



UOW  
GLOBAL  
ENTERPRISES



# 2018 ANNUAL REPORT

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



DBA recipient, Dr Amira Amanalla Kamali, gives the valedictory speech at the UOWD Graduation Ceremony in October 2018.

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UNIVERSITY  
OF WOLLONGONG  
IN DUBAI



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

## 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.



\$26.5<sub>m</sub>

Net profit before tax  
103% growth over 5 years

\$29.7<sub>m</sub>

EBITDA  
95% increase over 5 years

\$135.8<sub>m</sub>

Total revenue  
126% growth over 5 years

\$263.5<sub>m</sub>

Net assets  
15% growth over prior year

\$10<sub>m</sub>

Dividend to UOW  
\$45m paid over last 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

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



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 'Transitions'. 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; Marisa Mastroianni, Managing Director and Group Chief Executive Officer of UOWGE, and Peter Robson, Chair of UOWGE.



## Chairman and Group CEO's Statement

UOW Global Enterprises 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. UOW College Australia also celebrated a significant strategic milestone this year – it's 30 year anniversary. The College extended its global reach in 2018, delivering English for Tertiary Studies at Central China Normal University in Wuhan, and a General English Program in Saudi Arabia.

UOWGE operates with an invigorated and highly energised culture with our people keen to jointly drive student and commercial success. Annual staff award ceremonies were held in Australia, Dubai and Hong Kong with 151 staff receiving awards. Our performance has been recognised both domestically and internationally, with UOWGE winning the Australian Export Award for outstanding innovation and international success in the field of education and training services, expertise and curriculum.

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

## EXECUTIVE TEAM



GENERAL MANAGER  
UOW COLLEGE AUSTRALIA  
**Julie Renwick**



PRESIDENT  
UNIVERSITY OF WOLLONGONG  
IN DUBAI  
**Prof Mohamed Salem**



PRINCIPAL  
UOW COLLEGE HONG KONG  
**Jennifer Ng Glok-Hong**



EXECUTIVE DIRECTOR  
LEGAL & GOVERNANCE  
**Vanessa Bourne**



CFO / EXECUTIVE DIRECTOR  
CORPORATE SERVICES  
**Geoff Drummond**



EXECUTIVE DIRECTOR  
BUSINESS TRANSFORMATION  
**Kath McCollim**



EXECUTIVE DIRECTOR  
PEOPLE AND CULTURE  
**Julie Stuart**



Students from UOW College Hong Kong enjoy student exchange at UOW in Dubai.

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.

	2018 (\$m)	2017 (\$m)
Total revenue	135.8	141.3
EBITDA	29.7	39.3
Investment earnings	10.9	12.7
Net profit before tax	26.5	36.8
Net assets	263.5	228.7
Gross dividend	10.0	10.0

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

Total Revenue (\$m)

2014	60.0
2015	100.3
2016	126.7
2017	141.3
2018	135.8

Profit before Tax (\$m)

2014	13.0
2015	20.8
2016	22.7
2017	36.8
2018	26.5

Net Assets (\$m)

2014	23
2015	205.7
2016	221.5
2017	228.7
2018	263.5

Gross Dividend (\$m)

2014	6.0
2015	8.6
2016	10.0
2017	10.0
2018	10.0



BOARD OF DIRECTORS

Dr Stewart Routledge AO  
26 July 2013-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 33 years. Past roles include Advisor to Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE (2009-2012), Adviser to the Abu Dhabi Food Control Authority (2009-2013) and Executive Director with subsidiaries of the Consolidated Pastoral Group of Kerry Packer (1982-2009). He was Chairman of the KYEEMA Foundation (2003-2019) and is Managing Director of Stewart Routledge & Associates and a Director of Kokonui Australia.

- Member of the UOW Global Enterprises Board
- Member of the UOWD External Advisory Council
- Member of the UOWD Ceremonial and Honorary Awards Committee
- Member of the UOWD Property Advisory Committee

Mr Robert Ryan  
5 Sept 2013-Current

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, Chief Financial Officer and Company Secretary of IMB. Robert is the Deputy Chancellor of the University of Wollongong, a member of its Council and Chair of its Finance and Resources Committee. He is also Director and Chair of the Governance Committee of Australian Settlements Ltd. and Director and Chair of the Audit & Risk Committee of the Flagstaff Group. Prior to joining IMB, he held the positions of Managing Director, Chief Financial Officer and Company Secretary at Australian Resources Limited.

