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**2016-2020
STRATEGIC PLAN**
Stocktake
Report 2019

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UNIVERSITY
OF WOLLONGONG
AUSTRALIA

Stands
for purpose

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Introduction



It is with great pleasure that I present the 2019 Stocktake Report; the final such Report relating to the *2016 – 2020 Strategic Plan*.

Throughout the year colleagues across the University have worked hard to affirm the University's place as a global leader in research and learning excellence and focused on creating lasting impact that contributes to the needs of our communities and helps to transform people and the world we live in. The following pages present a brief snapshot of our collective achievements over the year.

We continue to improve our international standing and reputation. We are comfortably ranked in the top 250 universities in the world in the three main ranking schema (212 QS, 220 ARWU, 238 THE). The high quality of our teaching and learning was recognised with a Spotlight Award in the 2019 Global Teaching Excellence Awards held in Edinburgh, the only Australian university to be a finalist in this award for two consecutive years, and we remain the best university in NSW in multiple categories of the Good Universities Guide. We are the top-rated university overall in NSW/ACT for learning resources, learner engagement, and generic skills as part of the Quality Indicators for Learning and Teaching (QILT). In the QILT study area rankings, we rank 1st nationally for creative arts and 2nd for law and paralegal studies. We have also ranked 1st in NSW/ACT for teacher education, creative arts, engineering, and law and paralegal studies.

Our researchers' transformative, high-impact research achievements were recognised with UOW ranking 2nd in Australia and equal 13th in the world in the inaugural Times Higher Education University Impact Rankings in September. This strong result was complemented by the Research and Engagement Impact rating where 95% of UOW disciplines were rated as 'medium' or 'high' for research impact. In the latest Excellence in Research for Australia (ERA) rankings, 90% of UOW disciplines assessed were rated 'at', 'above' or 'well above world standard'.

The evolution and modernisation of our course portfolio and offerings has continued. Our partnership with the

Ramsay Centre to deliver a course in Western Civilisation will afford high visibility, reputational gains and positive relations with academics world-wide helping to boost UOW's place in world rankings. Our first cohort of students will commence in early 2020 after strong student interest in 2019.

Our continued focus on recruiting and retaining high-quality students and ensuring the quality of our student experience is reflected in the demand for our courses and in 2019 a record number of prospective students attended our annual Open Day. Our students remain among the most sought after by employers and we are proud to have retained our position as one of the Top 200 universities in the world in the QS Graduate Employability Rankings.

Our Academic and Professional Services Enterprise agreements were finalised with these new agreements improving staff conditions on a range of matters – including maternity leave – while also ensuring the University's long-term financial viability. It was pleasing to see high levels of participation and support among the University's staff with over 96% approving the proposed agreements.

A personal highlight each year for me is honouring the contribution of teachers, researchers and professional staff at the Vice-Chancellor's Awards Ceremony. Continuing a 32-year tradition we recognised and celebrated with 370 staff recipients for their outstanding service to the University.

We continue to pursue partnerships with purpose. We reached commercial close with Lendlease on the Health and Wellbeing partnership. This partnership will be centered around developing the University's Health and Wellbeing precinct on the Innovation Campus, including Australia's first University-led clinic offering intergenerational, patient-centered healthcare.

Led by the Pro Vice-Chancellor (Inclusion & Outreach) and in consultation with local Elders and Knowledge Holders from Wollongong to the Far South Coast we

launched our inaugural *Reconciliation Action Plan (RAP)* and reaffirmed our commitment to greater access and connection with our Aboriginal and Torres Strait Islander communities. We were again recognised as a leader in gender equality being the only university in NSW to hold an Athena SWAN award and were cited by the Workplace Gender Equality Agency as an Employer of Choice for 2019 - 2020. Over the course of the year we were also recognised as one of the most inclusive employers for LGBTI people receiving an Australian Workplace Equity Index award.

Throughout 2019 we have continued to build and develop philanthropic partnerships with our donors, accelerating the University's strategic priorities. It is only through the support of our valued donors and partners that the University remains an institution that is fearless with limitless ambition and vision. To date we have raised a grand total of \$4.5million in cash received and funds raised.

Our robust financial position has been carefully maintained. While the operating environment continued to pose challenges, the University's overall financial position remained stable with leading international ratings agency, S&P Global, re-affirming UOW's AA rating. We continued to work with partner institutions including the strategic partnership of the University Global Partnership Network (UGPN) and grow our global network of campuses, completing our acquisition of KDU University Colleges and beginning the transition to a new corporate entity, UOW Malaysia.

This year, we have worked to further promote the environmental sustainability of our operations. In line with our commitment to climate change action, we have invested around \$8 million in solar photovoltaic and LED lighting technology which will dramatically reduce our environmental impact. We remain on track to reduce our energy consumption by 20% by 2035. Affirming our commitment to environmental sustainability, we formally joined the United Nations Sustainable Development Solutions Network (SDSN),

a global initiative to implement the UN's Sustainable Development Goals (SDGs) and the Paris Agreement on Climate Change through education, research, policy analysis, and global cooperation.

Planning for the University's future was a focus of much of our activities over the year. Building on our work in 2017 and 2018, we finalised our first long-term strategic intent, the *2030 and Beyond: A Purposeful Future* White Paper. This ambitious strategic agenda informed the development of our 2020–2025 Strategic Plan. This 2020–2025 Strategic Plan, approved by the University Council in December, was developed as a result of extensive staff, student and community consultation. Work to implement this Plan has commenced, including a Senior Executive portfolio realignment that came into full effect on 1 January 2020.

Finally, I would like to acknowledge the work of our Chancellor Jillian Broadbent AC. Jillian has been our Chancellor since 2009, has championed the work of the University and overseen a vast program of growth and reform. Her exceptional leadership was recognised this year with the award of a Companion of the Order of Australia (AC).

Our ongoing achievements and record of success is testament to the dedication of our staff, students and our partners. We are proud of what we have achieved together over the life of the 2016 – 2020 Strategic Plan and remain determined to continue to build on our successes and our history as we look towards 2030 and Beyond.

Professor Paul Wellings CBE
Vice-Chancellor and Principal

February 2020

Top 250
Universities in the world¹

16th
Modern university
in the world²

13th
University in the world
in social and economic
impact³

35,660
Student population
On shore: 28,154, off shore 7,506

2,592
Total staff (headcount)

UOW

GOAL 1

Addressing regional, national and international needs: Setting priorities and focus.

Align our outstanding academic community and graduates with national priorities, opportunities arising from our global relationships and initiatives supported by governments and industry.



The UOW Tottenham Hotspur Global Football Program is developing the next generation of football talent.

GOAL 1.1

Embrace opportunities to enhance and differentiate our investments and contributions through identifying viable new student markets, exploring exciting course offerings, following emergent research paths and building on our existing strengths.



10,400
Onshore Enrolments
5,800
Onshore Graduates
2,800
Offshore Enrolments
1,700
Offshore Graduates

We have made great strides this year to optimise our student market opportunities with innovative course offerings, research developments, and through the development of our capital and digital infrastructure.

This year, over 20 new courses and over 15 new majors have been approved, with 16 courses and seven majors/specialisations being discontinued. New disciplines with demonstrated market demand such as artificial intelligence, cybersecurity, applied analytics, and business analytics were introduced this year.

Considerable and ongoing progress has been made implementing the findings of Professor Joe Chicharo's 2018 Review of UOW Online. This has included establishing a UOW Online project team lead by Professor Theo Farrell. Following a competitive process, UOW has now collaborated with Pearson to deliver the UOW Online strategy, which includes supporting wider digital transformation of UOW for 2030 and beyond.

In addition, all faculties have continued adapting their programs and knowledge areas for a variety of delivery modes to ensure flexibility for the relevant market: online, blended delivery and micro-credential offerings. The Faculty of Science Medicine and Health (SMAH) has made significant progress developing a micro-credential model that they anticipate will meet the needs of health professions. The Faculty of Social Sciences (SOC) has also investigated how to shape its Master of Public Health into a vertical degree and explored opportunities for micro-credentials. Progress and success continues with the roll out of a blended learning model within the Faculty of Law, Humanities and the Arts (LHA). Seventeen subjects from across Law and Humanities and Social Inquiry have been blended so far and by the end of 2020 it is anticipated this number will increase to thirty.

Significant progress has been made with the development of the Health and Wellbeing Precinct this year. Professor Mitch Byrne was appointed Associate Dean Education (intoHealth) to oversee academic development and a market research project with Nous Group that will inform the academic course offering supporting the Precinct.

We continued to strengthen our footprint and contribution to the economic growth of the South Western Sydney region this year, signing a statement of intent to support the \$740 million redevelopment of Liverpool Hospital. The other signatories are the Southern Western Sydney Health District, the University of New South Wales, Western Sydney University and the Ingham Institute for Applied Medical Research. Discussions between the parties will lead to holistic development of Liverpool including a sustainable, integrated and world-class health and education precinct.

The *Metropolitan Campuses Enabling Plan: 2020 – 2025* was developed and identifies the growth opportunities across the South Western Sydney (SWS), Southern Sydney, and Sydney Business School UOW campuses. The plan sets the strategic direction for these campuses, including identification of the course portfolio.

UOW's relationship with the English Premier League team Tottenham Hotspur has progressed this year and the partnership offers a great opportunity to the next generation of football talent via a new player development program that started in February 2020. The UOW Tottenham Hotspur Global Football Program will see two Tottenham Hotspur coaches train the participating UOW students for 36 weeks a year at the Wollongong campus.

iAccelerate has developed a series of courses comprising online modules that support regional entrepreneurs in order to help create and develop innovative, high growth businesses. These courses draw on best practice in technology-enhanced learning and have been designed to surround learners with mentorship and networks that extend across the region and globe.

SOC has entered into a strategic partnership with the University of Victoria in Canada with a focus on public health placements and on Indigenous Health and Social Work. This relationship offers opportunities for student exchanges and study tours. SOC has also successfully implemented Professional Psychology this year via a flexible delivery mode that has seen strong enrolment.



The student team behind the University of Wollongong's Desert Rose House project.

GOAL 1.2

Enable our graduates to be career-ready, contributing to a world that is ever changing and to work in complex teams that cross disciplinary boundaries.

As expressed in our strategic intent and detailed in our *2030 and Beyond White Paper*, we strive to ensure our graduates have a T-shaped capability profile that brings together deep disciplinary knowledge with strong global collaboration skills, and that they develop the dedication and resilience needed to succeed in the challenging world of tomorrow. We have a solid foundation in the practice of integrating career ready elements into students' course experience that is reflected in our domestic graduates' full-time employment rates that are above the national average.

Faculties have implemented numerous strategies within their programs and subjects to ensure their students are "profession ready". SOC has designed a new subject for all teacher education programs where students undertake an independent project and undergo a teaching performance assessment. SMAH has revised the first-year curriculum for its 2020 health and medical science degrees with a new foundation subject on scientific literacy.

LHA has placed a strong focus on embedding work integrated learning (WIL) elements in its new postgraduate offerings. The postgraduate suite of communication and media courses have been developed around four core 'streams' with WIL and career development learning embedded throughout. Similarly, the Master of International Relations includes a professional WIL experience built into the course design.

LHA's School of Law continues to invest in its relationships with industry partners to ensure internship opportunities for its students. They have partnered with several new firms this year including providers from South West Sydney. LHA has also integrated entrepreneurship skills into its performance and theatre offerings to

support the outcomes for students in this industry. The Faculty of Engineering and Information Sciences (EIS) has mapped its embedded WIL elements across all of its medical radiation physics subjects, and SMART Infrastructure has developed a suite of micro-credential subjects to offer as professional development in the internet of things, big data analytics with application, urban transport planning for the digital age and introduction to participatory modelling.

EIS have led the Desert Rose House project again this year. This project relies on a cross-disciplinary team of students, academic staff and industry partners who design and build a sustainable house for the international Solar Decathlon competition. In November, the project received two blue ribbons at the prestigious Green Gown awards in recognition of its excellence in sustainability within the Australasian tertiary sector. Specifically the awards were for student engagement and for its team leader, PhD candidate, Clayton McDowell who won the Australasian Campuses Towards Sustainability Award of Excellence for a Student. Mr McDowell was the project manager and team leader who inspired the 200 students, 30 staff and 86 industry partners to design, construct and deliver the net-zero energy efficient home that won the 2018 silver medal in the Solar Decathlon Middle East.

In terms of employment outcomes, we ranked 2nd in the state and 4th nationally in the most recent Quality Indicators in Learning and Teaching (QILT) survey of employer overall satisfaction with UOW graduates at 87.8% which is above the national average of 85%. Our graduates also do well in the workforce with 75.1% employed fulltime four months after completing their course, ahead of the national fulltime employment rate of 72.3%.

GOAL 1.3

Recruit, support and reward high-quality HDR students and align them to research strengths through UOW's Graduate Research School; and develop them to ensure their successful careers in academia, government and industry.



HDR Student Completions per 100 Academic FTE

2017: 28 | 2018: 28 | 2019: 26 | 2020 target >25

GOAL 1.4

Produce high-quality, accessible research organised in strong groups of highly cited and highly esteemed researchers who increase the University's visibility in educational programs as well as research.

Leveraging UOW's research impact, all areas of the University continue efforts to attract, retain and develop high quality higher degree research (HDR) students.

This year, we provided a range of opportunities for HDR students to work with industry and external stakeholders. The Graduate Research School has matched 111 scholarships and awarded four Australian Postgraduate Research (APR) internships to HDR students. A HDR Training Advisory Committee was established this year with the aim to develop a Graduate Researcher Framework.

SOC profiled its researchers in video content and provided social media training. They also revised the Doctor of Education program to differentiate it from the PhD (Integrated) as well as revised existing research-training subjects for implementation in 2020 to ensure HDR students receive the most appropriate support.

Over the course of this year, UOW's research impact, esteem and leadership was again recognised both nationally and globally.

