

213
PROGRAMS

6,032
GRADUATES

1,297
STAFF

74
STAFF VALUE AND
SERVICE AWARDS

0.86
LOST TIME INJURY
FREQUENCY RATE



RECOGNITION OF OUR SUCCESS



Heather Thomas the Deputy GM/ Director Global Programs at UOWCA, received the International Education Association of Australia (IEAA) Award for Excellence in Leadership in International Education.



Hong Kong Australia Business Association Award, NSW Chapter. Winner for Business Excellence.



First time entrant and winner of Risk Management category.



Gold award winner at the region's Premier PR Awards.



Recognised for the 19th consecutive year.



OUR COVID RESPONSE

The COVID-19 pandemic presented unprecedented challenges for UOWGE in each of the countries in which we operate. Our quick and comprehensive response guaranteed the safety of our staff and students and ensured the ongoing financial sustainability of our operations. A Global COVID Health Officer was immediately appointed to guide the executive team on the basis of the advice, guidelines and requirements of the governments in our campus jurisdictions.

With changing infection rates and resultant changes to government regulations in each jurisdiction, each institution had to be flexible in responding to their current environment. Daily reporting became the norm and high risk staff and students were identified and accommodated for. Active COVID cases were managed and supported.

Communications and support strategies for staff and students were developed and deployed. Our workforce framework was redesigned to facilitate distributed models of working (home and office) and staff and students were upskilled in technology based learning as we transitioned to an online delivery model. We ensured that students had access to the technologies to participate in engaged learning.

Access to our learning management systems was expanded to accommodate wider usage and to provide comprehensive support resources to staff and students. Staff were provided with ongoing training in online pedagogy and learning management system functionality.

Governance structures were established to support a rapid transition to high quality online learning, including the implementation of a blended learning best practice group established across the institutions. Assessment was modified to enable it to be conducted online and technology was deployed to assure academic integrity of submissions.

Our already strong learning analytics capabilities enabled early identification of students at risk. Analytics evaluated levels of student engagement and determined the effectiveness of subjects in translating to an online environment.

Staff worked tirelessly to deliver high quality and fully engaged learning experiences to students and we increased our investment in student learning support services to cater to individual learning needs and circumstances.

We transitioned to progressive financial forecasting and developed options to preserve cash-flow and to finance capital expenditure.

We finished 2020 feeling resilient and confident in our increased ability to respond rapidly should circumstances change in any of our institutions.

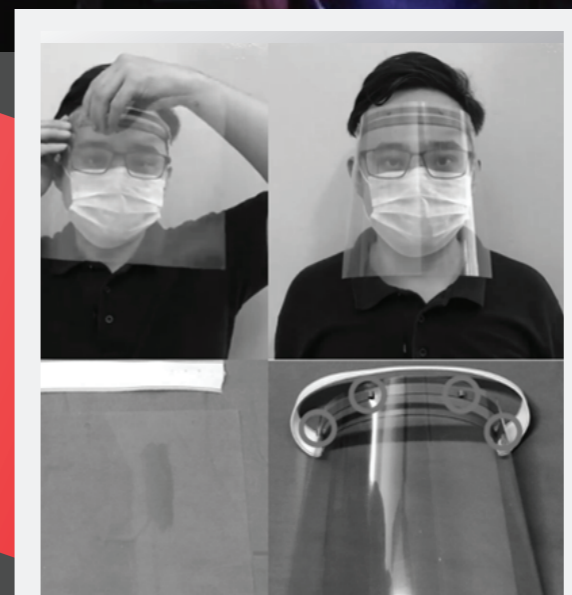
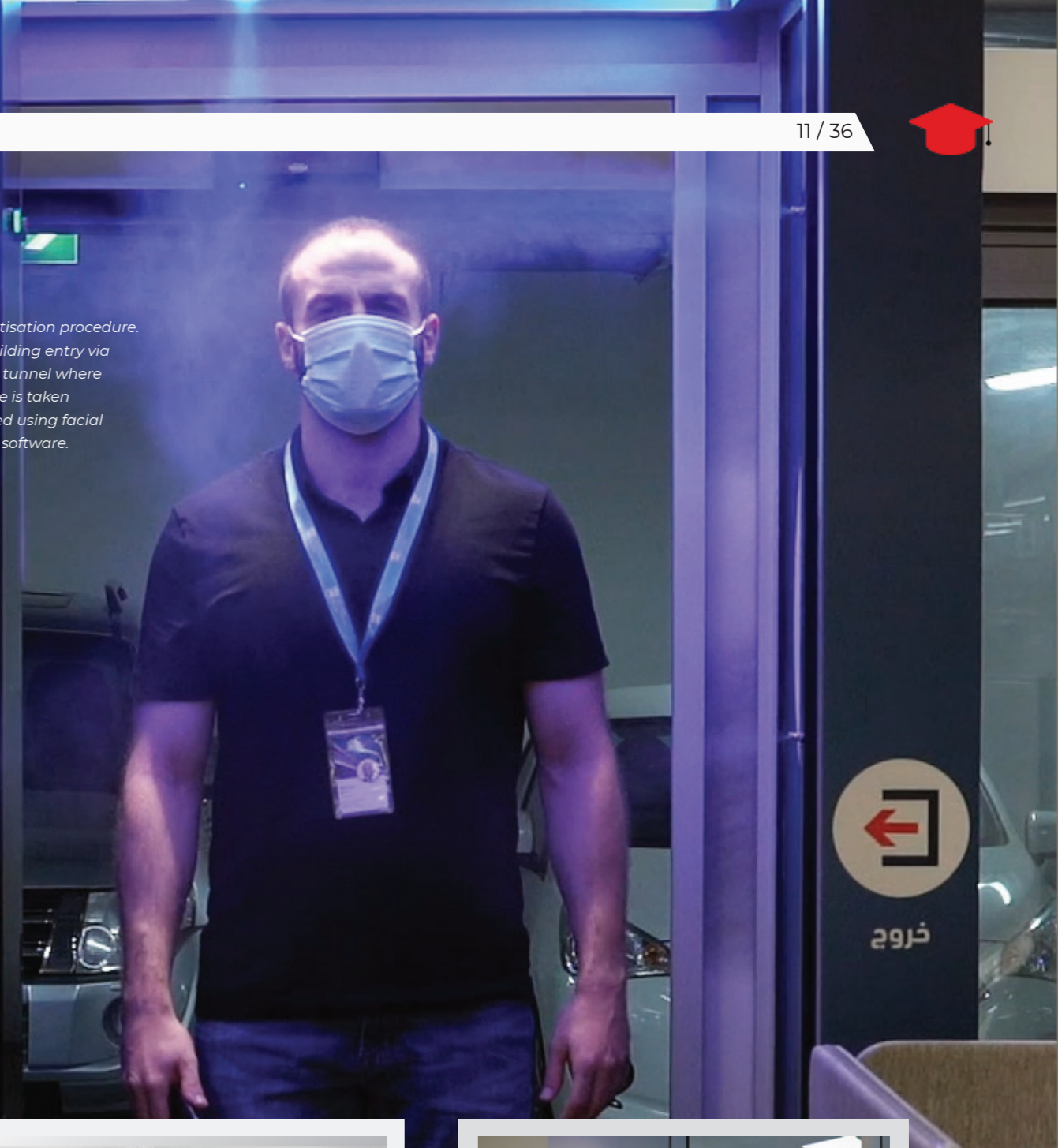
2 IMPERATIVES