- Director of the UOW Global Enterprises Board
- Member of the UOWD External Advisory Council
- Member of the People and Remuneration Committee
- Member of the UOWCHK Investment Advisory Committee
- Member of the UOWCHK Board of Governors

Prof Alex Frino  
19 April 2016-Current

Professor Alex Frino is the Deputy Vice-Chancellor (Global Strategy) of the University of Wollongong. Alex 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. Alex was previously Chief Executive Officer of the Capital Markets Cooperative Research Centre Limited – a \$100 million research installation funded by the Australian Federal Government. 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 the Sydney Futures Exchange, Credit Suisse and the Commodity Futures Trading Commission in the USA.

- Member of the UOW Global Enterprises Board
- Member of the UOWCHK Board of Governors
- Chair of UOWCHK College Council
- Member of the UOWCA Ltd Board
- Member of the UOWD Ceremonial and Honorary Awards Committee
- Member of the UOWD External Advisory Council

Prof Paul Wellings CBE  
10 Feb 2012-Current

Professor 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 Nuclear Science and Technology Organisation (ANSTO), Universities UK (UUK) and the Higher Education Funding Council for England. He is currently a Trustee of Guangdong University of Foreign Studies (GDUFS), China, a Director of the Illawarra Health and Medical Research Institute (IHMRI), serves on the Australian Research Council (ARC) Advisory Committee, the NSW Innovation and Productivity Council, the Global Foundation Advisory Council and the Bundanon Trust Board.

- Member of the UOW Global Enterprises Board
- Chair of the UOWD External Advisory Council
- Member of the UOWCHK Board of Governors

Mr Gregory West  
(Deputy Chair)  
1 Nov 2003-Current

Greg West is a Chartered Accountant. Mr West is a director of IDP Education Limited and Chairman of Education Australia Limited. He is also a member of the University of Wollongong Council. He retired from the CEO role at Benitec Biopharma Limited in mid-2018, an ASX/Nasdaq listed biotech company. He has worked at Price Waterhouse and in senior finance executive roles in investment banking with Bankers Trust, Bain & Company, Deutsche Bank and NZI.

- Deputy Chair of UOW Global Enterprises Board
- Chair of the Audit and Risk Committee
- Chair of the UOWCHK Investment Advisory Committee
- Member of the People and Remuneration Committee
- Member of the UOWCHK Board of Governors
- Member of the UOWD External Advisory Council
- Member of the UOWCHK College Council

Ms Marisa Mastroianni  
21 February 2017-Current

Marisa Mastroianni is Managing Director and Group Chief Executive Officer 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. She is Chair of NRMA's Audit & Risk Management Committee.

- Managing Director of the UOW Global Enterprises Board
- Member of the UOWCA Board
- Member of the UOWCHK Board of Governors
- Member of the UOWD External Advisory Council
- Member of the UOWD and UOWCA Academic Boards
- Member of the UOWCHK Investment Advisory Committee
- Member of the UOWCHK and UOWD Property Advisory Committees
- Chair of the UOWGE Diversity and Equity Committee
- Member of the UOWCHK College Council

Mr 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 Assurance and Print Services. He is secretary to the Risk, Audit and Compliance Committee 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 occupying a range of senior executive posts.

- Member of the UOW Global Enterprises Board
- Chair of UOWCA Board
- Member of the Audit and Risk Committee
- Member of the UOWCHK Board of Governors
- Chair of the UOWCHK and UOWD Property Advisory Committees
- Member of the UOWCHK Investment Advisory Committee
- Member of the UOWD External Advisory Council
- Member of the UOWCHK College Council

Mr Peter Robson AO  
(Chair)  
1 Nov 2003-Current

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 (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 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 2018.

- Chair of the UOW Global Enterprises Board
- Chair of the People and Remuneration Committee
- Chair of UOWD Ceremonial and Honorary Awards Committee
- Chair of the UOWCHK Board of Governors
- Member of the UOWD External Advisory Council

Mr Noel Cornish AM  
2 Dec 2011-Current

Noel Cornish has a great depth of expertise in business management. His former roles include Deputy Chancellor of the University of Wollongong, Chief Executive of BlueScope Steel Limited's Australian and New Zealand steel manufacturing businesses, President Northstar BHP LLC 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.

- Member of the UOW Global Enterprises Board
- Member of the Audit and Risk Committee
- Member of the UOWD External Advisory Council
- Member of the UOWCHK College Council

Prof Joe Chicharo OM  
26 July 2013-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 (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.