In April, we received our Excellence in Research Australia (ERA) assessment in the inaugural engagement and impact assessment that highlighted that we continue to improve our standing across a wide range of research activities. We achieved two "well-above world standard" ratings at the two-digit level; one in category 03 (chemical sciences) for the third consecutive assessment and in category 02 (physical sciences) for the first time. We also received "well-above world standard" ratings in four-digit disciplines across mathematics, chemistry, physics, earth sciences, environmental sciences, biology, engineering, health and medical science and archaeology.

The National Health and Medical Research Council (NHMRC) again recognised our commitment to impactful Health and Medicine research with a total of \$8.1 million in funding awarded. In August, they awarded the Investigator Grants and our researchers received \$4.78 million in funding. This outcome reflects a success rate of 25%, which is almost double the national rate and represents the largest amount of funding UOW has received in a single year across all NHMRC fellowship schemes in the last 10 years. In December, the NHMRC announced the additional

EIS signed a memorandum of understanding with the Indian Institute of Science for joint supervision of PhDs. The Faculty also reviewed its research training to ensure all HDR students have access to the knowledge, software and equipment they need to succeed. The summer scholarship scheme was reviewed and EIS noted there was a strong conversion rate of participants who then enrol, indicating the benefits of maintaining and expanding this scheme.

This year saw the launch of the inaugural UOW Aboriginal and Torres Strait Islander Research Group, chaired by the Deputy Vice-Chancellor (Research and Innovation) (DVC R&I) and the Pro Vice-Chancellor (Inclusion and Outreach) (PVC I&O). This group relies on all research stakeholders to build a culturally safe and supportive environment where high potential Aboriginal and Torres Strait Islander academics can develop their discipline and more opportunities are provided opportunities to Aboriginal and Torres Strait Islander research staff and students.

Ideas Grant scheme recipients with UOW researchers receiving another \$3.3 million in funding.

The Australian Research Council awarded over \$13 million total funding to UOW in 2019 including 18 Discovery Projects, two Future Fellowships and six DECRA Fellowships. Of the total ARC funding, \$6.8 million was allocated to the Discovery Projects. This outcome reflects a 31% success rate.

Later in the year, two UOW researchers were announced as ARC Future Fellows, Professor Michael Higgins and Dr Shane Ellis, received a combined \$1.7 million in funding for their projects. Professor Higgins was awarded \$989,000 for his research looking at protein interactions at the interface between a device and its biological environment. Dr Ellis was awarded \$734,162 for his research on lipids.

Seven of UOW's researchers were named among the most influential scientists across the globe in the respected *Clarivate Analytics* 2019 Highly Cited Researchers report. Five of these researchers also received this honour in 2018. The distinguished researchers who make the list are those who demonstrate significant research influence and impact among their peers and who rank in the top 1% most cited in their field and year. UOW's honoured recipients reflect the University's research influence and the impact of their field.

UOW's highly cited researchers are: Distinguished Professor Shi Xue Dou, Distinguished Professor Hua Kun Liu, Professor Zaiping Guo, Associate Professor Shulei Chou and Professor Yoshio Bando from the Institute for Superconducting and Electronic Materials (ISEM) at AIIM who were named in the 2017 and 2018 lists. Professor Zenobia Jacobs (CABAH - SMAH) again made the list while Senior Professor Tony Oakley (Early Start – SOC) has been recognised for the first time.

Three UOW academics have been elected as Fellows of the Academy of Social Sciences in Australia (ASSA). This recognition reflects their distinguished achievements and exceptional contributions to their disciplines. Professor Gordon Waitt (SOC), Professor Mark McLelland (LHA) and Professor Terry Walter from the Faculty of Business (BUS) were inducted into the Academy at a ceremony held in Canberra in November.

Research is a key priority for UOW South Western Sydney campus. It is expected we will reach a critical mass of researchers as the region continues to grow. The *Metropolitan Campuses Enabling Plan: 2020 – 2025* outlines this priority where there is particular focus on the domains of health and healthcare, urban living, data science, and the Western Sydney Aerotropolis.

GOAL 1.5

Build on our leadership in transdisciplinary research through further collaboration in research and education to explore and tackle large scale global social, environmental and economic challenges.

The Sustainable Building Research Centre (SBRC) was recognised this year as one of the world's most sustainable buildings according to the world's toughest sustainability standard for buildings, the Living Building Challenge (LBC) within the International Living Future Institute (ILFI). The LBC sustainability standards are centered on the 'seven petals' criteria based on elements of energy, water and materials. SBRC now joins the illustrious list of only 24 buildings worldwide and the only one in Australia that meets this challenging seven petal standard. This award confirms that the SBRC building is the most sustainable building in Australia.

Professor Paul Cooper's lifelong dedication to developing effective and efficient engineering solutions has been recognised by his industry colleagues with the James Harrison medal. The honour awarded by the Australian Institute of Refrigeration, Air conditioning and Heating (AIRAH) recognises his innovative and effective solutions that have resulted in the betterment of people's living and working environments. His work and dedication to sustainable energy solutions and environmental quality resulted in UOW's award-winning SBRC, and Illawarra Flame House, and the new \$1.8 million "Building Insights Facility", a multifunctional suite of infrastructure for research into heating, ventilation and air conditioning systems.

UOW researchers were awarded four ARC Linkage projects totalling \$1.48 million to support our innovative and collaborative research. The award is in recognition of their work in creating novel ways to use human stem cells to assist in regenerative tissue engineering research for the treatment of diseases, such as Parkinson's and epilepsy. The ACES team members are ACES Chief Investigator Associate Professor Jeremy Crook, ACES Director Professor Gordon Wallace and ACES Research Fellow Dr Eva Tomaskovic-Crook. Professor Wallace attributed

ACES' success to the talented team as well as to the generous support from its international research partners.

The ARC acknowledged UOW's innovative and collaborative research with and awarded Linkage project scheme funding to four UOW researchers to the amount of \$1.48 million. The number of projects funded ranks UOW 13th nationally. Professor Paul Kelly and his team were awarded \$285,000 for their project *New Photoinitiators and polymers for tack free LED cured surface coating*; Professor Sue Turnbull and her team were awarded \$577,535 for work on *Valuing the Web Series: Economic Industrial Cultural and Social Value*; Distinguished Professor Shi Xue Dou was awarded \$264,192 for *Liquid Metals for quench detection sensors and low resistance joints*; Professor Gordon Waitt and Dr Thomas Birtchnell and team were awarded \$356,000 for *Integrated Futures for the use of Motorised Mobility Devices*.

In September, the Federal Minister for Education announced \$34.9 million in funding to establish the ARC Centre of Excellence for the Digital Child that aims to understand the long-term effects of technology on children. UOW is one of the six Australian universities contributing to this Centre based at the Queensland University of Technology. Professor Sue Bennett, the Head of the School of Education, will be the Centre's Deputy Director. The Centre also has 33 academic and industry partner organisations from Australia, Europe, Asia and America who will provide an additional \$32.2 million in cash and in-kind support to the innovative research centre.

A partnership between ACES, the University of Sydney, and advanced medical technology collaborators in India was one of 11 projects to receive funding from the *Australia-India Council*. The project, *'Develop 3D printing, Bioprinting and AI medical applications between India-Australia'* will focus on translating 3D bioprinting research to treat microtia,

a congenital abnormality of the ear much more common in India than Australia, by building bilateral partnerships.

UOW's School of Law Professor Nan Seuffert was named the Legal Academic of the Year at the NSW Woman Lawyers Achievement awards in August. This award recognises her global achievements in teaching and research on social justice and domestic violence and her creation of innovative mentoring programs to support the advancement of women in legal academia.

The Global Challenges Program (GCP) supported and rewarded creative transdisciplinary and community-

engaged research in order to drive social, economic and cultural change in our region and across the globe. In 2019, a number of UOW researchers received funding from the GCP for projects that aim to cultivate research excellence while improving equality and diversity, and supporting the next generation of research leaders. This year, 50% of the GCP funded projects are led by women and 50% are led by early career researchers.

This year, ten projects across all faculties received Global Challenges Seed funding (up to \$15,000). Six teams received GCP funding (up to the amount of \$50,000). The funded project teams reflect the

contribution from at least three faculties and some have external contributing researchers and organisations.

The second year of Global Challenges' \$750,000 Keystone funding was awarded to two projects: investigating blue economies, and antimicrobial resistance. This funding, alongside co-funding from faculties and external organisations, extends over the next two years and will assist the two project teams of 50 UOW researchers working with Illawarra and South Coast communities, government agencies and other organisations to tackle two issues of local and global significance.

GOAL 1.6

Anticipate the nature of new and emergent industries and future jobs and adapt our portfolio of offerings and research capacity to best contribute to the needs of our communities.

How we prepare our students for the ever-changing and uncertain future is a primary focus of our *2030 and Beyond White Paper* and *2020-2025 Strategic Plan*. To this end, a number of strategies and course developments set this foundation.

We have invested in market research, drawing upon student demand data and employment trends, to develop a strategic course portfolio for each of the metropolitan campuses that anticipates and responds to new and emergent industries and employment needs. The course portfolio of LHA was expanded at UOW South Western Sydney campus with undergraduate law, international studies and double degree offerings introduced. A legal studies major was also offered as part of a Bachelor of Arts.

This year, iAccelerate has provided over 122 new jobs and produced over \$14 million for the local economy. The Advantage Small and Medium Enterprises

(SME) Program has again been successful in boosting engagement with SMEs. Since the program began in June 2016, 23 innovative industry-research collaborations have been approved. Since 2017, this program has held 32 events with over 1,500 attendees that have facilitated productive connections, 43% of these attendees have made a connection with a UOW researcher and 64% have made a connection with another business.

This year saw the 25th anniversary of the Australian National Centre for Ocean Resources and Security (ANCORS). During this period, the Centre's reach and impact extended to many global communities and organisations across 54 countries and across many areas of law, marine biology, and geography. The work of ANCORS staff researchers and alumni has attracted tens of millions in funding over the years and has played a very important role in ocean sustainability, law and policy research.

GOAL 2

Providing an exceptional learning and student experience: Maximising success.

Deliver student-centred, intellectually challenging programs to the highest standard in technology-rich and immersive environments, and develop students for their roles in society and a global workplace.



UOW's award-winning Jindaola program is the most successful example of curriculum reconciliation currently in Australia.

GOAL 2.1

Transform what we teach, how we teach and how we assess learning to maximise student success, positive personal and employment outcomes—promoting curiosity, agility and mutual respect.



No. 1 overall in NSW for Undergraduate studies

Quality Indicators for Learning and Teaching 2019



UOW graduates secured full-time employment within four months of completing their course.

Quality Indicators for Learning and Teaching 2019

Jindaola, an educational development grants program facilitated by a local Traditional Knowledge Holder and established in consultation with local Aboriginal community engages participants in an Aboriginal way towards Curriculum Reconciliation. The program is now deeply embedded into the UOW curriculum, and has received recognition of its innovative and fundamental approach. Jindaola is the most successful example of curriculum reconciliation currently in Australia, with success also beyond our shores. Teaching Learning and Curriculum delivered a five day workshop on the Jindaola program this year that was attended by 78 UOW academic and professional services staff and was followed by approximately 35 disciplinary-specific fortnightly meetings.

The program won the Financial Times Award for best Business Teaching. As the national and international awards keep flowing in, Jindaola will now synthesise the findings into a formal report in 2020 with appropriate set of recommendations for a sustainable long-term program within the University.

The UOW Curriculum Model 2.0 has begun to take shape this year to align the model to the future-focused directions set out in the *2030 and Beyond White Paper* and the *2020-2025 Strategic Plan*, such as WIL and transdisciplinary learning. Learning Teaching and Curriculum (LTC) has facilitated the digital uplift of blended degrees and the design, development and enhancement of online degrees.

The Vice-Chancellor's 2019 awards for Outstanding Contribution to Teaching and Learning (OCTAL) went to a cross-section of UOW staff from various faculties and units. Of the 152 successful nominees (145 individuals, seven teams), 23 progressed to the portfolio based application phase with the committee awarding 17 awards. The overall Vice Chancellor's OCTAL award was shared this year between Dr Anura De Zoysa (BUS) and the Data for Quality Assurance Program led by Professor Rodney Vickers (along with academic and professional services staff from a variety of central business units and faculties).

UOW recognises and celebrates innovation in teaching and learning through the Educational Strategies Development Fund (ESDF), a \$150,000 fund allocated to deserving individual staff and teams who are transforming teaching and learning

with their exploratory projects that reflect many cross-disciplinary and cross-business-unit activities. Our innovation in teaching and learning continues to deliver an exceptional experience for our students. In 2019, of the 18 ESDF applications submitted, 10 proposals were awarded funding totalling \$129,000. The recipients reflect a cross-section of faculties and include staff from the Learning Teaching and Curriculum Division, the Pro Vice-Chancellor (Students) portfolio and the regional campuses.

Since the federal government implemented the Quality Indicators for Learning and Teaching (QILT) in 2015, UOW has consistently demonstrated its leadership in delivery of quality student outcomes and experience. The 2019 results have again seen UOW rank in the top of these indicators. UOW is the top-rated university overall in NSW/ACT for learning resources, learner engagement, and generic skills. In the QILT study area rankings, we ranked 1st nationally for creative arts and 2nd for law and paralegal studies. We have also ranked 1st in NSW/ACT for teacher education, creative arts, engineering and law and paralegal studies.

According to the 2019 QS World Ranking by subject, we sit in the top 150 institutions worldwide for civil and structural engineering, for materials science and for education; and in the top 100 for law according to the 2019 Times Higher Education World Ranking by subject.

LHA has also progressed with its blended learning roll out. Seventeen subjects from across the Schools of Law, and Humanities and Social Inquiry, are now offered via blended delivery and are on track to increase this number to thirty by the end of 2020. This faculty has also increased efficiencies and innovations in teaching delivery that have resulted in a reduction of face-to-face hours and enabled adjustments to the curriculum to accommodate more self-directed learning to increase students' independence. LHA had an original goal to offer 25% of subjects via blended mode at UOW South Western Sydney campus and at year-end are tracking towards 58%. There was significant focus on supporting and enhancing student experience through transition to online assessment submission and marking. In the School of Law, almost all academics have moved to online assessment submission and on-screen marking.