Safety, health & wellbeing of staff and students

Ensure cash flow and liquidity of business



UOWD sanitisation procedure. Campus building entry via disinfection tunnel where temperature is taken and recorded using facial recognition software.



UOWMKDU engineering alumni addressed the shortage of face protectors for frontline medical staff in Malaysia by designing and producing them via 3-D printing technology.





PEOPLE AND CULTURE OUR SUCCESS FACTOR

UOWGE fosters a caring workplace that rewards initiative, innovation and accountability, where staff are valued, empowered and respected across our global institutions with corporate values personified by the UOWGE Board of Directors, the Group CEO and Executive Leadership. This has never been more imperative than with the impact of the COVID-19 pandemic.

This immediately involved the monitoring of staff workloads and stress levels. It also included redesigning workforce models and introducing more agile ways of working. Government advice and health guidelines issued in all of our jurisdictions were constantly reviewed to ensure operational compliance and sustainability.

Following on from very high staff engagement survey results across the group in 2019 it was important to create new ways to regularly measure the health and wellbeing of our staff during COVID-19 in 2020. Survey results have showed the majority of staff were very satisfied or satisfied with UOWGE's response to COVID-19.

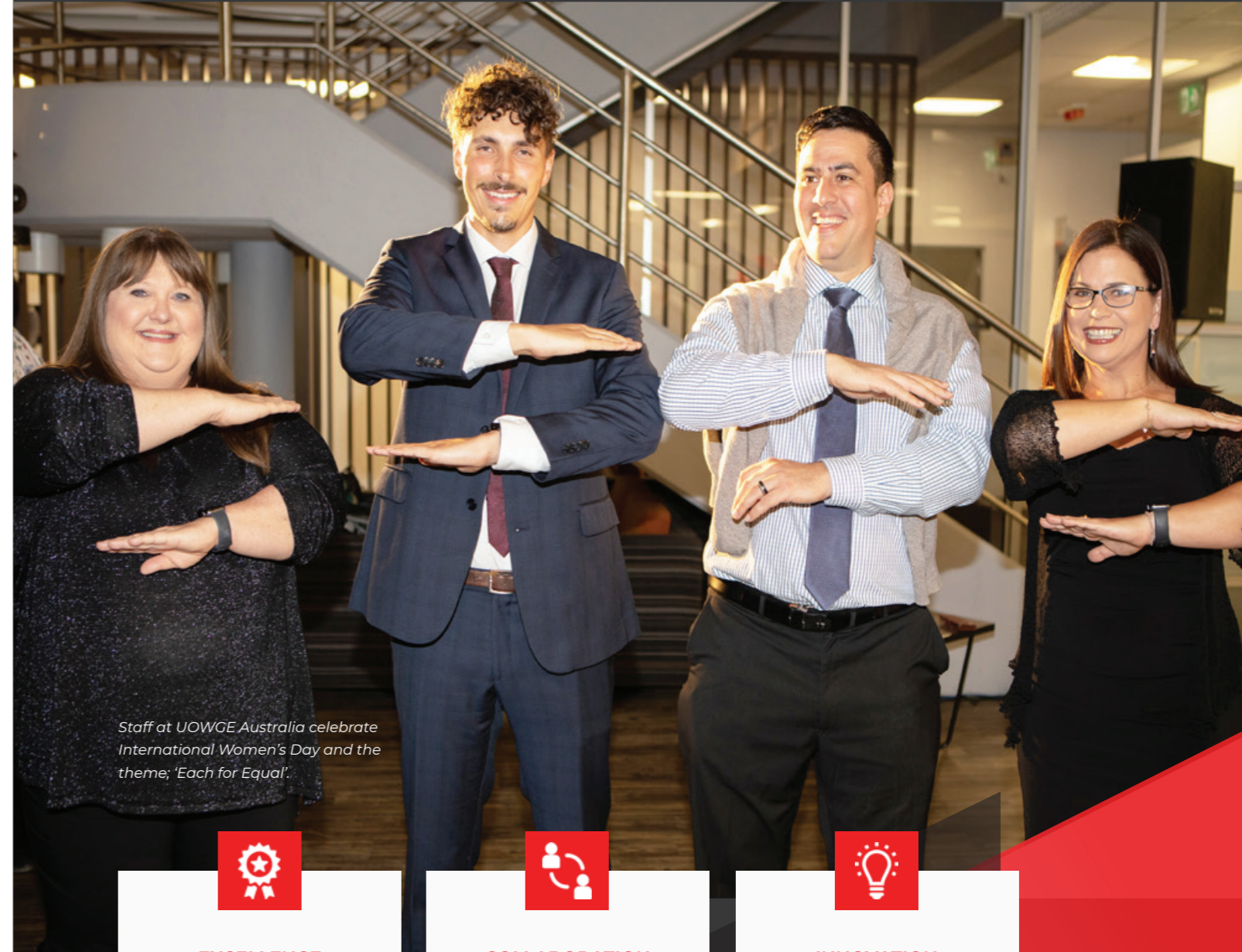
During 2020 the UOWGE Well-being Health and Safety Committee and the in-country WHS Committees continually reviewed control measures and pandemic plans to ensure they addressed all identified health and safety risks and that work practices were adjusted where necessary. Workplace controls and the pandemic plan were communicated clearly and regularly.