- Member of the UOW Global Enterprises Board
- Chair of the UOWD Academic Board
- Member of the UOWD External Advisory Council
- Chair of the UOWCHK Board of Governors







**Dr Pranit Anand**

Dr Pranit Anand has been a UOW College Academic Program teacher since 2002.

He has published and presented papers in Australia and internationally about both the creation of authentic learning experiences and the development of engaging assessment instruments that actively promote learning. He has facilitated Special Interest Groups on 'Enabling Assessments' for the National Association of Enabling Educators of Australia.

He is passionate about staff development and led the establishment of the Professional Recognition and Development Framework, which is embedded across the College.

In 2018 Dr Anand received the UOW Vice-Chancellors Award for Outstanding Contribution to Teaching and Learning.

He was also awarded the UOWGE Australia, Employee of the Year.

**THE SUBSIDIARY BOARDS OF UOWGE ARE:**

**UOWCHK Board of Governors (BOG)**

UOWCHK BOG is the peak governing body in Hong Kong. The BOG members are appointed under Hong Kong corporate law and are responsible for the stewardship of UOWCHK, reporting to the UOWGE Board. The BOG operates under the UOWCHK Articles of Association.

**UOWCA Board**

The UOWCA Board provides detailed oversight of the activities of UOW College Australia and reports to the UOWGE Board on the College's operational, financial and academic functions. The UOWCA Board Charter, approved by the UOWGE Board, sets out its formal governance principles.

**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.

**UOWGE Audit & Risk Committee**

This committee assists the UOWGE Board to fulfil 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.

**UOWGE People and Remuneration Committee**

This committee reviews and makes recommendations to the UOWGE 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 UOWGE 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 UOWGE 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 Wai MTR development, and exploring opportunities for additional campus premises, when appropriate.

**UOWD ACADEMIC BOARD**

- Chair** Professor Joe Chicharo, UOW Deputy Vice-Chancellor (Academic)  
**Deputy Chair** Professor Mohamed Salem, UOWD President  
Ms Marisa Mastroianni, UOWGE Group Chief Executive Officer  
Professor Wilma Vialle, UOW Chair of Academic Senate  
Professor Alex Frino, UOW Deputy Vice-Chancellor (Global Strategy)  
Professor Charles Areni, UOW Executive Dean, Faculty of Business  
Professor Valerie Linton, UOW Executive Dean, Faculty of Engineering & Information Sciences  
Professor Mark Gabbot, UOWD Dean, Faculty of Business  
Professor Khalid Hussain, UOWD Dean, Faculty of Engineering & Information Sciences  
Dr Feras Hamza, UOWD Head of the Faculty of Humanities, Social Sciences and Health  
Mr Brett Lovegrove, UOW Executive Director (Global)  
Mr Dominic Riordan, UOW Director Academic Quality and Standards  
Mr Felix Lanceley, UOWD Director, Student Services & Academic Registrar  
Dr Boštjan Gomišček, UOWD Associate Professor, Faculty of Business  
Dr Halim M Khelalfa, UOWD Associate Professor, Faculty of Engineering & Information Sciences

**UOWCA ACADEMIC BOARD**

- Chair** Associate Professor Grace McCarthy, Dean, UOW Sydney Business School  
**Deputy Chair** Ms Julie Renwick, General Manager UOWC  
Professor Graham Williams, UOW Associate Dean (Education), Faculty of Business  
Professor Wilma Vialle, UOW Chair of Academic Senate  
Emeritus Professor Don Lewis, UOW Emeritus Professor  
Mr Gary Costa, UOWCA Teacher, Academic Programs  
Dr David Williams, Honorary Fellow, Sydney Business School  
Associate Professor Rodney Vickers, UOW Associate Dean (Education), Faculty of Engineering & Information Sciences  
Ms Marisa Mastroianni, UOWGE Group Chief Executive Officer  
Dr Celeste Rossetto, UOW Learning Development, Learning, Teaching and Curriculum  
Ms Lu Qing Wang, UOWCA Teaching, English Language Program