Researchers at UOW are also leading national research projects that focus on effective careers advice for school and university students. Professor Sarah O’Shea has been awarded a National Centre for Student Equity in Higher Education (NCSEHE) fellowship that explores the post-graduation outcomes and employment mobility of individuals who are first in their family to complete a university degree. In addition to this, Professor O’Shea and Ms Kylie Austin are also leading a Department of Education National Priority Pool project titled ‘Higher education careers advice for low SES students, including

GOAL 2.2

Modernise our academic course offer to ensure it is attractive, efficient and that every student has real-world, inquiry-led, technology-enriched, intellectually challenging and globally connected learning opportunities.

low SES Indigenous students and low SES regional, rural and remote students’. The project responds to recent national reports to examine how higher education institutions can play a more defined role in providing career-related advice to prospective students. Subsequently, the project will consider how careers advice can be expanded beyond the more traditional counselling or school advisor roles and will develop a set of best practice principles to guide innovative delivery of such to school and non-school-leavers.

The Quacquarelli Symonds (QS) 2020 graduate employment outcomes were released in September and UOW was placed in the top 171-180 of universities in the world in this ranking and equal 12th in Australia. This is an improvement on last year’s results where we were in the top 181-190 universities in the world. This great outcome is attributed to our partnerships with employers and employer reputation indicators.

Our Master of Business Administration (MBA) program is ranked 9th in Oceania and in the top 200 globally, and our Master of Management is ranked 74th globally, according to the QS Global MBA and Master of Management (MoM) ranking released in September. These rankings reflect BUS commitment to providing its students with exceptional practice-based experiences and training and with the essential critical thinking and analytical skills that distinguish them to industry and potential employers. According to the employability indicator of this QS ranking, 91% of graduates were employed within six months of graduation, above the global average of 90%.

Arising from the 2018 Pro Vice-Chancellor (Students)’s portfolio review of student leadership programs, a number of key priorities commenced in 2019 to improve the engagement of staff and students. This review also resulted in the evaluation of UOWx’s strategy with employers and its framework and resources to develop student capacity for leadership and innovation. UOW in Dubai is also adopting the UOWx model for its students.

The WIL Advisory Committee have actioned strategic priorities in 2019 through a series of working parties that aim to deliver WIL at scale at UOW. A current focus of the WIL program is the policy framework. Accordingly, the Work Integrated Learning Curriculum Classification (WILCC) Framework has been piloted, WIL Mapping Summary Reports have been distributed to participating disciplines, and the Draft Career Development Learning (CDL) Framework is out for wider consultation with students, academics and industry. A QS employability ranking task and finish group has been established to review the data collection process for this ranking and develop recommendations for improvements. An evaluation framework has also been drafted to review WIL at UOW for both the current WIL plan and for continual improvement for WIL at UOW post-2021.

After extensive consultation, UOW Course Portfolio Principles White Paper was produced, setting forth a series of proposals regarding the structure and positioning of UOW’s course portfolio, elements of UOW course structure and improved assessment of course viability. The paper was endorsed at Academic Senate and a detailed implementation plan has been activated.

EIS and SMART offered the “Smarter Schools for a Smarter Planet” program this year, aimed at helping regional high school students studying science, technology, engineering and mathematics to gain insight into the construction and use of smart technologies to monitor water issues relevant to their school environment.

GOAL 2.3

Enable every student to reach their potential by providing personalised support for transitioning into their studies, through university and into the external world.

With a continued focus on student equity and ensuring that all students have the opportunity to obtain a high-quality university education, our *Accessibility Action Plan 2019-2021* reinforces our commitment and sets out our key priorities to create an inclusive learning and working community for students, staff and community stakeholders living with a disability. The Plan specifically points to a number of curriculum based and co-curricular initiatives to enable students with a disability to successfully complete their degree. Initiatives include reviewing orientation for students living with a disability in ways that enhance their capacity to successfully transition to study at UOW irrespective of their location or mode of study, as well as the appointment of transition mentors for students who identify with complex disability.

UOW has focused this year on a whole-of-institution approach to improving student progress and trying to address and stem attrition, with a focus on embedded strength-based initiatives across the student lifecycle. The Student Retention & Success Task & Finish Group, a group that includes members of all faculties as well as relevant professional staff, is responsible for the implementation of the recommendations contained in the University Education Committee endorsed report “Attrition at the University of Wollongong” authored by the Attrition Working Group in 2018. One recommendation in this report was to implement a student exit survey; this has been done in consultation with internal stakeholders and students across the institution. In the second half of 2019, the survey was sent out at scale for the first time, with 1,600 students receiving the survey. The exit survey will allow us to glean intelligence and inform our understanding of why students choose to leave UOW before completion, and to create targeted and tailored interventions to support students in response to this.

Following a 360° review of student transition in 2018 and the subsequent creation of the Achieving Purposeful Transitions (APT) Framework and Action Plan, a number of initiatives for courses with high equity enrolments have been developed this year. These include pre-commencement bridging programs and curriculum embedded student induction modules. Students who have participated in these programs have shown retention rates higher than the institutional average. In addition, targeted programs for part-time and first in family students

have been implemented, alongside a new model for providing equity scholarships.

Stemming from the *2030 and Beyond White Paper* launched in June 2019 and its focus on the changing and uncertain world we face, a student wellbeing and success framework, The Compass, was drafted and put out to the UOW community for consultation. Once endorsed, this framework will lead to the creation of a Mental Health Strategy and implementation plan that upholds the Compass Framework and its principles.

In November, UOW hosted the Equity Practitioners in Higher Education in Australasia (EPHEA) and National Association of Enabling Educators in Australia (NAEEA) conference “Enabling Excellence through Equity”. Over 300 equity practitioners from across Australia and New Zealand attended the conference to share equity practice, challenges and successes. UOW’s Professor Sarah O’Shea from the School of Education received the Equity Practitioners in Higher Education in Australasia Lifetime Member Award in recognition of her over 25-year contribution to the educational equity sector.

This year, the number of subjects receiving Learning Analytics support increased 134% from 2018. Nine out of ten commencing undergraduates are now in at least one subject with Learning Analytics support. Early proactive outreach to students identified in Learning Analytics reports also increased this year, with 5,707 students contacted by their faculty Student Support Adviser prior to census date.

In March, staff in the Woolyungah Indigenous Centre (WIC) introduced the Woolyungah Student Strengths and Needs Snapshot (WSSNS) self-assessment tool. It is designed for Aboriginal and Torres Strait Islander students to evaluate their strengths and needs and once identified, individualised support and pathways are tailored to help these students navigate their academic success. Once WIC staff are notified of completion of the WSSN, they create a Goal and Priorities snapshot, a “GPS” for the student that assists with any existing or potential obstacles and includes a Student Support Adviser’s contact details and documents what success looks like, the expected date of completion, where responsibility lies and the outcome of the actions. Review of the initial results of the program have been positive, with the number of referrals to WIC and student support services growing.



Students watch short films at Resflix, a festival to curb student drinking culture.

In June, 30 Aboriginal and Torres Strait Islander Year 9 students from seven Illawarra In2Uni high schools demonstrated their leadership ability using traditional Indigenous methods during the inaugural two-day Leading Through Culture program pilot, held on campus at Wollongong. One of the program's main objectives is to help the students develop practical leadership capabilities and introduce the concepts of SMART goals and design thinking to help them create their own collaborative Leadership Action Project, which they will deliver in their local school communities. Following this successful pilot, the program will expand in 2020, with invitations extended to additional In2Uni partner schools across the region.

This year, UOW created an exit survey and interview in consultation with internal stakeholders and students across the institution. In Spring session, the survey was launched at scale for the first time, with 1,600 students receiving it. Ongoing, this will allow us to glean intelligence and inform our understanding of why students choose to leave UOW before completion, helping us to create targeted, tailored strategies in response. In addition to this, the exit survey and interview provides a catalyst to stay connected with students who have partially completed their degree. Our re-engagement plan, also launched this year, allows former students to opt into an ongoing tailored newsletter about re-entering study that takes into consideration why they left UOW.

UOW South Western Sydney and UOW Southern Sydney have developed an integrated and holistic approach to student support that reconceptualises

transitional student support and student services as a 'Student Success Team'. The team at these campuses continue to form and rely on strong relationships with external organisations to maximise support and opportunities for students particularly for mental health and disability services and employment.

The School of Psychology within SOC are working on a new model to facilitate student mental health here at UOW with the report expected to be finalised early in 2020. SOC has also created the Equity and Experience Team to ensure they develop and deliver personalised support initiatives for their international students.

UOW is on track with implementation of the Safe and Respectful Communities (SARC) Action Plan. In collaboration with the SARC Advisory Group and SARC Consultative Committee, a number of activities have been implemented this year to ensure we uphold our commitment to the provision of a safe and respectful environment for all members of our community. In light of the Australian Human Rights Commission (AHRC) recommendations, UOW commenced the Sexual Assault and Sexual Harassment (SASH) policy project. We have ensured there is a centralised point of disclosure for sexual assault and sexual harassment case management and implemented a dedicated 1300 number. UOW SASH Service and Northfields Clinic deliver a specialised treatment program for SASH survivors and have reviewed our SASH Service and Support First model.

The SARC team were awarded funding from UOW's Community Engagement

Grant Scheme (CEGS) to deliver the 'Safe Night Out' initiative. In collaboration with UOW Counselling Services and Security, the Wollongong Liquor Accord will deliver training and resources to staff at local drinking establishments to provide them with the tools and skills to help them understand, respond to and ultimately prevent incidents at their venues. The SARC team has engaged with the University of East Anglia (given their roll out of a similar initiative) to understand key learnings and how UOW best positions this campaign in benefit to its community.

Due to an increased number of reported 'critical incidents' involving alcohol within UOW residences, SARC and Accommodation Services Division developed an education program titled 'Resflix' to raise awareness around safe drinking practices. Residents were encouraged to create and submit a film addressing excessive alcohol consumption to the 'Resflix' film fest. All entrants were screened at the 'Resflix' film fest screening in the University Hall. The event was sponsored by community partners including the Alcohol and Drug Education Specialist and not for profit organisation Red Frogs. Around 300 residents attended the event with an approximate breakdown of students being 60% domestic students and 40% international students. The feedback from students indicate that the event was effective, with 91% of students surveyed had an increased awareness of the risks associated with binge drinking and 78% of students stated the event made them reconsider their own drinking behaviour.

GOAL 2.4

Make sure that learning within or outside of the formal curricula, in the classroom or digitally, is invigorated through engaged staff, supportive learning communities and innovative learning environments.

The innovative and popular Student Makerspace expanded its 3D printing service to UOW Shoalhaven Library and has had industry engagement with the Redbull University Basement Innovation workshop and the Buildbee 3D printing partnership. To date the Makerspace has had over 32,000 visits, 337 inductees, has hosted over 30 international study tours.

iAccelerate with BUS designed a three-stage multidisciplinary program for UOW Dean's Scholars. Four teams came together to solve social development issues facing the Illawarra. The event was a considerable success and the students finished the program with iAccelerate hosting the UOW Dean's Scholars #Act4SDGs Pitch final. This event allowed the promotion of the University by connecting to local business and real world issues.

WIC staff have collaborated with Dr Michelle Eady from SOC to lead Employability and Work Integrated Learning research that aims to better understand barriers and enablers to WIL

opportunities for Aboriginal and Torres Strait Islander students. Through the use of surveys and yarning circles, the group aims to establish best practice techniques to better support and ensure our Indigenous graduates are career ready. The research also provides an opportunity to obtain greater funding for access and aims to put UOW at the forefront of institutions supporting Indigenous employment through best practices established through the research.

LTC delivered a number of workshops for UOW academic staff on the Delivery of Teaching in Online Modes. Twenty subject coordinators representing all faculties attended the three-day intensive program that aimed to provide a balance of pedagogical understanding around uses and purposes of technologies to enhance student learning and practical assistance to implement technological tools. LTC also delivered a Teaching in Focus, a three-day intensive program that was attended by 24 subject coordinators representing all faculties.

GOAL 2.5

Diversify the source and mix of all student enrolments to drive growth and sustainability at all UOW teaching locations.

UOW South Western Sydney has seen its third year of operation and has been identified as having the greatest growth opportunity for UOW. This campus has a mix of enabling, undergraduate and postgraduate courses that are attractive for a range of domestic and international students. These growth opportunities are already being realised, with the campus reaching over 1,000 students in 2019. Across all campuses, we are exploring other flexible offerings such as micro-credentials that will attract new markets and contribute to our financial sustainability.

We have continued to broaden our presence offshore with new partnerships that offer opportunities for our future and current students. We progressed our acquisition of the KDU University Colleges with an inauguration ceremony in Kuala Lumpur in November to acknowledge UOW's establishment as a provider in the Malaysian education sector.

In September, the Vice-Chancellor presented seven high-achieving students from the Institute of Finance and International Management (IFIM) Business School in Bangalore, India each with a \$5,000 scholarship and one \$10,000 scholarship that will enable them to travel and study postgraduate business subjects for two trimesters at either UOW South Western Sydney or UOW Wollongong.

In preparation for the delivery of the Bachelor of Arts in Western Civilisation

in 2020, this year LHA made considerable efforts to on board a new School of Liberal Arts that will manage the new program. The School of Liberal Arts will leverage the exposure and reputational gains afforded by the creation of the new School and the positive relations fostered with academics world-wide through staff recruitment, potential partnerships and the recent formation of an Advisory Board to help boost UOW's place in world rankings. Work commenced this year on a new suite of offices for the School and a dedicated study lounge for its students. All students joining the Bachelor of Arts in Western Civilisation will be offered on-campus accommodation in Kooloobong Village, benefiting from its special resources and positive psychology approaches to promote well-being.