The 2021 – 2023 Well-being Health and Safety Strategic Plan for the Group was developed during the year and endorsed by the Executive leadership team and the UOWGE Ltd Board. The Plan reaffirms UOWGE's commitment to creating a healthy work and learning environment for its employees and students. We recognise that when our employees are engaged and thriving, we can collectively create environments that deliver excellence in teaching and learning for our students.

In alignment with UOWGE's risk appetite, we have a zero tolerance for injuries – as we maintain all injuries are preventable. Excellent WHS results were achieved in 2020. The total number of incidents reported across the Group was 12, down from 17 the previous year. There were two lost time injuries reported for UOWCA. The lost time injury frequency rate for the Group was 0.86 which is slightly above the 2019 rate of 0.62.

Diversity, equity and inclusion (DEI) continues to be a key strategic priority for our Group to ensure our people feel valued, included and respected by maintaining a culture that fosters inclusiveness; promotes diversity; and embraces the unique skills and qualities of all of our people, supporting them to achieve their personal and professional aspirations. This UOWGE DEI Strategic Plan 2020-2022 has four key pillars: building diversity; flexibility and adaptability; fostering inclusion; and leadership, accountability and focus. Delivering on agreed actions under these pillars will ensure our Group is a supportive organisation, reinforced by our Values and a culture that recognises and supports all employees.

2020 was a significant year for DEI. The inaugural DEI committee for UOWMKDU was established and is operating exceptionally well. Work has commenced on an inaugural pay equity review for UOWD and UOWCHK to determine if there are any gender or cultural differences in pay. In Australia, UOWGE once again achieved gender pay parity, and was recognised for a record 19th consecutive year as an Employer of Choice for Gender Equality (EOCGE) by the Workplace Gender Equality Agency (WGEA). This reflects our longstanding and ongoing broader commitment to diversity, equity and inclusion in our workplace.



Staff at UOWGE Australia celebrate International Women's Day and the theme; 'Each for Equal'.



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.

Celebration of Malaysia Day – a UOW Malaysia KDU Diversity, Inclusion, and Equity Initiative





GLOBAL STAFF AWARDS

The inaugural 2020 UOWGE Global Staff Awards Ceremony took place for the Group on April 15 2021. It was a glittering online live event, hosted by the UOWGE Executive. 9 Global Staff Awards were presented, each award representing one of our corporate values. Finalists had been nominated by their peers during the 2020 Staff Value and Service Award Programs held during January 2021 across Australia, Dubai, Hong Kong and Malaysia. Nominations were of an exceptional quality and a high level of enthusiasm was experienced across the group as staff recognised and celebrated the achievements of their peers. In total, 74 staff awards were presented across these local events.

The introduction of a global awards program complemented by the simultaneous local awards programs gave staff the ability to nominate peers outside of their local institution for the first time. And they grabbed this opportunity with great gusto.

The Global Staff Awards will now be held annually with the aim to hold future global award ceremonies in person.

The 2020 Global Staff Award Winners are:

Excellence in Professional Service: Ms. CHAN Yiu Bing (UOWCHK)

Excellence in Research: Dr How Heoy Geok (UOWMKDU)

Excellence in Teaching: John Larkin (UOWCA)

Collaboration: Academic Blended Learning Team (UOWD)

Innovation: Virtual Open Day Platform Development Team (UOWMKDU)

Integrity: Dr Abdullatif Tchantchane (UOWD)

Passion: Pierre Miquel (UOWGE)

Courage: Lu Qing Wang (UOWCA)

Our Global Employee of the Year: Mr. LAM Chi Yung (Tony) UOWCHK

Having served the College for more than 15 years, Tony demonstrated courage to step into the IT Manager role when IT systems required rapid transition from the City University of Hong Kong to being independently operated by UOWCHK. It was critical for the College to ensure business continuity and Tony worked incredibly hard to successfully deliver this, all while COVID-19 was impacting College operations. He is a role model of our corporate values.

CONGRATULATIONS TONY GLOBAL EMPLOYEE OF THE YEAR



*Our Inaugural Global
Employee of the Year,
Mr LAM Chi Yung from
UOWCHK.*



DELIVERING HIGH QUALITY LEARNING

'You're on mute' may not have been selected as the Word of the Year in 2020 - among the winners around the world were 'pandemic' and 'unprecedented' - but that phrase resonated across the screens of all the students and staff who comprise the UOWGE family in 2020. Like institutions across the globe, all our entities had to shift almost overnight from face-to-face to online teaching and learning. The rapidity with which this occurred is a testament to the dedication of our staff and the resilience of our students. Across our network, there was a marked upward trajectory in teachers accessing professional development to enhance their capacity for online teaching.

Student satisfaction with their learning experience and retention rates remained high for all our entities despite an initial dip in students' learning motivation as classes were moved online. For our students, technology and internet issues remained the biggest challenges in the switch to online learning but our staff worked hard to provide additional supports to help overcome such limitations. Students acknowledged the efforts their teachers made and many students thought that recorded lectures were more effective than face-to-face lectures.

We are excited for the future as we redouble our efforts in blended learning. In particular, we are collaborating across all our entities to capitalise on the affordances of blended learning for improving student engagement and performance. The confidence and skills we have acquired in our pivot to online teaching and learning, along with the feedback we have received from students in 2020, will serve us well.

The growth in our global network has underscored the need to have robust systems that allow us to communicate effectively across the group and to enhance alignment with our parent organisation, UOW. This is particularly pertinent in the academic arena as we seek to strengthen the UOW identity across the globe and to ensure high quality educational offerings in all our global communities. To this end, in 2020 we welcomed a new role at UOWGE - the Pro Vice-Chancellor Global - and we fully implemented a new academic governance structure.