**UOWCHK ACADEMIC BOARD**

- Chair** Ms Jennifer Ng, Principal  
Dr Charlie Choi, Vice Principal (Planning)  
Ms Wanda Lau, Vice Principal (Academic)  
Dr S K Cheung, Director of Quality Assurance  
Dr Timothy Kwong, Acting Head, AST  
Dr Cyril Tse, Head, BUS  
Dr Jack Yue, Head, DSS  
Dr Alan Tse, Head, LAC  
Prof K K Sih, Chairman of the CVMC  
Mr Ivan Lau, Director of Student Services  
Ms Belinda Luk, Director, ARRO  
Ms Anne Luk, Supervisory Executive Officer, PRVT  
Dr Serina Lai, Associate Director, SCOPE

- Member from UOW Academic Senate**  
Prof Wilma Vialle, Chair, Academic Senate, UOW

- Elected Staff Members**  
Dr Lam King Tin, Lecturer, Division of Applied Science and Technology (AST)  
Dr Fong Chiu, Lecturer, Division of Business (BUS)  
Dr Luk Yim Mei, Lecturer, Division of Social Sciences (DSS)  
Dr Pavandeep Ahuja, Lecturer, Division of Languages and Communication

- Senate Nominated Members**  
Dr Richard Fung, Associate Professor, SEEM  
Dr Chan Ho Mun, Associate Professor, POL

- Elected Student Members / UOWCHK**  
Miss Kwan Hoi Yung, ABAFS, 2017 cohort  
Miss Lau Wing San, AScBAAnI, 2017 cohort  
Miss Lau Yui Ki, ASocScAP, 2017 cohort  
Mr Law Chong Wihg, AAACS, 2017 cohort

- Co-opted Member**  
Dr Kenny Chan, Lecturer, Division of Building Science and Technology



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

Dr Amira Amanalla 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 Darwish Ahmad Mohammad AlBlooshi (right), was awarded a Doctor of Philosophy. Her thesis assessed 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 influence of organisational socialisation and stereotypes on organisational commitment and turnover intention. It was a study on localisation in the United Arab Emirates.



Teacher, Rhodora Dizon engages with Diploma of Business students in the classroom.

Academic  
Excellence  
for Student  
Success

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/referral 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.



Nursing students receiving instruction in the Simulation Laboratory.

**ACHIEVEMENTS**

8  
New programs

83%  
Greater than 83%  
retention at all locations

4%  
increase in program  
completions

New  
campus in Dubai to open  
in 2020

New  
campus in Tai Wai, Hong  
Kong to open in 2023



# OUR INSTITUTIONS







UOW Graduands at the 2018 ceremony in Hong Kong

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 registraion 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\$9.5m 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 830 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.



Sui Kya HON, Bachelor of Communication and Media Studies Graduand, delivers the valedictory speech at the UOW Graduation Ceremony in Hong Kong.

### ACHIEVEMENTS

33  
Locally accredited  
Associate Degree  
programs

HK\$9.5m  
In student scholarships  
and awards

850  
Students experienced  
overseas enrichment  
activities

6,000  
Enrolled students

90%  
Student retention rate



## UOW College Australia

Julie Renwick, General Manager UOW College Australia, celebrates the 30th Anniversary of the College, at a garden party with College students.

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 on shore 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 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 Roushe, founder of UOWCA, was keynote speaker at the 30th Birthday Gala Dinner.

## ACHIEVEMENTS

**84%**  
Student satisfaction –  
10.5% increase from 2017

**4.5%**  
Increase in program  
completions from 2017

**1<sup>st</sup>**  
OCTAL Award –  
Outstanding Contribution  
to Teaching and Learning

**1<sup>st</sup>**  
In the World for  
'Homestay Welcome'  
– English Language  
Barometer

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



## University of Wollongong in Dubai

# 25 YEARS ACADEMIC EXCELLENCE IN THE UAE



UOWD celebrates its 25th Silver Jubilee at the October 2018 Graduation Ceremony.

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 (GEM 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.



UOWD President, Professor Mohamed Salem, provides a gift of thanks to Julie Shams, Chargé d'affaires, Australian Embassy in the UAE. Ms Shams was keynote speaker at the Silver Jubilee Gala Dinner.

## 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



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, Shirie Ho, Toby Butt.

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 35 staff for their service to our organisation. In our Australian-based operation we recognised 46 finalists of which 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 (EOCGE) by the Workplace Gender Equality Agency (WGEA). This reflects our on going commitment to gender equality.



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

## 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 for Gender Equality (WGEA)

PEA  
Group CEO is a Pay Equity Ambassador





# 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





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### **UOW College**

[www.uowcollege.edu.au](http://www.uowcollege.edu.au)

### **UOWC Hong Kong**

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