With a decrease in domestic student numbers, EIS has looked to diversify international markets over the past two years, focusing on Vietnam and Indonesia, and has seen numbers from those countries increasing. EIS has also seen strong increases in its programs offered through our offshore partners, particularly at Singapore Institute of Management, where numbers have increased this year from 1,160 students last year to 1,492 this year. Enrolments in EIS' Computer Science and IT programs at UOW South Western Sydney have seen strong increases with a 59% increase in total enrolments from 2018 to 2019.

GOAL 2.6

Ensure that academic quality, standards and academic integrity are embedded in what we do as an ethos of continual enhancement through fit-for-purpose policies and efficient practices and processes.

This year, seven major academic policy reviews were completed in relation to Admissions, Credit for Prior Learning, Enrolment, Course Progress, Finalisation of Grades, Student Placements and International Student Compliance. Reviews of policy relating to Academic Complaints and Honours Programs were well advanced in 2019 and are expected to be completed in early 2020. We developed policy resources for Subject Coordinators throughout 2019 to help them understand the key policies that affect their work and the breadth of responsibilities they hold.

UOW revised its Educational Services to Overseas Students (ESOS) Compliance Policy and procedures this year and undertook an internal audit against one of the standards that form part of the ESOS National Code (Standard 4: Education Agents). While UOW was found to be compliant in all requirements, a number of improvement opportunities were identified, which we are acting to implement.

We have continued to invest significant time and resources into improving our approach to academic integrity and misconduct management with the rollout of the Academic Misconduct Management System to offshore locations completed in 2019. All teaching locations now use the system, which has made the reporting of misconduct cases less onerous for faculty staff and has helped drive an increase in cases reported in 2019. Over 780 cases of suspected misconduct were lodged with 73 cases being dismissed, 429 cases resulting in a 'Poor Academic Practice' finding and 283 cases resulting in an 'Academic Misconduct' finding (247 low-level outcomes, 35 medium-level outcomes and 1 high-level outcome).

UOW was once again rated 'low' on all risk indicators in the 2019 annual risk assessment conducted by the Tertiary Education Quality & Standards Agency (TEQSA). We continue to report to TEQSA on the progress of its course reviews bi-annually as required as part of our 2018 TEQSA provider re-registration. In November, Academic Senate received the annual progress report on compliance with the Higher Education Standards Framework (HESF). This is managed using an annual progress report against a Quality Improvement Plan. This is used to track compliance with HESF and TEQSA registration-related requirements. Academic Senate accepted the report, which shows that of the 19 improvement items listed, four are closed, a further 14 items are in progress while one has still to be investigated fully.

UOW's Office of Academic Integrity now had its first full year of operation. The Office provides support to faculties and has hosted a number of forums and workshops to inform staff and students on a number of topics throughout the year. It hosted a TEQSA Academic Integrity Workshop in early November. The workshop explored current practices available to institutions to combat contract cheating and the challenges they face implementing these practices. Significant efforts were made this year in the area of research integrity with consolidation of Research Integrity Advisors roles and responsibilities and a concerted effort to broaden academic staff experience through participation on the Research Integrity Committee. We also participated in the KPMG Research Integrity Internal Audit.

GOAL 3

3

Transforming the workplace: Investing in our staff and physical environment.

Continuously improve the standing of the University by rewarding initiative, creativity and performance of all our staff in environments featuring modern processes and outstanding infrastructure.



Former Sex Discrimination Commissioner Elizabeth Broderick AO at the celebration of UOW's Athena SWAN Bronze Institution Award

GOAL 3.1

Promote a safe and supportive workplace where our distinctive values of collaboration, teamwork, equity, diversity and inclusive practices thrive.

For the fourth consecutive year UOW was recognised by the Workplace Gender Equality Agency (WGEA) as an Employer of Choice for Gender Equality (EOCGE), one of 141 Australian organisations to receive this award for 2019. UOW continues to champion diversity in the workplace, exemplified by our membership in the Science and Gender Equity Initiative (SAGE) and our shared focus on advancing women in traditionally male-dominated disciplines. Following our induction into SAGE, and as recipients of a 2018 Athena SWAN Bronze Institution Award, we are committed to a comprehensive four-year action plan to increase and maintain gender equity in STEMM teaching, learning and research positions.

We successfully received a grant of \$10,773 for the European Region Action Scheme for the Mobility of University Students (ERASMUS) following a collaboration with the University of Surrey. The application was based on enhancing the relationship between our two institutions, developing peer review practices for Athena SWAN applications and sharing global good practice in gender equity. From the grant, representatives from Surrey visited UOW in February 2019 and representatives from UOW were funded for a reciprocal visit to the University of Surrey.

In May, we received our first Bronze Award for the Australian Workplace Equality Index (AWEI). The Index is the definitive national benchmark for LGBTI workplace inclusion for Australian employers across all sectors. The comprehensive and rigorous application process consists of 200 evidence based questions, focusing on strategy, policy frameworks and LGBTI activities conducted throughout the assessed year.

Our Leadership Program for Senior Academic Women has continued to run for its second year with 22 participants registering this year, providing support, leadership development and guidance for senior female academics at UOW. From the program it was found that 76% of participants have since taken on an informal or formal leadership role after commencing the program and participants rated the program an average rating of 4.4 out of five stars; indicators of its demand and success.

Our commitment to gender equality is reflected in our new Enterprise Agreements that commit us from June 2020 to paying employer superannuation contributions for continuing employees

during approved periods of unpaid parental leave for a period of up to 12 months following the birth or adoption of children.

This year, UOW applied for the Career Revive program, an initiative by the Department of Employment, Skills, Small and Family Business, which aims to help regional businesses attract and retain skilled women returning to the workforce after a career break. We were one of only 10 organisations selected to participate, and the only higher education institute. Working alongside KPMG, we will receive guidance on how to improve our business practices and policies, and develop a tailored action plan to establish a 'supporter returner program'.

Along with gender inclusive initiatives, we are also committed to maximising employment opportunities for Aboriginal and Torres Strait Islander candidates and maintain overall employment numbers. As we have broadened our geographical footprint, the importance of networks in South Western Sydney, and Wollondilly and Wingecarribee areas, have come into focus. Culturally appropriate wording, selective advertising mediums and employment strategies have been implemented to encourage and support Aboriginal and Torres Strait Islander people to apply for jobs at UOW. The introduction of culturally inclusive selection criteria provide applicants with opportunities to demonstrate their cultural understanding of Aboriginal and Torres Strait Islander issues and protocols.

In 2019, UOW Aboriginal and Torres Strait Islander staff continued to access professional development opportunities and participated in various online training. Two Aboriginal staff participated in an internal leadership program facilitated by UOW and delivered by the Illawarra ITeC; both have since successfully completed the Certificate IV in Leadership and Management and graduated in late 2019. Aboriginal and Torres Strait Islander inclusion was recognised and celebrated through a number of initiatives in 2019 including: NAIDOC week community events; including Cultural and Ceremonial Leave and Family Kinship in the new Enterprise Agreements; promoting our target of 3% Indigenous staff; supporting an Aboriginal Academic with an Equity Fellowship to assist in the final stages of their PhD; and acknowledging the contribution of our Aboriginal and Torres Strait Islander Staff at the 2019

Vice-Chancellor Awards with Anthony McKight (SOC) receiving an Award for Excellence in Community Engagement and Sharon Twyford (LTC) for 25 years of service.

Aboriginal and Torres Strait Islander staff have continued to be profiled in promotional literature and media. With the aim of being an employer of choice for Aboriginal and Torres Strait Islander peoples, UOW continues to raise its profile within the University and wider community. The *UOW Reconciliation Action Plan (RAP)*, started in 2018, came to fruition in July this year and will be used to drive Indigenous knowledge and identity into the heart of the University's academic and cultural fabric. The plan was constructed through multiple stakeholder interviews and consultation with communities, Elders and knowledge holders, and will provide a solid foundation to improve access

and outcomes, as well as challenge and broaden our understanding of reconciliation among our Aboriginal and Torres Strait Islander students, staff and community. A RAP Manager was appointed to further guide the implementation of the plan.

This year, the Workplace Mental Health Strategy was actioned which focuses on five key areas: governance; mental health and wellbeing awareness and promotion; early identification and timely response; access to support services; and recovery at work. It also includes actions that aim to promote awareness of mental health, provide access to mental health support services and implement risk controls in local work areas.

Across all faculties, there have been various initiatives enacted to promote diversity in the workplace and innovative, collaborative practices. BUS now requires all staff to participate in Cultural

Respect and Inclusivity Training to promote acceptance. Likewise, SMAH has introduced mandatory consideration of Indigenous-identified positions, Indigenous traineeships, and the requirement of gender considerations in SMAH recruitment procedures. The majority of the faculties have also worked to create more transparent, consistent and equitable workload allocation practices. SOC has done this by establishing a new Workload Reference Group that aims to evaluate the needs of the Faculty and implement a new workload management tool. LHA has introduced new reporting tools and information for academics to enhance workforce management and planning, while also conducting curriculum review workshops to identify ways to improve and condense workload through improved subject offerings. EIS also developed and launched a workload allocation model in 2019.

GOAL 3.2

Place renewed emphasis on proactive staff engagement and communication to foster a collegiate and adaptable working environment across all of UOW's campuses.

Strategic Marketing and Communications (SMCU) has led the development and implementation of milestones and actions in the *2018-2019 Internal Communications Strategy*. This strategy focused on key priorities such as: personal employee engagement designed to increase opportunities for engagement between executive and front line staff; multiple coordinated digital communications channels to reduce repetition of messages; and the alignment of internal culture with brand proposition so that UOW's values and brand were correctly communicated.

UOW formally surveys staff every three years to measure staff behaviours, perceptions and satisfaction with their work environment in order to assess their level of engagement and organisational progress. Results from the 'Your Voice Workforce Survey 2018' were provided to local areas and have been used by those areas to create bespoke action plans in consultation with staff. In April and October, the Vice-Chancellor's Advisory Group reviewed each area's progress on those local area action plans. Additionally, an update on organisational activities responding to the voice of staff was released in November.

Across all faculties, initiatives have been put in place to improve staff engagement and communications, such as faculty communications groups and strategies, newsletters and quarterly events. In EIS,

all schools now have School Executives in place to provide Heads of School with support, improve communication within the school and provide staff development opportunities for executive members. In LHA, the Dean of Law met with each casual academic for one-on-one feedback to ensure they felt included in the school's activities and to hear suggestions as to how the school might better deliver its teaching.

Following overwhelmingly positive support from staff, the Fair Work Commission approved the Professional Services Employees Enterprise Agreement 2019 on 26 September and the Academic Staff Enterprise Agreement 2019 on 31 October 2019. The provisions of each of the Agreements came into effect seven days after their approval, including a 1.3% salary increase on 15 November. The new agreements are based on principles that would ensure the University is a viable and sustainable organisation into the future, promotes inclusive and equitable work practices, and provides supportive and flexible career pathways. The new agreements also include greater inclusive language to acknowledge the diversity among our employees.



Professoriate Staff are Female

2017: 31.6% | 2018: 32.6%

GOAL 3.3

Leverage our reputation for opportunity and innovation and our strong workplace culture to attract and retain the most talented staff and build a committed and sustainable workforce characterised by strong and strategic leadership.

In 2019 we launched and delivered our first Head of Students Program which was designed to clarify the role of Heads of Students and to cover the policies and procedures associated with their activities. As a follow-up to this, participants were provided with online material covering topics such as having difficult conversations, dealing with emotional students and making effective decisions. Due to the success of this program and turnover of staff in this role it is anticipated that this program will be conducted annually.

As mentioned in 3.1, UOW attracted 22 participants to its Leadership Program for Senior Academic Women and hosted 26 participants in the Early Career and Researcher (ECR) Program which included 21 female and five male applicants. The ECR is a key element in ensuring UOW's position as a University of research excellence. Participants in the program attend workshops, receive coaching and form mentoring partnerships. A further six Vice-Chancellor Fellowships were awarded in 2019 from a pool of 65 applicants rewarding UOW's most talented academic

staff. All these staff initiatives highlight our commitment to rewarding excellence.

Throughout 2019, UOW faculties worked towards attracting and retaining research and administrative staff through various strategies. EIS formed a Research Only Working Party that focused on developing strategies that best utilised research only staff for their own benefit and career progression, and for the benefit of teaching and research tasks of the faculty. LHA has also worked to promote faculty achievements by improving visibility of research achievements to enhance partnership opportunities and reputation.

SMAH's reputation as an excellent location for science-based research has attracted prestigious ARC Future Fellowships at an exceptionally high rate (nine over the last five years) and this reputation has cemented a strong field of candidates for Future Fellowships in SMAH (both internal and external). Leadership roles in SMAH Research Strengths and Clusters are reviewed on a three-year cycle, with a focus on sustainability, succession, opportunity and strategic growth.

GOAL 3.4

Build an outstanding academic community of emerging researchers and research-active academics who are supported to achieve the highest quality outcomes.



Research Active Staff to Academic Staff

2017: 71.3% | 2018: 73.6% | 2020 target >75%

In 2019 there were 92 applications for academic promotion, of these, 68% were successful with 22 staff promoted to Level D - Associate Professor and 12 promoted to Level E - Professor. Professors Zhengyi Jiang and Xiaolin Wang were promoted to Distinguished Professors and Professor Peter Metcalf was promoted to Senior Professor.

Currently, 76% of all academic staff meet the UOW research definition, up from 74% in 2018. In mid-2018, the University Research Committee (URC) established the Research Engagement and Impact Strategy Working Group (REIS) to oversee development of the University's Impact Strategy aimed at enhancing best practice in facilitating research impact. In 2019 the URC REIS Working Group constructed a Strategy White Paper. Launched in late 2019, the paper aims to strengthen and grow our institutional support for research impact and incorporate relevant strategies (such as implementing a support structure that emphasises research development and learning) and explicit recognition of impact within career development and promotion pathways. All Faculties and RAID continue to hold research strategy meetings to ensure we encourage, engage and support all UOW researchers.