The PVC Global provides strategic academic leadership across the UOWGE group and brings closer collaboration across our network and with UOW. Working with each of our entities, the PVC Global is overseeing the implementation of a new Global Program Delivery Model that considers local market needs and aligns to the UOW program offerings (with the ultimate goal of UOW equivalence).

The newly-formed UOWGE Board of Academic Governance has been designed to deliver a stronger focus on strategic academic matters across the group as well as deliver enhanced communication and efficiencies. It focuses on academic programs, academic policies and procedures, academic quality and risk, and research. Each entity's academic board or senate also revised its terms of reference to ensure coherence with the new governance structure.

90+%

TEACHERS AT UOWCA PARTICIPATED IN PROFESSIONAL DEVELOPMENT TO ENHANCE THEIR ONLINE DELIVERY SKILLS

344hrs

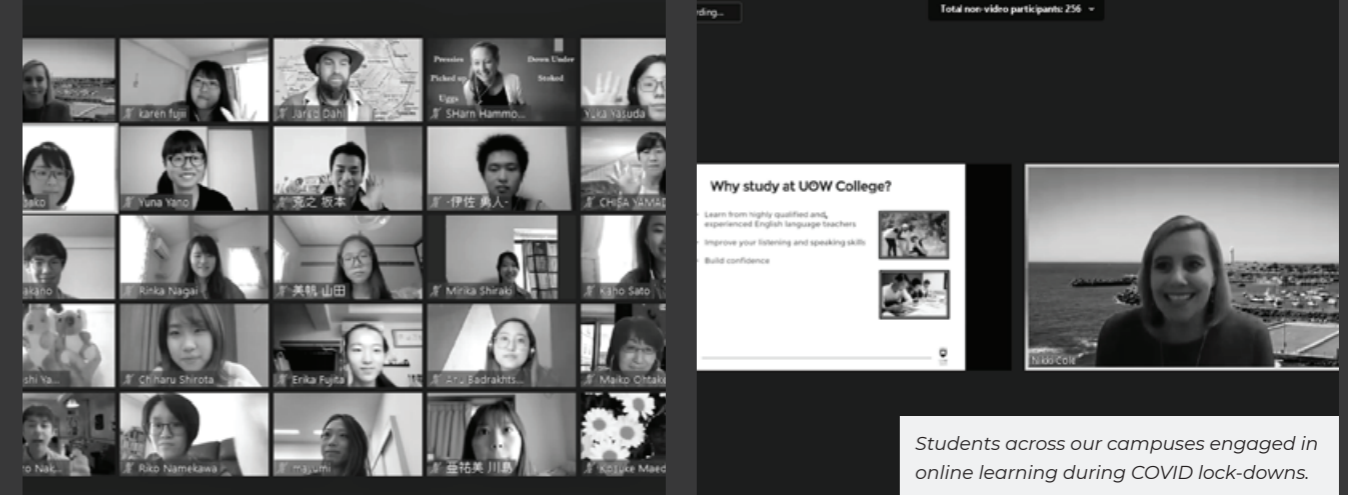
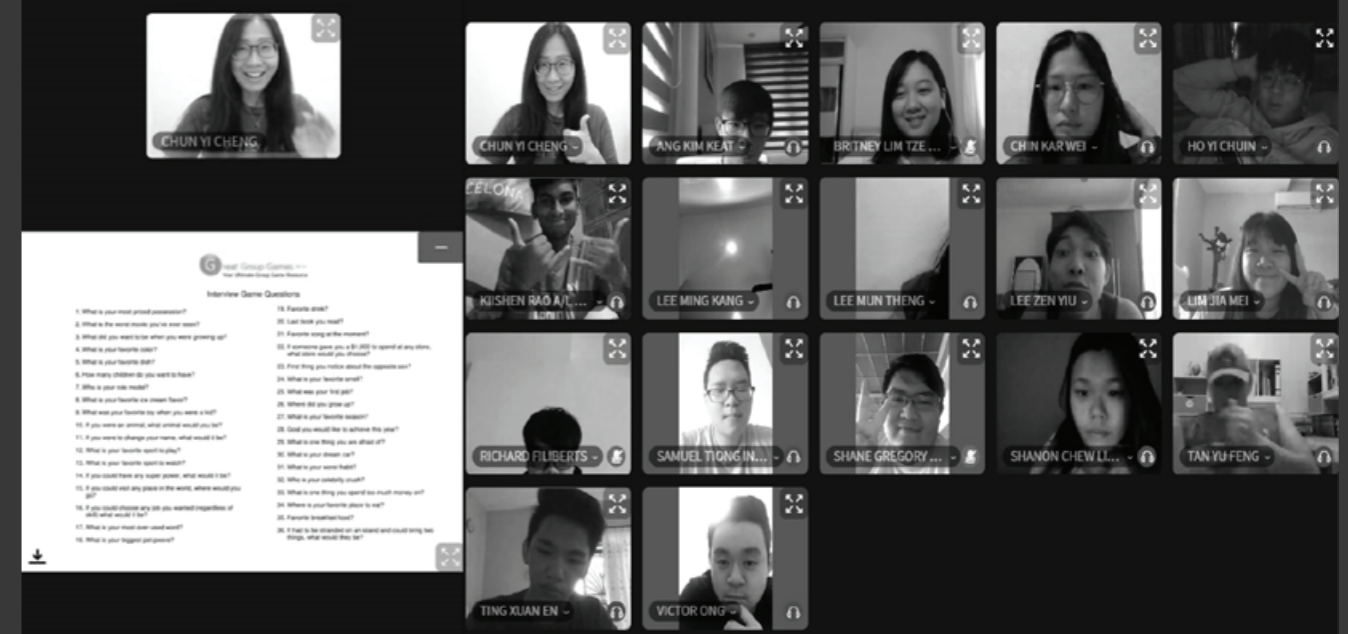
INCREASE IN AVERAGE NUMBER OF HOURS STUDENTS SPENT IN ONLINE LEARNING AT UOWCHK

4.28/5

AVERAGE TEACHING EVALUATION SCORE AT UOWMKDU IN 2020, IDENTICAL TO THAT OF 2019

92%

ACADEMICS AT UOWD EXPRESSED CONFIDENCE AFTER THE SHIFT TO ONLINE TEACHING COMPARED TO ONLY 56% PRIOR TO THE SHIFT



Students across our campuses engaged in online learning during COVID lock-downs.

OUR FINANCIAL PERFORMANCE

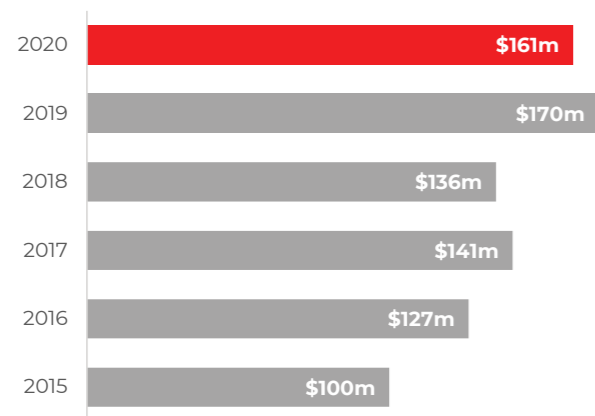
Amidst an extremely challenging environment for international education and a rising Australian dollar, UOWGE reported solid financial performance in 2020. Revenue was \$161m, 5% lower than 2019, driven down by more modest investment returns and tuition fee revenue negatively affected by COVID travel restrictions and wider uncertainty.

To address the global impact of the pandemic on international student education, our businesses undertook a comprehensive cost reduction and response exercise which was effective in ensuring financial sustainability throughout 2020.

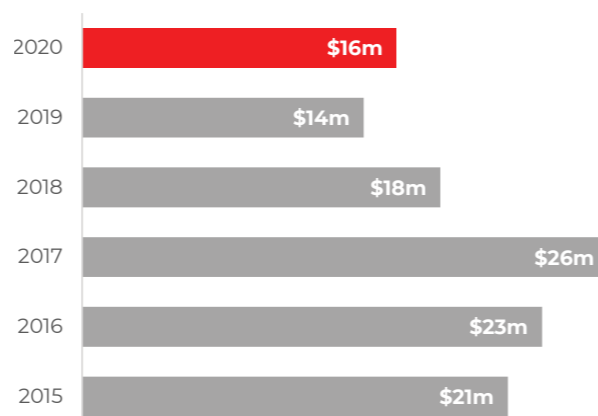
EBITDA grew to \$18m in 2020, some \$2m higher than the prior year, supported by a growing contribution from our Malaysian institutions. Statutory Net Profit before Tax was \$12m, down from the record result in 2019 due to lower investment returns in 2020 and higher depreciation and amortisation charges.

The stronger Australian dollar at year end resulted in a decline in net assets which stood at \$269m at year end. During the year, the business invested in facilities supporting our student-focussed mission, with a new property acquired in Hong Kong and the completion of the new Dubai campus.

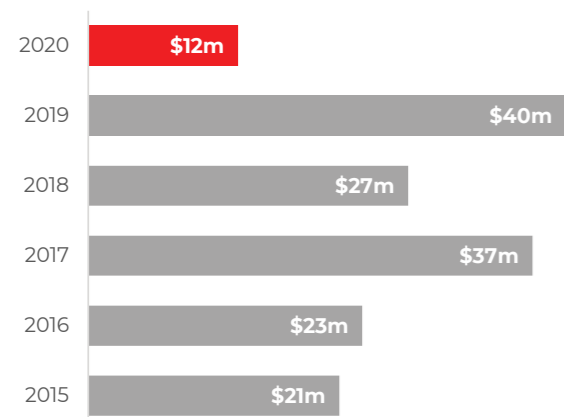
Total Revenue



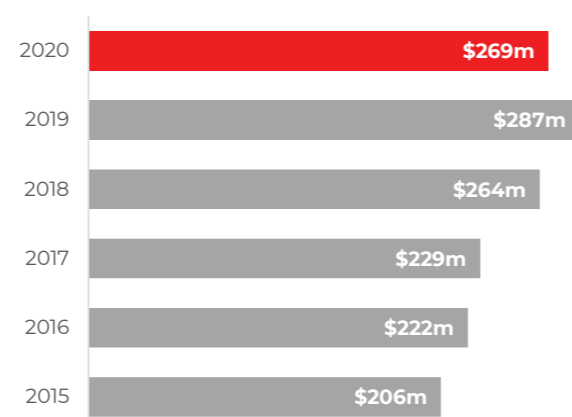
EBITDA



Net Profit Before Tax



Net Assets



A NEW CAMPUS IN DUBAI

In 2020 we achieved a significant milestone in the 26 year journey of UOWD. The completion and opening of our new built-for-purpose campus demonstrates our commitment to providing transformative educational experiences to students from Dubai and the rest of the world.

With an unrelenting focus on student outcomes, the new campus provides an unforgettable learning, student and visitor experience. It maintains UOWD as the premier higher education institution in Dubai.

Our new campus builds on our established student centred approach to learning with a view to increase blended teaching methodologies. Enhancing the student experience and enabling multiple pedagogical practices has been at the heart of the design for this campus. On top of a multitude of informal learning spaces, our new campus has been designed and built with a focus on flexibility and excellence in teaching. Throughout the campus there is a healthy mix of traditional and blended learning enhanced spaces as well as laboratories that provide flexibility for both staff and students, depending on the curriculum.

The multi-purpose teaching and research hubs are designed with a focus on research and small group activity work. The rooms are designed to enable brainstorming sessions by providing both digital screens and writable surfaces.

Our campus has informal learning spaces on every floor that facilitate staff-student and peer interaction by supporting new patterns of social and intellectual behaviour. These spaces include collaborative workbenches, group work settings, single work settings and reflection spaces. There are also a variety of more formal spaces all of which have flexible furniture and are designed to accommodate group activity.

Learning is an active, collaborative and social process, which is why our new campus has learning and library spaces designed to encourage personal interaction and collaboration. This impressive campus is featured on the following pages.