A long-term evaluation of the ECR program was undertaken this year. The ECR is a key element in ensuring our position as a university of research excellence. Designed to provide resources for research active staff, participants in the program attend workshops, receive coaching and form mentoring partnerships. It was found that 69% of participants were promoted within three years of starting the program.

The Mid-career Academic Development Program (MACD) has seen considerable success with 26 participants drawn from all faculties across the University. The MACD supports UOW staff career pathways to optimise their professional aspirations by helping participants build their skills and maximise individual potential and performance.

BUS identified opportunities to develop research inactive staff and also identified research expertise to foster a culture of peer mentoring and open research collaborations. The faculty also created a 'speed networking' opportunity, connecting academics and the business community, to discuss business needs and research specialities with a view to partnering and commercialising as appropriate.

As part of the Faculty Research Strategic Plan, LHA conducted a review of funding to support Faculty research. The Arête Research Champion Scheme was established to support the top 20% of researchers in the Faculty to produce high quality outputs in ERA disciplines and secure national competitive grants. Additional funding was also invested in the Faculty's Personal Research Grant Scheme which provides support to researchers who are not currently part of the Arête program.

As part of the rolling School Review program, the School of Psychology, and the School of Electrical, Computer and Telecommunications Engineering were completed this year. Overall, eight Schools have been reviewed with 169 recommendations made and progress against the implementation of these recommendations are reviewed by the Performance and Expenditure Review Group (PERG) each quarter.

A series of research performance dashboards have been developed by the Research Services Office (RSO) for Faculties to provide greater access to research performance data and support

strategic decision-making. An agreement between IMTS, the RSO and the National Computation Infrastructure (NCI) was finalised to allow expansion of access to high-performance computing resources. New research themes were also introduced in Early Start which consolidated and coordinated research efforts.

EIS also reviewed its research support funding in 2019, directing funding towards increasing research grant success rates and attracting larger grants, along with supporting mid-career researchers, academic women and academics returning from career breaks.

GOAL 3.5

Offer career pathways and ongoing support for our staff to optimise their academic, teaching and professional achievements and aspirations, and provide them with the tools to grow and drive the University forward.

**Staff Composition:**

1,152
Academic Staff

1,532
Professional Services Staff

SOC created a Teaching & Learning Seminar series established within the School of Health and Society (HAS) with the aim of sharing knowledge and practice and support academic teaching staff. BUS this year has worked on identifying and implementing mentoring activities to promote academic staff development and also continued to improve their induction sessions for sessional academic staff. Staff are encouraged to access the online continuing professional development (CDP) modules which can lead to a tertiary teaching qualification. UOW has been committed to the modification of the CDP workshops involving the delivery of Teaching in Online Modes (TOM) which incorporates a three-day intensive program that was piloted in semester two of 2019.

Across all divisions and units, the promotion of secondments, divisional rotations and acting opportunities are widely promoted to enhance skills and learning opportunities for professional services staff. Flexible work arrangements have also been utilised across the University to promote better work-life balance.

Our Wollongong Academy of Tertiary Teaching and Learning Excellence (WATTLE) became a member of Advance HE for the first time, and appointed eight Senior Fellows.

Our 32nd annual Vice-Chancellor's Awards night was held in August. These awards aim to encourage and recognise exceptional performance from University staff members who demonstrate outstanding achievement in activities that are aligned to the University's vision and strategic goals. With over 350 guests attending, 173 award recipients covering eight award categories were honoured on the night. The Vice-Chancellor and Dr Annette Wellings also hosted a 40-year recognition of service dinner in September. Two members of staff, Linda Deitch (IHMRI) and Lorraine Denny (HR), were recognised for this significant milestone.

As mentioned in Goal 2, the OCTAL awards saw a broad range of academics from all faculties being recognised for their contributions to teaching this year. These awards recognise and celebrate the work of academics that have provided exceptional teaching and learning experiences for our students.



UOW launches its Reconciliation Action Plan, with guest speaker Ondi Craig, external member of UOW's RAP Steering Committee, Josie Rose artist who created the artwork for the RAP cover and Professor Paul Chandler, UOW Pro Vice-Chancellor (Inclusion & Outreach).

GOAL 3.6

Unleash higher performance by reducing complexity in our processes and policies and deploying systems that are flexible, scalable and service focused, and foster agile decision-making.

UOW's Project Unified aims to improve staff experiences by consolidating multiple existing human resources, finance and procurement systems used across the University. This year, design workshops and validation testing were conducted to improve how information is recorded within the system and to streamline actions undertaken by both managers and employees via the self-service portal.

A number of system-related improvements have been embedded in our recruitment system during 2019 including changes to templates, improved content and streamlined tasks. These efficiency improvements will allow more streamlined administration processes.

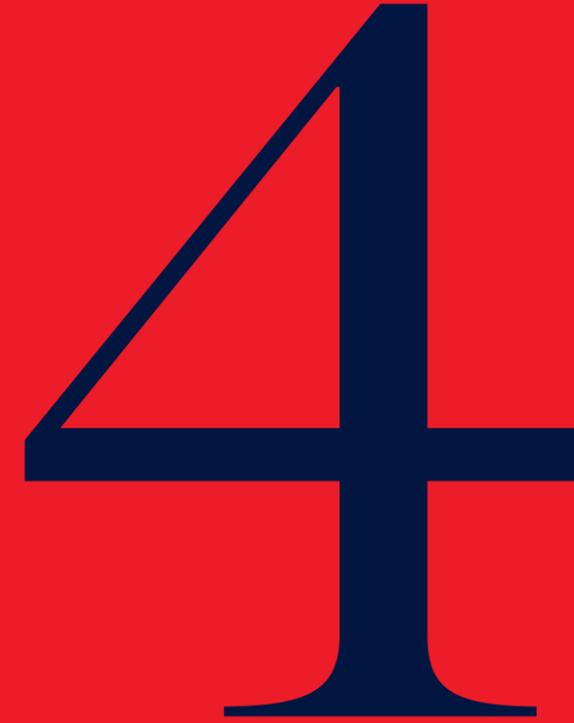
Among the faculties there have been different methods used to promote more streamlined processes. EIS and LHA staff have worked to form and implement administrative processes through collaboration, planning and the careful use of technology. SMAH has worked collaboratively to develop online systems to reduce forms and SOC has advocated strongly to foster effective and efficient operations to increase productivity. The Early Start Discovery Space which attracts over 135,000 customers a year has introduced a new

Customer Relationship Management system to support online transactions to increase visitation. across UOW southern Sydney and UOW South Western Sydney campuses the implementation of agile and efficient processes this year included active methods to minimise duplication across different units and the exploration of better streamlined student support processes.

UOW continues to promote improvement of processes and advocacy of good governance principles across the institution, to foster sound and agile decision-making, through the high quality service delivered by University Council and its committees. In collaboration with UOWGE (UOW Global Enterprises) and IMTS, forward progress has been made on contract negotiation to introduce a policy management system to provide for holistic policy changes and reduce processing time.

Additional initiatives implemented this year aimed at greater efficiencies include the implementation of a Complaints Management System that delivers whole-of-institution complaints information management. An online portal was established for the management of domestic and international Memoranda of Understanding.

GOAL 4



Celebrating partnerships: Enhancing reputation.

Engage with our networks of academic, business and community partners to ensure that the contributions of our students and researchers are effectively disseminated and have an impact at global and regional levels.



Kumi Taguchi, UOW alumna and ABC TV presenter emcees the 2019 fellows and alumni awards celebration.

GOAL 4.1

Deepen our engagement with alumni, recognising the significance of their life-long relationship with the University, and strengthen their connection with fellow alumni.



Alumni Interaction Rate:

2018: 34%
2020 target >32%

In the past 12 months, more than 4,000 alumni have attended over 40 university events and activities, including 23 held internationally in 15 key countries. Highlights from 2019 include the Research Impact Showcase in London, networking events in San Francisco and Washington D.C. in partnership with Johns Hopkins University, two UOW Knowledge Series Lectures featuring UOW researchers Professor Justin Yerbury and Dr Katrina Green as guest speakers, and new Skills Foundry Workshops for alumni focusing on thought leadership and professional development.

The 2019 Fellowship and Alumni Awards, held in November, recognised our outstanding alumni. Five alumni were presented awards: Young Alumni Award winner Julia Green; Professional Excellence winner Paul Harris; Social Impact winner Dr Sameer Dixit; Innovation & Entrepreneurship winner Mike Sneesby; and Research & Scholarship winner Professor Aibing Yu.

Our faculties also undertook work throughout the year to engage their alumni. The School of Law hosted alumni Professor James Goudkamp and Dr Elisa Arcioni on a public lecture forum with the Honourable Justice Michael Kirby where they discussed their experiences working under Justice Kirby in the High Court. SOC has developed a new alumni strategy and continue to strengthen ties with VIBE, a successful teacher placement company run by a UOW alumnus, to place UOW graduates in schools in Tanzania. WIC developed and launched a Student/Alumni Mentoring program to engage Indigenous alumni and support Indigenous students, and held the inaugural UOW Aboriginal and Torres Strait Islander Alumni Reunion. BUS are collaborating with alumni to provide opportunities for participation in an interactive business challenge study series and other initiatives, including participating in their successful Association to Advance Collegiate Schools of Business (AACSB) accreditation

process. In February, the Alumni + iAccelerate Women's Breakfast series was held with guest speaker Robyn Jones, a social entrepreneur and maternal health advocate. iAccelerate itself continues to be a place where alumni can continue a life-long relationship with the University, with 47% of iAccelerate residents being UOW alumni.

Good progress was made towards improving the University's alumni interaction and engagement rate, particularly through the introduction of a range of more efficient communications strategies and greater use of dedicated UOW alumni social media channels, designed to increase engagement with alumni and increase email open rates.

UOW's Alumni Facebook page now has over 28,000 followers, while the Alumni Relations LinkedIn account has more than 12,000 connections. There has also been a steady increase in number of followers of the UOW Alumni Instagram page (1,500 and growing) and Alumni Stories Series on UOW's YouTube Channel.

Promotion of the 10% Alumni Scholarship (fee waiver) to alumni via targeted alumni communications resulted in 85 students receiving the scholarship. 45% of those students enrolled in postgraduate business degrees this year.

Our alumni also continued to give back to the University and help current UOW students achieve their own educational goals through their donations to the annual phone appeal and by supporting life-changing research, including the highly successful MND Appeal which has raised funds for Professor Justin Yerbury's research at IHMRI/UOW, and the UOW USA Foundation which provides support for the University's key priorities including student equity, health and medical research and solving global challenges.



Professor Jennifer Martin, UOW Deputy Vice-Chancellor (Research & Innovation) attends the 2019 University Global Partnerships (UGPN) Conference in North Carolina.

GOAL 4.2

Develop and strengthen the strategic links with our offshore campuses and international academic partners to form a global network of collaborative peers with shared interests.

In November, we officially welcomed the KDU University Colleges into our global network through a formal inauguration ceremony in Shah Alam, Selangor, Malaysia in November. The milestone ushered a new era for Malaysian higher education and celebrated UOW's establishment as a direct provider in Malaysia's vibrant education sector. The partnership will open up new international education and research opportunities for Malaysian students and academics.

Held at the Glenmarie Campus, the inauguration was an important milestone in the transition of the KDU's private university colleges from Paramount Corporation Berhad (PCB) by UOW subsidiary UOWGE under a deal that was approved by the Malaysian Ministry of Education. Australia's Minister for Education, the Honourable Dan Tehan MP and Malaysia's Director General of Higher Education, Ministry of Education Malaysia, YBhg Datuk Ir. Dr Siti Hamisah, were present as guests of honour to oversee the ceremony.

In 2019 the UOW Knowledge Exchange Network was launched to support UOW-KDU Malaysia with eight travel Scholarships per year over the next four years to enable research and knowledge exchange between UOW and UOW Malaysia. Likewise, the UOW/UOWD Research Collaboration Fund continued to support projects with researchers from both those campuses.

Over the year, UOW academics co-authored over 1,800 publications with international collaborators, a 20%

increase over 2018. In March, the University Global Partnership Network (UGPN) conference was held in Raleigh, North Carolina, and brought leaders and academics together from UGPN's four member institutions – North Carolina State University, University of São Paulo, University of Surrey and UOW - with 13 UOW delegates attending. The conference highlighted the global impact of research collaborations, and the annual UGPN Research Collaboration Fund supports collaborations among researchers at the partner institutions. To date, our researchers have been involved in 22 of the 37 projects successfully funded. In partnership with the University of Surrey, this year we awarded four fully funded places on the dual PhD program to students in Engineering, Materials Science, Chemistry and Microbiology. UOW was selected to host the 2020 UGPN Conference with DVC(R&I) Professor Jennifer Martin named as chair.

The annual quality assurance monitoring of all our collaborative partnerships was conducted throughout 2019. This QA process has been commended by TEQSA, the UAE Commission for Academic Accreditation and the Singapore Council for Private Education.

Collaboration with our offshore campuses and international partners has been enhanced to ensure the delivery of strong, mutually beneficial branding and marketing activities. This branding and joint marketing activities are key to achieving student recruitment targets and also to enhance UOW's global brand awareness.

GOAL 4.3

Promote and grow two-way mobility of our students and staff between UOW's on and off-shore campuses as well as to our partners in Asia and other priority global destinations.



Percentage of Domestic Students in Outbound Studies

2018: 4.2%
2019: 4.3%
2020 target >4.7%

The New Colombo Program (NCP) is a signature initiative of the Australian Government that aims to lift knowledge of the Indo-Pacific region in Australia and establish study in the Indo-Pacific as a rite of passage for Australian students. This year, our funding under the Government's NCP increased by 20% on previous years funding to \$1.4 million. The funds will allow more than 300 UOW students to study in Thailand, Malaysia, Japan, Singapore, Nepal, New Caledonia, Taiwan, Cambodia, China, Republic of Korea (South Korea), Hong Kong, Indonesia, Laos, India and the Solomon Islands. Successful projects range across a variety of disciplines, including Engineering and Information Technology, Management and Commerce, Health, Education and Society and Culture.