This flagship campus was delivered on budget and on time under challenging circumstances during the COVID pandemic and the subsequent restrictions to normal business operations. We are indebted to Pierre Miquel, Director Property and Facilities at UOWGE and to the cross-disciplinary team from UOWD who achieved this remarkable outcome.



Notable inclusions are the iconic Wallaby Sculptures by Wollongong artist Gaby Porter, a gift from the University of Wollongong highlighting the warm relationship and synergies established between Dubai and Wollongong.



UNIVERSITY OF WOLLONGONG
IN DUBAI

UNIVERSITY OF WOLLONGONG
IN DUBAI



INTRODUCING OUR GLOBAL EXECUTIVE TEAM



GEOFF DRUMMOND
CFO / Executive Director
Corporate Services



KATH McCOLLIM
Executive Director
Business Transformation



PETER JANU
Executive Director
Commercial & Legal



JULIE STUART
Executive Director
People & Culture



PROF. MOHAMMED SALEM
President, University
of Wollongong in Dubai



PROF. WILMA VIALLE
Pro Vice-Chancellor Global



VANESSA BOURNE
President
UOW College Hong Kong



FELIX LANCELEY
General Manager
UOW College Australia



JENNIFER NG
CEO ASIA
UOWGE



OUR GOVERNANCE STRUCTURE

UNIVERSITY OF
WOLLONGONG

UOW GLOBAL
ENTERPRISES BOARD

Australia
UOW College Australia

United Arab Emirates
University of Wollongong in Dubai

Hong Kong
UOW College Hong Kong

Malaysia
UOW Malaysia KDU

Board of Academic
Governance

Audit and Risk
Committee

People and
Remuneration
Committee



INTRODUCING OUR BOARD



MR PETER ROBSON AO (CHAIR)

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



MR GREG WEST (DEPUTY CHAIR)

Greg West is a Chartered Accountant. He 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 and Chair of the Risk and Audit Committee. He was Chief Executive Officer of a dual listed ASX/Nasdaq biotech company. Greg is a director of the St James Foundation Limited.



MS WENDY GAN

Ms Gan is a Director of Strategy Ltd in Asia Pacific. She is also a non-Executive Director of Hong Kong-based Chinney Alliance Group. She has held executive roles with Pacific Century Premium Developments and Swire Properties Ltd. Ms Gan has held directorships on the School of Professional & Continuing Education of the University of Hong Kong and as Honorary Director of the HKU Foundation and a member of the Court and Finance Committee. She sits on the Business School Advisory Council of the Hong Kong University of Science and Technology and is a Director of HKS Education Fund, which partners with Tsinghua University to provide education for under-privileged children in China. In 2014, Ms Gan was awarded an Honorary University Fellowship of the University of Hong Kong and HKU SPACE in 2016. She was also recognised as "China's 100 Outstanding Female Entrepreneurs" in 2011 by the All-China Women's Federation.



MR NOEL CORNISH AM

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



PROFESSOR PAUL WELLINGS CBE

Professor Paul Wellings CBE joined the University of Wollongong as Vice-Chancellor in January 2012. Prior to his current role, Professor Wellings held the position of Vice-Chancellor of Lancaster University from 2002-2011, and Deputy Chief Executive of CSIRO from 1999-2002. 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 Trustee of the University of Wollongong USA Foundation. Professor Wellings also serves on the Ministerial Advisory Council for Free Trade Agreements, NSW Innovation and Productivity Council, NSW Domestic and Family Violence and Sexual Assault Corporate Leadership Group, the Global Foundation Advisory Council, General Sir John Monash Foundation, and Regional Development Australia-Illawarra Board.



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.



MR ROBERT RYAN

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



MR DAMIEN ISRAEL

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



PROFESSOR ALEX FRINO

Professor Alex Frino is the 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.



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.





UOW COLLEGE AUSTRALIA

UOWCA was presented with significant challenges throughout 2020 as the impacts of the COVID-19 pandemic played havoc with all aspects of its operation. The year, however, also provided a number of opportunities for UOWCA and saw some remarkable achievements by staff.

College staff pivoted to online delivery of all courses following a short period of intensive training and upskilling. This required significant innovation - from course design, delivery and assessment, to rethinking student engagement and support including orientation, front counter operations, student engagement and welfare checking. Central to the student welfare framework through this period was mass call out campaigns, to check on student wellbeing and online capability. The transition resulted in no discernible difference in student pass and attrition rates across all programs.

English for Tertiary Studies (ETS) was successfully delivered at two separate institutions, Central China Normal University and Beijing Jiao Tong University, despite the challenging circumstances of the global pandemic. Further innovation was undertaken via online study tours, including virtual excursions which proved unexpectedly popular.

The English Language Barometer student survey is conducted every two years in collaboration with i-graduate and English Australia. In 2019/20 over 16,000 students from 52 institutions participated in Australia. Globally there were over 20,000 participants.

Outstanding results were achieved, with UOWCA ranking FIRST in Australia for Welcome / Pick-Up, Accommodation Quality, Internet Access and Campus Buildings. It ranked 1st in New South Wales in a further 11 areas, and was ranked in the top ten in Australia in 22 different areas in total. These results ensure that UOWCA will remain a destination of choice for students when international travel restrictions are lifted.

The Vocational College underwent a full Australian Quality Skills Authority (ASQA) audit to assess compliance with the National Vocational Education and Training Regulator Act 2011 and Education Services for Overseas Students Act 2000. The outcome was highly successful with the auditor referencing 'a gold star effort'. The College was able to fast-track the development of a number of new short courses and vocational skill sets to leverage new government funded initiatives. The College added two new vocational programs to scope for delivery in 2021, the Diploma and Advanced Diploma of Screen and Media.

A new Indigenous Scholarship was introduced to provide fee-free courses for Aboriginal and Torres Strait Islander students. Four Indigenous Scholarships were awarded in Academic programs, with a further two scholarships in the Vocational Diploma of Nursing.

Following a Federal Government initiative to offer funding for short courses, the College was successful in its bid to add courses to scope and apply for funding. Four new Undergraduate Certificates were introduced in Science, Engineering, IT and Business.

Felix Lanceley
General Manager, UOW College Australia

**"REMARKABLE
ACHIEVEMENTS BY STAFF
ACROSS ALL AREAS."**

All Higher Education Diplomas were accredited with UOW to enable domestic students to access Commonwealth Supported Places, and the Higher Education Contribution Scheme (HECS).



programs

33



staff

215



students

2,171



new programs

4



UOWCA students celebrate our first virtual graduation event.

1 VIRTUAL CELEBRATION OF 570 GRADUATES

The College celebrated the achievements of our Academic and Vocational students with our first virtual graduation, a pre-recorded event, which recognised 570 graduates for successfully completing their studies in 2020. UOW Vice-Chancellor Professor Paul Wellings delivered the keynote address, elaborating on the importance of skills and knowledge in reshaping the future of work and building resilience in a rapidly changing landscape.



2 JINDAOLA PROGRAM RECONCILES INDIGENOUS & NON-INDIGENOUS KNOWLEDGES

Throughout 2020, a small team of staff participated in the internationally acclaimed Jindaola Program, a UOW grant program developed and delivered in collaboration with local Aboriginal communities. The program reflects an Aboriginal way towards reconciling Indigenous and non-Indigenous knowledges in the Australian higher education curriculum. Jindaola brings together interdisciplinary teams, academic developers and Aboriginal communities in a collaborative journey for the purposes of learning, knowledge exchange, and knowledge co-creation.



UOW IN DUBAI

In a year that was dominated by the COVID-19 pandemic, UOWD chose to be innovative, groundbreaking and careful, all at the same time. 2020 increased the importance of protecting the business with careful fiscal management, including a range of cost containment initiatives allowing UOWD to maintain viability and preserve headcount.

Teaching pivoted to remote delivery, multi-channel marketing became the norm and the marketing effort was focused on attracting domestic students. This was undertaken with great success. A stable platform supporting seamless remote teaching was provided by the information technology team, while faculty staff who were already familiar with online teaching methods, helped to train others to deploy at short notice. UOWD achieved the highest summer intake in seven years, the highest autumn intake in five years and were able to walk away with a Gold Award for "Best Integrated Campaign" at the region's premier PR Awards, the MEPR Awards.

In 2020 the CAA approved 3 key initiatives that will improve the competitiveness of our academic product. Underpinned by strong alignment with UOW programs, students will now receive a UOW degree upon graduation, with the testamur and transcript attested by the UAE. Eligible students can now directly enter a 3-year undergraduate degree program instead of having to study for 4 years, where the first year used to be a required foundations studies equivalent. And UOWD can now deliver its programs via a trimester model which assists students to complete their studies in a shorter timeframe.

UOWD launched the Master of Business Analytics program, designed in consultation with SAS, a global leader in analytics services. The degree trains students to develop analytical and decision-making skills that are critical in the modern business environment. Three new STEM degrees were launched including the Bachelor of Computer Science in Cyber Security, Big Data, and Game and Mobile Development. UOWD also welcomed back the Doctor of Philosophy (PhD) in Business.

Three credit-bearing summer programs were offered to Year 11 and 12 students in collaboration with the UAE Ministry of Education as part of a CSR program. These subjects harnessed high-achieving local talent allowing the students to receive a taster of University life prior to enrolment.

Two PhD Fellowship scholarships were offered in Food Security and Supply Chain Sustainability, funded to the tune of AED 7 million over 3 years by the UAE Ministry of Education. The projects will examine the global drivers of change and assess their impact on the UAE food systems, including the society and dietary habits of consumers and will deliver tools for evidence-based decision making and policy planning.

His Excellency Sheikh Nahayan bin Mubarak Al Nahayan was appointed as Patron of UOWD. HE Sheikh Nahayan is a member of the Al Nahayan Ruling family of Abu Dhabi, and is third cousin to HH Sheikh Khalifa bin Zayed Al Nahayan, the President of the UAE and Emir of Abu Dhabi. He is currently UAE Minister of State for Tolerance and Chairman of the Centre of Excellence for Applied Research and Training, the commercial arm of the Higher Colleges of Technology. Through his appointment as Patron, HE Sheikh Nahayan will lend his credibility, influence and support to the University and will assist to raise its profile in Dubai. UOW continues to be a leader in the region.

Professor Mohammed Salem
President, University of Wollongong in Dubai

"2020 WAS THE YEAR THAT WE DID THINGS DIFFERENTLY."

UOWD continues to be a leader in the region. Our new built for purpose campus and our expanded program offering is setting us up for future success.



programs

44



staff

338



students

3,508



new programs

5



HE Sheikh Nahayan is appointed Patron of UOWD.



1 NEW CAMPUS – NEW MINDSETS

We ended 2020 in a purpose-built, technologically-innovative new campus building. The move shifted mindsets, processes and procedures creating a paperlight approach to campus operations. This involved digitising and disposing of a staggering 17.5 tonnes of paper. The structure weaves technology into the fabric of the building and the AED 86 million fit out provides a dynamic learning and working environment.

2 MANAGING COVID DURING 2020

UOWD swiftly implemented rigorous safety protocols to ensure adherence to guidelines set by the UAE Ministry of Education. The management of the pandemic was spearheaded by the members of the COVID-19 safety committee and the strict adherence to guidelines.



UOW COLLEGE HONG KONG

Upon joining the UOW Group in 2015, the UOWCHK entered into a five-year transition period marking its separation from its previous custodian, City University of Hong Kong. The College's developments during the five-year transition period have been remarkable with the accomplishment of a number of major set targets. During 2020, the College completed a number of significant transition activities, including setting a 10-year campus development objective to accommodate its student population and staff in the long term. This objective was fulfilled with the acquisition of a new campus in Kowloon City in 2020, and the continued development of the Tai Wai campus.

In 2020 the College launched its new website aligned to the UOW brand. In 2020 the College also established its own independent Academic Registry, and successfully delivered six new bachelor degree programmes. The College has completed its IT transition and successfully assumed provision of the student administration support services in a major project which was completed in September.

The single remaining transition project is for the College to vacate the City University of Hong Kong premises through the completion of its campus development project at Kowloon City. The College is on track to successfully complete the entire transition by September 2021.