In November, four high achieving students were selected as New Colombo Plan Scholars. Liam Mackay, Mary Pilkinton, Rubaiyat (Ruby) Evans and Elizabeth Hinchey will be heading to the

Indo-Pacific Region next year. Ruby Evans has also received the Fellow award as top-ranked candidate for her host location. Fellows are awarded an additional \$1,000 bursary for study materials and play a greater leadership and promotional role.

This year over eight hundred students studied abroad on international exchange. Over seven hundred international students chose to study at UOW as part of their exchange experience with students from the USA making up the largest cohort. The most popular destinations for UOW students travelling abroad were the USA and Europe. China was the preferred destination for short term programs.

Students from UOW were selected to travel to Guildford in the United Kingdom to attend the 2019 Times Higher Education Young Universities Summit, co-sponsored by UOW. These students developed and presented to the conference in response to the theme "embracing risk, creating opportunities".

NSW Defence Innovation Network, an association of seven leading universities in NSW working with industry and government to address Australia's defence needs.

The development of a Maker Space at Science Space will allow us to further engage and support local SMEs with the hope to develop diversity in the Illawarra's manufacturing industries. Additionally, iAccelerate ran a public workshop called "Test Your Business Idea" designed for early stage start-ups and 'intrapreneurs' to help them refine and test their business idea before going to market. In November, a collection of the Illawarra's best and brightest entrepreneurs were on show as part of the 2019 iAccelerate "Demo Day". Residents from iAccelerate led a series of demonstrations for investors, business leaders and the community.

In September, UOW and the NSW Aboriginal Land Council signed a Memorandum of Understanding to work together through the Yarpa Hub to build research capacity across the Indigenous business sector and improve economic, social and cultural outcomes for Indigenous Peoples in NSW, as part of a shared vision for a prosperous, vibrant and sustainable Indigenous business sector.

SMAH partnered with the South Western Sydney Local Health District to deliver the Bachelor of Nursing at the UOW

South Western Sydney, and continues to partner with the Illawarra Shoalhaven Local Health District to deliver Nursing and Medical courses at our other campuses. Through their Research Partnership Grant Scheme, the Faculty also partners with a number of SMEs, many of which are in medical technology.

EIS held their annual School of Computer and Information Technology tradeshow, showcasing many student industry projects and judged by industry representatives. The Faculty also held the School of Electrical, Computer and Telecommunications Engineering Innovation Conference and Exhibition, presenting student projects to industry and the public.

GOAL 4.5

Facilitate student diversity by creating mutually beneficial partnerships with schools, pathway providers and broader communities and by enabling all pupils and students to be the best they can be.



Domestic Undergraduate Students from Low SES Background

2020 target >21%
National Average 17.1%

Early Start continues to work with a range of industry partners to develop new operational and service delivery models to improve their social and financial sustainability. SOC has also established a new Centre for Occupational and Public Health and Safety.

Planning to further develop the Innovation Campus has continued this year, which has allowed for more industry connections. This has involved commencing an update to the Innovation Campus master plan and assessment of long-term campus needs, as well as identifying educational, research and commercial development options. A community stakeholder engagement plan and marketing and communications

In2Uni, our schools outreach program, fosters partnerships to increase the capacity of primary and high school students in UOW's local areas. This program delivers outreach and pathways activities to over 12,000 students in 52 high schools and 72 primary schools across the Illawarra South-East and South Western Sydney Regions. This year the University built on its offering of contextualised programs to meet the needs of our local Aboriginal and Torres Strait Islander communities with pathways conversations and On-Campus Careers Days offered at the majority of UOW's campuses for high school students in Years 7 to 10. The Leading Through Culture Program, a collaborative project with the Department of Education, was also piloted at UOW Wollongong in June.

EIS again ran its successful STEM Camp for girls in Jan 2019. This initiative introduces girls going into the latter years of high school to the possibilities of a career in STEM. We see strong conversion from this program to the students going on to study STEM at UOW or elsewhere.

STEM+X continued this year, providing STEM and Leadership training to Years 8 & 9 students. As part of a 2 day boot camp, participants explore STEM activities, personal leadership and entrepreneurship. Participants are then required to deliver their own STEM based workshops in primary schools as STEM+X Ambassadors. Following a comprehensive review of all UOW Outreach activities from 2020, we

strategy has been developed to help positively position the University through the Health & Wellbeing Precinct. As part of this, the UOW Health Symposium was held at the Innovation Campus in September, bringing together academics and health practitioners from the public and private sectors to discuss person-centred health care.

will be rolling out a revised focus that will be in-line with our 2030 Vision.

A background paper 2030 Vision for Widening Participation was developed to outline best practice across the sector in designing and implementing initiatives for Aboriginal and Torres Strait Islander and Refugee Communities. We also continued our award-winning work with pathway providers, UniReady, University Preparation Program, and University Access Program, each of which attract non-traditional students into our programs.

Many events are held throughout the year in partnership with high schools. Discovery Days, HSC Study days, Careers Expos, Year 10 Future Finders days, Indigenous Health days, Aboriginal Summer Camp, and many high school visits. In November, iAccelerate hosted a "Junior Pitch" event where students from local schools pitched their innovations in front of an audience and iAccelerate panel experts. This year's theme was 'City Shaper'. As part of this process, students talked to experts about their idea and thought through the viability of their innovation in the real world.

The Science Space celebrated its 30th birthday this year, attracting close to 60,000 visitors over the year. It is an essential point of contact for our region's schools and community. The recent increase in discounts for families on pensions has helped to increase the diversity of children participating.

GOAL 4.6

Value the mutual benefit of engaging with our communities and create enthusiasm in our students and staff to serve our society.

The Community Engagement Grant Scheme (CEGS) allows campus staff, in partnership with community organisations, to receive grants of up to \$13,000 to address a community need. It has run for 14 years, awarding more than \$660,000 in grants to 77 projects. This year, \$50,000 was granted in total to four projects addressing key challenges in the community, such as obtaining opinions and feedback from those with severe intellectual disabilities, preventing gestational diabetes in women, training staff in licensed venues about sexual harassment and assault, and providing independent advice to individuals dealing with social security issues.

The third UOW Community Fellowship award was conferred in June during a special celebration at Innovation Campus. Australian Indigenous Mentoring Experience (AIME) was recognised for their outstanding achievement in ending inequality and closing the gap between Indigenous and non-Indigenous communities and improving educational outcomes for Indigenous students in Australia.

UOW Cares ran Coffee for a Cause in September, which raises funds for Transforming Futures Scholarships and encourages staff to participate in workplace giving. There were five events run at Wollongong Campus, engaging more than 300 staff. Each Regional Campus also participated with a fundraising morning tea. UOW Cares raised a total of \$45,000 in 2019.

In November, 70 UOW staff participated in the Michael Tynan Memorial Walk, a 27 km hike traversing through the Royal National Park organised by the Tynan family to raise funds for medical research. The UOW contingent raised over \$12,800 which will go to projects such as Molecular Horizons, MIND the GaP, and the UOW biopen.

UOWx, our co-curricular program, recognises the active citizenship of UOW students by volunteering with community organisations, as well as the strong personal and professional skills that students gain from these experiences. Over 100 employers were engaged in the 2019 UOWx Award Event. This year, communications about this program were embedded in alumni and industry facing channels; and a new UOWx Record and Award, developed in consultation with industry, is currently being tested and due for implementation in 2020.

In a first for UOW, a cultural awareness framework has been established to ensure all staff and students have at

least a base level of cultural awareness of Aboriginal and Torres Strait Islander history and communities. The framework also provides opportunities for higher levels of cultural awareness if desired. The pilot program has been completed and it will now be fully rolled out in 2020. WIC also partnered with the Australian Electoral Commission (AEC) to implement strategies to increase electoral enrolment of our Aboriginal and Torres Strait Islander cohort, empowering the community with knowledge.

Our 7th annual Community Leaders Iftar dinner was co-hosted with Amity College during Ramadan, at Wollongong Campus in May. The event brings together community leaders from diverse backgrounds. We are proud to host an annual Iftar dinner as part of our commitment to our communities.

Across our network of campuses, we continue to engage with our local communities. UOW South Western Sydney continued to make considerable progress in developing and strengthening relationships with the local community. Initiatives included engagement in a range of local council initiatives such as Hackathons, Young Entrepreneurship Speaker Series, Welcome to Liverpool events and sponsorship of the Liverpool Mayoral Charity Ball. Additionally, the campus has built links with the Committee for Sydney, Liverpool Innovation Precinct Committee, Liverpool Hospital, Western Sydney Airport, Western Sydney Migrant Resource Centre, Liverpool Neighbourhood Connections, local high schools and the Inglis Hotel. UOW Southern Sydney campus continues to increase involvement with Sutherland Shire Council through the Economic and Tourism Committee, and strengthen links to the local business community. They also worked closely with local careers advisers to develop and deliver a Business Careers Information Morning for local school students in May and a Nursing Careers Information Morning in June, helping students to understand the different types of careers they may work in after graduating.

Following on from the successful 2017 'Mogo and Mudji' book project, The Indigenous Book Project was created at UOW Batemans Bay this year. This project aims to build further connections between the local Aboriginal Community, UOW Batemans Bay Campus and partners. Partnerships with Mogo Aboriginal Pre School and Campbell Page were established to produce the Barlings Beach book and with Milton and Ulladulla



Team UOW ready for the Michael Tynan Memorial Challenge

Public Schools to create the Coomee Nulunga book. Both of these projects consisted of a series of educational activities including field trips to significant Indigenous sites and continues to build capacity and awareness in local Aboriginal students as well as provide local cultural educational opportunities to all stakeholders involved.

UOW Bega worked with more than 1000 students in Bega Valley schools as part of the In2Uni program. They also partnered with South Coast Careers College to offer a free university bridging program to non-traditional students. UOW Southern Highlands was awarded Highly Commended in the Vice Chancellor's Awards for Excellence in Community Engagement for their Year 12 University Preparation Program (UPP). The program partners with nine schools in the region and has resulted in a 217% increase in participation since 2018.

On our Wollongong Campus, student residences have a large and diverse portfolio of community engagement including volunteering at schools and charities, Blood Bank support and

charitable fundraising events. To embed itself in the community, Early Start has supported a number of local community organisations by providing them with space, resources, outreach activities and a range of other support. Our Community Reference Group and Community Engagement Committee continues to play a valuable advisory role with the University. We also consult and engage with a number of relevant neighbourhood forums and regional advisory bodies.

In August, we signed a funding agreement with the Ramsay Centre for the Bachelor of Arts in Western Civilisation and associated scholarship program worth approximately \$50 million over eight years. This step formalised the Memorandum of Understanding of the partnership signed in December 2018.

Philanthropic income in 2019 was also received from enduring and valuable partnerships with donors across all segments including alumni, community groups, corporate partners as well as trusts and foundations. A range of significant gifts were received to support strategic priorities including \$352,000

donated by the Movement Disorder Foundation – an extension on their \$1.35 million endowment established in 2017 to support students with a physical disability. Their gift in 2019 has led to the founding of a tri-institutional research partnership between the University of Wollongong, Brown University and Harvard University, including the establishment and inaugural awarding of an international PhD scholarship. An additional \$100,000 was received in late 2019, to establish a clinical exchange program in the discipline of neuroscience. Substantial philanthropic gifts have been received to support a research Fellowship within Molecular Horizons and a gift of \$470,000 over five years from international donors to support the Global Challenges Program. The University has received an increase in the number of gifts from alumni and community donors through a range of successful appeals to support the MND Research team led by Professor Justin Yerbury and the Transforming Futures Scholarship Fund.



Raised by UOW Cares workplace giving program 2019

Funds raised for 9 charities

5

GOAL 5

Sustaining a world-class university: Embracing change and opportunity.

Maximise our capacity to deliver our mission by seeking out opportunity and continuing to invest and transform the University through growth, better processes and enhanced built environments.



Distinguished Professor Antoine van Oijen uses UOW's world-class research facilities to find solutions to society's most pressing problems.

GOAL 5.1

Optimise the productivity of our financial, physical, human and intellectual resources through effective planning, benchmarking, accountability and review.

As our 2016 - 2020 Strategic Plan reaches its end, much work was conducted over 2018 and 2019 to identify the future direction of the University.

In June, we released our first long-term strategic intent, the *2030 and Beyond White Paper*. The paper articulates our vision for the future and outlines the strategic direction for our University as we look towards 2030. The Paper outlines our direction, our Vision, our Values and commitment to being a leading international civic university. The paper also identifies a number of transformational projects and starts a discussion on the capabilities and capacity required to remain a leading international university in an era of disruption.

Informed by 2030 and Beyond, we then developed and released our next strategic plan. Approved by Council in December, the plan is the product of 24 months' extensive reflection and consultation on our place and purpose with staff, students, alumni, community and industry partners and commits us to inspiring a better future through education, research and partnership. We have outlined an ambitious strategic agenda to realise this vision, focusing on: empowering students for their future; creating knowledge for a better world; and making a difference for our communities. The Strategic Plan identifies three transformative priorities – Digitalisation, Growth, and Collaboration – and four strategic enablers: – People, Culture, Infrastructure and Finance. This five year plan will take us to UOW's 50th anniversary and the end of our time as one of the world's young universities; through a pivotal point in our development.

In October, University Council approved several Senior Executive appointments and associated organisational changes to position UOW for success as we implement our *2020 - 2025 Strategic Plan*. Professor Joe Chicharo was appointed Senior Deputy Vice-Chancellor (SDVC). Professor Chicharo now holds responsibility for implementation of the University's 2020-2025 Strategic Plan, while retaining responsibility for the Pro Vice-Chancellor (Students), Library, Strategic Marketing and Communications, Strategic Planning and Academic Quality and Standards.

The role of Deputy Vice-Chancellor (Academic) was disestablished and a new position, Deputy Vice-Chancellor (Education), was created with Professor Theo Farrell appointed in this role. This change highlights our deep commitment to teaching and curricula innovation and preparing graduates for future workforce needs. The Deputy Vice-Chancellor (Education) Portfolio includes Learning, Teaching and Curriculum, the Wollongong Academy for Tertiary Teaching & Learning Excellence (WATTLE), UOW Online, University Education Committee, course portfolio development and quality assurance.

Following the appointment of Chief Administrative Officer (CAO) Ms Melva Crouch CSM to the UN, the role of Chief Operating Officer (COO) was established with responsibility for the professional services of the University, including: Accommodation Services; Business Improvement and Assurance; Commercial Development; Governance and Legal Services; Facilities Management; Financial Services; Human Resources; Information Management and Technology; Institutional Research and Government Reporting; and Student Services. Mr Damien Israel, previous Chief Finance Officer (CFO), was appointed to this role and the positions of CAO and CFO were disestablished.

From 2020, Australian Universities will be required to meet a series of performance metrics in order to receive government funding for Bachelor level courses. Vice-Chancellor, Professor Paul Wellings CBE, was appointed chair of the panel of sector leaders leading the implementation of performance based funding across Australian Universities. The appointment was made by Minister for education the Hon. Dan Tehan, following the Federal Government's announcement it was capping University funding for Bachelor-level courses at 2017 rates for both 2018 and 2019. Released in June, the Wellings Report measures performance across four areas: student success, equity group participation, graduate employment outcomes and student experience. The model will be implemented from 2020 with the aim of increasing graduate outcomes, quality of teaching and student support. The performance-based funding scheme is one of many policy initiatives designed to promote continuous improvement and excellence in Australia's higher education sector and focus attention on maintaining the high quality and standard of the sector.

The University's financial position remains robust, with UOW maintaining (S&P) AA credit rating. Commenting on our position, S&P highlighted the strength of our market position, strong operating margins and low annual debt service costs.

Outcomes of the fees and scholarships review have been implemented, including the introduction of a more nuanced, data-driven fee-setting process, improved

alignment between fee-and target-setting processes, and streamlined scholarship offerings considered within the context of a broader pricing strategy. The timing of the fee-setting cycle was also optimised to leverage external data inputs and internal process requirements. The cycle was brought forward to enable UOW to be in market at a more competitive time; a change that also has a positive impact on revenue.

A new PERG Academic Planning Day was introduced. The Planning Day is an institution-wide forum that covers decision-making on enrolment planning, our pricing strategy (including scholarships and other offshore partnership arrangements) and key Faculty priorities and academic plans for the forthcoming year.

GOAL 5.2

Grow our income and the value of our assets through incentivised operating arrangements, rigorous business case assessments and sound commercial practices.

Two hundred and eleven commercial research contracts were executed this year, producing an income of over \$18million. For the first time, UOW was successfully awarded \$3 million as part of the Cooperative Research Centre Project (CRC-P) "Dentistry without mercury – Glass fibre reinforced flowable dental composite restorative materials". The project promises economical, high-performance dental composites and overlay materials which will replace existing materials reporting high levels of mercury. We also signed a \$1.1 million research partnership with Endeavour Energy. The partnership provides funding from Endeavour Energy to the UOW's Australian Power Quality and Reliability Centre (APQRC) to continue its electrical engineering research, development and teaching activities.

Drawing on funding from the Ramsay Centre partnership, creation of a new suite of offices for the School of Liberal Arts staff and a dedicated study lounge for its students has commenced. All students joining the Bachelor of Arts in Western Civilisation will be offered places in Kooloobong Village, benefiting from its special resources and positive psychology approaches to promote well-being.

UOW has again received a number of significant grants. Early Start were gifted philanthropic support of over \$1.5 million, including the Ian Potter Foundation which provided \$500,000 over the next four years. The Foundation's gift will help develop a functional model of service integration within an Early Childhood setting, tailored to regional and remote contexts within communities experiencing high levels of vulnerability or disadvantage. CAGES Foundation provided a \$500,000 grant over four years, which will enable Early Start to engage in a consultative process with Aboriginal Early Childhood Education and Care centres. Major equipment grants were awarded across 5 projects totalling \$1.08 million.

Within SMAH, Associate Professor Nicholas Deutscher "A new spectrometer to future proof the Atmospheric Remote Sensing Program at UOW" was awarded \$250,000. Distinguished Professor Feng Huang's "IncuCyte S3 Live-cell imaging and analysis platform with software packages" was awarded \$224,900. From EIS, Dr Guangming was awarded \$226,886 for work on "the state-of-the-art third-generation nanopore sequencing platform to support environmental biotechnology and health research". Senior Professor Weihua Li was awarded \$139,178 for "Electromagnetic non-destructive test facility for quantifying resonant properties of materials subjected to dynamic vibrations, impact and torsional loading" and Professor Michael Higgins from the Australian Institute for Innovative Materials (AIIM) was awarded \$246,000 for "Acoustic Force Spectroscopy for High-Throughput Single Cell Measurements".

From the generosity of two anonymous donors, UOW received \$300,000 to create the Horizons Fellow of Molecular Pathology fellowship. Molecular pathology is an emerging discipline devoted to the study and diagnosis of disease through the examination of molecular abnormalities within cells and tissues. The fellowship will be based at the Molecular Horizons building. These donations will significantly accelerate the University's research and enable early detection of disease.

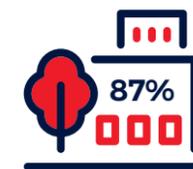
Following a decline in enrolments for Bachelor of Arts, LHA conducted a sustainability review of the School of Humanities and Social Inquiry. Change management processes will continue over 2020 to ensure the School teaches optimally-resourced programs. Meanwhile, cost-share arrangements for external conference activities to improve financial outcomes for the University have been negotiated.



UOW men's football team, led by coach and former Socceroo Luke Wilkshire, competed at the International University Sport Federation (FISU) University World Cup in China.

GOAL 5.3

Sustain a vibrant environment for engagement, inquiry and creativity by providing world-class academic facilities, recreational and social amenities, and residences within planned, efficient campuses that stand out for their natural beauty.



Student Satisfaction with Campus Environment

2020 target >90%

We have continued to invest and upgrade several formal and informal learning and teaching areas this year including a new kitchen and event space on the ground floor iAccelerate foyer, a modernised Building 11 student study area and improved Building 36 decking and adjoining amphitheatre. The White Cedar Courtyard adjoining Building 15 now includes a communal campus garden for students, staff and community members to access and the lawns adjoining Building 41 were upgraded to provide more collaborative work and study spaces outdoors in the natural environment. Upgrades were also made to UOW Southern Highlands and the UOW Sydney Business School campuses for improved student study areas.

As part of UOW's Future Ready Library Strategy, the Library will undergo major refurbishments over the summer break to provide more student friendly study and work space in time for Autumn session 2020. The Library undertook extensive consultation and review with students to understand their needs and preferences to inform the project. The various projects being implemented over 2019 - 2020 summer break, include moving 40% of low-use print collections to offsite storage facilities to be accessed via an on-demand system, repurposing of the Panizzi Gallery as a student lounge with informal meeting spaces and food facilities, and removal of non-aligned parts of the print collection. The changes will see the development of a number of flexible learning spaces throughout the Library's physical presence and better support students make the transition to engaging with course materials electronically.

Construction of the Social Sciences and Creative Arts Building is well underway. From Spring Session 2020, the building will support interdisciplinary teaching and research practices, accommodating students and academics from the School of the Arts, English and Media, the School of Geography and Sustainable Communities and the School of Health and Society. The \$80 million Molecular Horizons Building is due for completion at the end of the year and will officially open in July 2020. This world-leading facility will house research furthering scientific understanding of how life works at a molecular level with the aim of solving some of the biggest health challenges facing the world. These include developing new forms of antibiotics, curing cancer and reversing Alzheimer's disease.

The refurbishment of Campus Services building at UOW Shoalhaven is complete and CCTV is rolling out to discourage antisocial vehicular behaviour out-of-hours. The Informal Learning Space refurbishment at UOW Bega is currently in its planning stages. Plans for integrated library spaces at UOW South Western Sydney are on track for Quarter 3 2020, with Level 3 fitout our reaching completion by the end of 2019. The plans include collaborating with Academic Program Director – SWS for the provisioning of spaces in the campus floor plate. Consultation has also begun for the transition out of a partnership with Liverpool City Library for the provision of library services.

GOAL 5.4

Deliver real world solutions in an ever changing digital landscape that will enrich all aspects of our academic and professional activities and connect all our locations.

In mid-2019, we launched our new website, the product of an extensive digital presence review. Underpinned by a new, modern content management system, the project led to a 55% reduction in pages across several key UOW sites from 15,000 to less than 8,000. Our Siteimprove score increased from 58.8 to 74.9, well above the industry benchmark of 64.7. External Search Engine Optimisation (SEO) experts were engaged to produce an Analytics Action Plan and SEO Framework to strengthen the UOW brand. Improved, modern designs and layouts are now mobile responsive and deliver a high quality experience across all devices. The resulting new website better supports our strategic goal to provide real-world solutions in an ever-changing digital landscape that will enrich all aspects of our academic and professional activities. The new website platform improves the speed that we can effectively and efficiently deliver enhancements and changes to our digital environment. It also implements a strong foundation of quality for our digital presence now and into the future.

As part of the development of the *2020-2025 Strategic Plan*, a new digital consultative platform was used for expanded stakeholder consultation. The platform, powered by Crowdicity, is an online collaboration and feedback space which afforded staff - irrespective of location - with an opportunity to provide comments and feedback on the draft Strategic Plan. During consultation on the draft Strategic Plan, all staff, including casual staff, were invited to comment, with over 400 staff representing almost all onshore campuses actively engaging in

the platform. More than 4,500 different points of staff engagement were recorded with the draft. Crowdicity is now scheduled to be used across several other UOW departments as a tool to gather feedback, improve efficiencies and better connect with students.

SOC focused on expanding research and teaching at UOW South Western Sydney. Areas of focus included social work and physical activity. The Australian Centre for Health Engagement, Evidence and Values (ACHEEV) allocated significant focus on big data and AI as part of the research work being conducted by the centre.

SMAH successfully launched online Graduate Certificates in Medical and Health Leadership, and in Strength and Conditioning. The Master of Medical and Health Leadership will commence in 2020, with the Master of Strength and Conditioning planned for 2021.

At our metropolitan campuses, a 'one-stop shop' for student support was developed at UOW South Western Sydney and UOW Southern Sydney which is reconceptualising transitional student support and student services as a 'Student Success Team'. This reflects an integrated support model that is focused on holistic student development.

At UOW residences, internet service bandwidth and data availability have been upgraded through a combination of new and retrofitted infrastructure, with all residence rooms now provided with Wi-Fi services as standard.

GOAL 5.5

Develop an integrated institution-wide, evidence-based marketing strategy to competitively manage and position our brand at the national and international level.

The campaign "Stop At Nothing" celebrates the fearless determination of UOW researchers in finding solutions for society's most pressing challenges. It was launched to raise the visibility and global awareness of UOW's research and positively impact the long term brand awareness metric in world university rankings. Using a collection of short, inspiring videos and long-form feature stories, the campaign highlights the impact of six of UOW's key research areas including Archaeology, Antimicrobial Resistance, Early Childhood Education, Sodium Battery Technologies and Energy Storage, Food Security in the Pacific, and Electromaterials (specifically, the application of bionics and bio fabrication in medical devices). "Stop At Nothing" is an extension of our "Wollongong Strong" campaign, launched in 2018.

The University's course development and management practices were reviewed this year, with the Course Portfolio Principles seeing a new 'Go/No Go' stage gate developed for the course approval process. This process ensures our course portfolio aligns with future workforce needs and leverages improved data availability to better predict student demand.

iAccelerate elevated its brand positioning with media and PR exposure, and engagement with the Illawarra community and general public through media stories. A series of twelve case study promotional videos were created to showcase CEOs, the Wollongong Council leadership team and the iAccelerate team.

GOAL 5.6

Drive the University's key performance metrics by promoting international collaborations and their visibility in order to optimise our position in major world rankings.

UOW remains in the top 2% of world universities sitting at, 212th in the world in the QS World University Rankings, band 201-250 in the THE World University Rankings, 220th in the Academic Ranking of World Universities (ARWU), 2019 and equal 13th in the world as part of the THE University Impact Rankings 2019. We are a world-class University aiming higher every day.

Outcomes of the 2018 Excellence in Research for Australia (ERA) submissions were announced in March 2019. Key highlights included 90% of disciplines rated as "At", "Above", or "Well above world standard" (at the four digit level). UOW ranked 10th out of the participating Australian universities based on our Grade Point Average (GPA) which increased from 3.44 in ERA 2015 to 3.98 in ERA 2018, a considerable achievement.

Results of the inaugural ARC Engagement and Impact (EI) assessment were also announced in March. The assessment aims to evaluate and incentivise the impact of university research on non-academic stakeholders including industry, government and community. UOW ranked a credible joint 7th out of 40 universities by the number of 'High'-and 'Medium'-rated impact case studies, and ranked joint 16th out of 40 universities by number of 'High'-rated impact case studies.

UOW men's football team, led by coach and former Socceroo Luke Wilkshire, travelled to China in November to compete at the International University Sport Federation (FISU) University World Cup. Held in Jinjiang, China, the FISU University World Cup – Football features 16 male and eight female universities who qualify from FISU competitions in Europe, Asia, the Americas, Africa, and Oceania. The team progressed to the grand final but were defeated in extra time.

UOW Sydney Business School was identified among the best in the world by business news outlet the Financial Times (FT). The FT list promotes best practices of sustainability, ethics and social purpose. We were recognised for our Jindaola program, which incorporates Aboriginal knowledge and perspectives into the Masters of Business Administration (MBA) curriculum and our Women in MBA program, which offers 50 scholarships to women.

SMAH support for unique international collaborations such as the Total Carbon Column Observing Network – Philippines, Japan, and Australia (TCCON) has enhanced UOW research and promoted our capabilities on a global scale. Academics continue to maintain their collaborations in research and embrace study leave and short term mobility programs.