The COVID-19 pandemic developed rapidly in 2020. Since the outbreak in Hong Kong in January 2020, the College has been constantly reviewing the delivery mode of its programmes in order to mitigate the effects of COVID-19 on its operation. During the period, online programme delivery was arranged for the two semesters in 2020. Arrangements were made for alternative assessment in lieu of face-to-face examinations. For student admission, the College put in place online channels for applications submission, interview, acceptance of offer and registration without requiring students' physical presence at the campus. Major College events and functions which are

normally conducted face-to-face were held or arranged online, including the Staff Award Presentation Ceremony and Graduation Ceremonies.

Despite the efforts and extra work required in exercising all these online teaching and learning delivery arrangements, COVID-19 has brought about a substantial change in the delivery mode and paved the way for expediting implementation of blended learning in the College.

Vanessa Bourne
President, UOW College Hong Kong

"TRANSITIONING TO FULL INDEPENDENCE AND UNIVERSITY STATUS."

New programs rolled out in the disciplines of Social Science in Cultural Tourism, Banking and Financial Technology, Marketing and Supply Chain Management and Artificial Intelligence.



programs

43



staff

250



students

3,962



new programs

9



UOWCHK President, Vanessa Bourne gave the President's address at the virtual graduation.

And you can get the best education we can deliver.
你們才能盡獲本校最佳施教之利。

1 TRANSITIONING TO INDEPENDENT CAMPUSES

The development of our new Tai Wai campus was substantially progressed during 2020, and is planned to be operational by late 2023/early 2024. In 2020, the College also secured a new campus in Kowloon City to prepare for its complete exit from the City University of Hong Kong premises by June 2021. The Kowloon City campus, with a student accommodation capacity of about 1,500, will be operational in September 2021. The premises are equipped with the state-of-the-art facilities and incorporated with flexibility in its design to ensure that it can adapt to future changes in pedagogy and facilitate the implementation of blended learning.

2 CULTIVATING RESEARCH CAPABILITY

The College takes pride in the development of its research capacity, which will be an important part of its strategic move towards ultimately becoming a university. It was successful in securing funding for two projects in the 2020/21 Competitive Research Funding Schemes for the Local Self-financing Degree Sector of the Research Grants Council (RGC). Apart from the Government, the College has provided internal funding, supporting 20 research projects in each of its Faculties in 2020.



UOW MALAYSIA KDU

The rapid onset of the pandemic in Malaysia required a high degree of flexibility in managing the campus network to ensure continued quality teaching delivery while protecting the financial sustainability of the UOWMKDU institutions. Despite not meeting enrolment targets, the UOWMKDU institutions were able to deliver results better than budgeted through prudent management and innovation. Following the closure of the campus network due to lock downs, academic delivery and key support functions were quickly transitioned to online mode, made possible due to prior investment in digitisation strategy. Requisite systems and staff capabilities had already been developed. Marketing activity became digital, including the creation of a 3-D virtual open day experience, a first for Malaysia.

To deliver UOWMKDU student mobility across the global campus network, and demonstrate that the Malaysian operations are an integral part of the UOW global network, a variety of mobility pathways have been established which allow students to seamlessly articulate to UOW Australia for their studies. Articulation agreements have been established for 2 foundation programs and 11 diploma programs which will provide the opportunity for 1,000 sub-degree graduates annually to pursue their undergraduate studies at UOW.

In addition, bachelor dual award programs have been established in both business and computing science, whereby students have the choice of completing their program within Malaysia or spending a period in both countries. Dual Award graduates will receive an award from both UOWMKDU and UOW Australia.

The opportunity was taken in 2020 to explore alternative models of resource allocation across the Malaysian campus network towards enhancing both high quality learning outcomes and operational efficiency. Rationalization of the number of subjects was actioned through increasing the number of core subjects taught within courses, institutions,

and across campuses. Key to effective implementation was the establishment of a set of graduate attributes. Building on an earlier implemented digital delivery strategy, and a willingness of academic staff to team teach, many of these core subjects are now delivered remotely across the campus network.

To ensure that UOWMKDU College students have an optimal campus experience, the decision has been made to relocate the College to the Utropolis Glenmarie campus, located just 17km from the current location at Damansara Jaya Campus. Utropolis Glenmarie is our flagship campus within Malaysia and with its state-of-the-art facilities and contemporary teaching and learning environment students will be able to enjoy the international-style campus experience for which our global campuses are known. Approval has recently been received from the Malaysian regulatory authorities and it is expected the move will occur in the first half of year 2021.

UOW Malaysia KDU has an established reputation for producing industry-ready graduates through students being exposed to simulated industry contexts and challenges in the course of their studies. Aligned with this ethos, students are also encouraged to participate within industry-sponsored competitions to refine their skill base, gain confidence, and enhance their employability prospects.

Jennifer Ng
CEO Asia, UOWGE

"SUCCESSFUL TRANSITION INTO THE UOWGE GROUP"

New programs rolled out in the disciplines of public relations, creative industry management, strategic business management, enterprise risk management, international business management and software engineering.



programs

93



staff

494



students

5,257



new programs

8



Students interact in the new Batu Kawan campus library.

1

A NEW CAMPUS FOR NORTHERN PENINSULA MALAYSIA

The new Batu Kawan campus opened in January 2020. Located in Mainland Penang (pictured above and over page), it is developing into UOWMKDU's innovation hub and aligning its programs to the needs of surrounding multi-national high tech corporations. With capacity for 3,000 students, the impressive 10 acre campus offers the region of Northern Peninsula Malaysia its first Australian higher education campus experience. The campus is strategically located to attract students from the northern states and is expected to experience substantial growth in the years ahead.

2

STUDENTS JUDGED AS CHAMPION GAME DEVELOPERS

Students from the Bachelor of Game Development won Best Student Game Award and Audience Choice Award in the SEA Games Awards, South East Asia's premier industry event for game developers. Their submission was not only pitched against other student projects but also industry developed games.





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MALAYSIA
KDU
PENANG
UNIVERSITY COLLEGE
PART OF THE UNIVERSITY
OF WILMINGTON
USA NETWORK

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**UOW MALAYSIA KDU
NEW BATU KAWAN CAMPUS**



UOW
GLOBAL
ENTERPRISES