A review of big data was chaired by Professor Glenn Salkeld, Executive Dean of Social Sciences for the University. The objective of the review was to ensure UOW is in an optimal position to be a leading university for data science, data analytics and decision analysis for "Translation and Impact" (with an eye to THE Impact rankings, ERA Engagement & Impact). Underpinning that objective is a core commitment of UOW to computing science, maths and statistics as core foundations of knowledge.

BUS received accreditation from the Association to Advance Collegiate Schools of Business (AACSB) International. This globally recognised accreditation has been awarded to the top five per cent of the world's business schools. The achievement highlights our commitment to engagement, innovation, and impact, and our focus on continuously improving our programs and positions UOW strongly in the global business market place.

GOAL 6

Making a difference: Valuing the role of higher education in society.

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Create an environment where our staff, students and stakeholders can explore new ideas and technologies, and their uptake and impact on social and economic wellbeing.



The 2019 Community Engagement Grants recipients using funds to address key challenges in our communities.

GOAL 6.1

Create pathways for our research and scholarship to have beneficial impacts on the broader community by establishing more partnerships, collaborations and interactions with industry, government and community organisations, locally and globally.

In September, the Vice-Chancellor signed a university-wide commitment to meet and address the United Nations (UN) Sustainable Development Goals (SDG's). Following this, in October, we joined the UN Sustainable Development Solutions Network (SDSN); a global initiative to implement the SDGs and the Paris Agreement on Climate Change through education, research, policy analysis and global cooperation. The initiative mobilises scientific and technical expertise from academia, civil society and the private sector to support sustainable development problem solving at local, national and global scales. These are both significant commitments by our University to sustainability.

Meanwhile, our Community Investment Program facilitates collaborations that forge strong links between us and our communities by advancing social, cultural, environmental and economic developments in our regions. Under the program, we currently support the work of Bundanon Trust, Illawarra Academy of Sport, Southern Stars Arena Spectacular, National Indigenous Football Championships, Wollongong Conservatorium of Music, and the Illawarra Business Chamber. The UOW Community Investment Steering Group evaluates and makes recommendations for funding under the program.

The Community Engagement Grants Scheme (CEGS) continues to support UOW staff to address key challenges in our communities. CEGS has now been operational for 14 years, and has awarded \$660,000 in grants to 77 projects. Campus staff, in partnership with community organisations, are encouraged to apply for grants worth up to \$13,000 to address a community need. This year's successful projects include Giving Voice to the Voiceless, a project that will obtain the opinions of people with severe intellectual disabilities who are functionally non-verbal, Postpartum 'Walk and Talk', aimed at the prevention of diabetes in women with previous gestational diabetes, Safe Night Out, in which our staff in licensed venues are trained to help them understand, respond to and prevent sexual harassment and sexual assault, and Duress, Social Security Debt and Domestic Violence, which provides assistance to individuals dealing with social security issues.

In November, we were awarded a highly competitive two-year grant of \$146,000 to address the burden of excess salt intake in South Africa. Working with the University of Pretoria Heart and Stroke Foundation, we will help enforce mandatory sodium

targets in processed foods by evaluating the food industry's compliance with these targets and developing monitoring systems. The grant is part of the LINKS platform, which connects people working to improve cardiovascular health around the world.

We have strengthened our connections with India this year by signing a Memorandum of Understanding with India's O.P. Jindal Global University (JGU). This partnership facilitates student exchange opportunities between JGU and UOW, as well as presenting opportunities for joint research while encouraging collaboration in international publications.

This year, Innovation and Commercial Research (ICRU) has worked closely with the organisers of the ON Prime program; a national program open to researchers from Australian universities and public research organisations. For the first time, we were selected as a venue for six full-day sessions. 17 teams of researchers passed through the Wollongong cohort in 2019; in addition to this, ICRU has provided a range of bespoke training workshops in 2019, including for recruitment into ON Prime, for PODS and for UOW Research Centres.

Along with four other universities, we are a partner in The Aikenhead Centre for Medical Discovery (ACMD), a hub fusing medicine, engineering, science and industry to yield economic, patient and healthcare impact. This year, it was announced that the ACMD will receive full funding from State and Federal governments, bringing the ACMD another step closer to becoming Australia's first hospital-based biomedical research and development hub.

The Australian Institution for Innovative Materials (AIIM) has reconfigured its "AIIM for Gold" grant scheme in 2019 to include multi-year matching funds including HDR scholarship, and this has promoted impactful research with partners nationally and globally. In addition to this, AIIM has worked with the School of Education in enabling engagement opportunities with our regions, schools and teachers in the development of STEM-based professional development activities.

We continue to expand our presence in South Western Sydney, with almost 600 commencements in 2019. The *South Western Sydney Enabling Strategy* and the *Metropolitan Campuses Enabling Plan* both focus on translational research outcomes and engagement with the community; the growth in our research

and scholarship presence in South Western Sydney is being fostered by growth in community partnerships, and we are already seeing positive impacts on the community as a result of this.

In September, we signed an MOU with the NSW Aboriginal Land Council (NSWALC), which has partnered with the Federal Government to deliver the Yarpa NSW Indigenous Business and Employment Hub. The Hub is a holistic support service for Indigenous businesses and jobseekers based in Western Sydney. The MOU lays down parameters for engagement, discussion and collaboration between us and the NSWALC – an executive from UOW and NSWALC will meet quarterly to discuss strategy and the direction of plans. Working groups will be established to prioritise key issues of mutual interest in relation to the Hub, and to identify and prioritise tasks and actions required to design and deliver the Hub.

In the July round of ARC Linkage Projects funding, we were awarded a \$1.5 million three-year grant, which will see us partner with Assistive Technology Suppliers Australia (ATSA) to research “integrated futures for motorised mobility devices (MMDs)”, in recognition of the fact that little is known about the best way to support and regulate MMDs in Australia. The research will provide important insight to advocates, suppliers, regulators, policy makers and people who rely on MMDs. It is anticipated that the outcomes will be a baseline of empirical evidence to inform planning and policy agendas in transport, disability and health.

A variety of initiatives are in place across faculties to encourage collaboration and partnerships. SOC has continued to promote its Research Partnership Scheme this year; the scheme encourages researchers to work with local and

national partners, and the majority of Early Start contracts and activities involve community partnerships. EIS utilises Strategic Partnership Grants, which serve as a stepping stone for ARC Linkage Project applications. SMAH funds a variety of research partnership types including projects and the Postdoctoral Engagement Partnership Award (PEPA).

SOC’s School of Health and Society has partnered with industry as part of the proposed Centre for Occupational and Public Safety and Health, opening an opportunity to engage with community and industry to work on mutually beneficial Workplace Health & Safety Research.

GOAL 6.2

Grow our innovation ecosystem where staff, students and community have opportunities to start and build or work in industries for regional development.

As part of the Mid-Year Economic and Fiscal Outlook (MYEFO), the Federal Government announced it will provide \$9.6 million over two years from 2019-2020 to bring together universities and industry to partner on innovative projects. UOW was awarded \$2 million to establish an Industry 4.0 Hub in Nowra. The project aims to drive productivity and growth in the areas of agribusiness and manufacturing in the Shoalhaven area.

Funding awarded in 2018, UOW from Jobs for NSW and the Federal Incubator Support Program for the Bega Valley Innovation Hub (BVIH) resulted in the BVIH opening its doors this year for its first cohort of local entrepreneurs, start-ups, creatives and existing businesses selected and ready to grow a sustainable business in the region. As part of the iAccelerate Innovation Network, the BVIH leverages the success

of the iAccelerate Hub located at the Innovation Campus, and is funded by the Federal Government, Bega Valley Shire Council, Bega Cheese, the Bega Chamber of Commerce, and UOW.

In September, the Innovation Campus hosted their annual “Networking After 5” event, an opportunity for students to hear from key community and business leaders, and network with peers, colleagues and other students. The event featured guest speakers from local businesses and the community, and was focused on the theme of Personal Branding and Authentic Leadership. It identified ways for individuals to grow a personal brand that allows them to foster an authentic sense of self, brave thinking and success in business. Students from a range of different disciplines attended and organisers continue to receive positive feedback on the benefits of the event for both industry and students.

iAccelerate

639 new jobs to the Illawarra region since 2012

2017: 152 jobs | 2018: 131 jobs | 2019: 122 jobs

GOAL 6.3

Seek to create and contribute to the uptake of disruptive technologies that have the potential to deliver major positive impact to our economy.

iAccelerate



Money into the local economy

This year, the SMART Infrastructure Facility hosted the Internet of Things (IoT) Hackathon, where teams of students spent two days trialling new ideas and tools for smart cities based on IoT technology. The technology enables access to a free-to-air digital network that links to small devices, such as sensors, to collect and transmit data for a host of real-time applications.

In total, five collaborative research teams across the NUW Alliance were successful recipients of a total of almost \$540,000 in research funding; of these five projects, three are led by UOW researchers.

ICRU has worked throughout the year to support new initiatives. Launched in 2018, the Facility for Intelligent Fabrication (FIF) provides expertise, technology, equipment and training in automating steel fabrication and is a collaboration between UOW, TAFE and Weld Australia. ICRU is also responsible for facilitating the commercial uptake of disruptive technologies through licences, options, assignments start-ups and spin-outs. Significant deals in 2019 have included Electrogenics Labs – our first research and development spinout company since Aquahydrax – established in 2019, the UK’s National Measurement Institute,

the National Physical Laboratory, Swiss Federal Institute of Metrology, D’Annunzio University and Bridgestone.

Researchers in EIS have discovered new technology for wearable devices which can increase its conductivity as more strain is placed upon it. The composite is a mixture of liquid metal, iron microparticles and elastomer and it has the potential to be used in stretchable sensors or flexible devices which can better recognise human motion. It is hoped the technology will contribute to advances in wearable devices and continue to encourage us to live active, healthy lifestyles through monitoring daily physical activity.

UOW researchers from the ARC Centre of Excellence for Electromaterials Science (ACES) in collaboration with the University of Texas at Dallas, are pioneering a new electrical stimulation device – the “sutrode”. The device is made from novel graphene fibres that are able to record electrical impulses and stimulate nerves with unprecedented levels of control. This represents a major step forward for implantable electromaterials; they could be used to treat a range of diseases, such as diabetes, without drugs.

GOAL 6.4

Continue to offer our commercialisation partners easy access to our intellectual property to ensure our research outcomes reach end use and create impact.

ICRU, supported by the organisation Step Change, has developed a suite of targeted information resources for our commercialisation partners to gain easy access to our IP. Videos and information cards are being made available online through the ICRU’s web pages. ICRU also conducts and supports a number of IP and commercial training sessions, both by ICRU staff and through third party providers to ensure its staff are able to communicate our commitment to making access to our IP straightforward.

Funding from several sources, including the Air Force Office of Scientific Research, Office of Naval Research and the National Science Foundation led to a breakthrough for researchers from UOW at the ARC Centre of Excellence for Electromaterials Science. Working in collaboration with partners in the USA, China and South Korea they developed sheath-run artificial muscles (SRAM’s), which can be used to create intelligent materials and fabrics

that react by sensing the environment around them. This represents a significant step forward in artificial muscle development, as the new SRAM’s are made from common natural and man-made fibres which are cheap and readily available, whereas the previous approach – which used carbon nanotubes (CNT’s) is very expensive.

In May, we hosted the inaugural Australian Electricity Industry Forum, hosted by UOW’s Australian Power Quality and Reliability Centre (APQRC) in conjunction with Engineers Australia. The forum provided an opportunity for industry and researchers to engage in debate around the future of electricity supply in Australia, which is undergoing unprecedented change driven by the rapid increase in renewable energies.



UOW's Open Day shows prospective students study and career options which incorporate new technologies and ideas.

GOAL 6.5

Work collaboratively with networks of global partners across a broad spectrum of UOW's activities to enhance our research and online course provision.

In 2019, we took a major step forward in online course provision, developing the *UOW Online Strategy 2019-2022*, which prioritises high-quality online courses that meet future student needs, flexible and personalised support for learners, a commercially sustainable online brand and portfolio, and support for the wider digital transformation of UOW. In September, we entered into a commercial partnership with Pearson, which is designed to facilitate the delivery of the Strategy. The partnership initially focuses on the identification, development and delivery of new, fully online postgraduate courses at scale. These courses will be embedded within existing UOW faculties and schools, and we will retain full control of course content, assessment and course approvals, and full oversight of academic delivery. Throughout the partnership, the UOW Online team will be working closely with Pearson and UOW stakeholders to meet a demanding schedule, with the goal of launching our first course by 2021. AQS have this year implemented the findings from the UOW Academic Policy review which impacts online delivery. This will ensure it is fit for purpose and aligned to the ambitions of the UOW Online project. As well as receiving support from AQS, the implementation of the partnership with Pearson was supported by numerous units across UOW, including Governance and Legal Division, Student Services Division and Learning, Teaching and Curriculum.

This year, we expanded our biomedical ties with India when we signed an MOU in Visakhapatnam (Vizag), which will bring our expertise in 3D bioprinting techniques to Andhra Pradesh Medtech Zone (AMTZ) – India's first integrated medical devices manufacturing zone. Several research

and training initiatives will be established under the MOU, including a project to develop a scan and printing package to produce 3D-printed ears, and joint training initiatives primarily focused on 3D biofabrication.

In 2019, EIS progressed discussions for establishing joint research centres with the China Coal Technology and Engineering Group (CCTEG) and China's Hesteel following the signing of MOUs with these organisations in 2018, and the Faculty has continued to work on collaborative research with Baosteel through its membership of the Baosteel-Australia Joint Research and Development Centre. In September, EIS signed an MOU with the Dedicated Freight Corridor Corporation of India Limited (DFCCIL), which recognises that rapid economic growth in India in recent years, creating a huge demand for dedicated freight corridors. The MOU paves the way for a wide range of research, teaching and consultation activities.

SOC has signed an MOU with the International Child Resource Institute (ICRI) Nepal to facilitate placements for Social Work students, and is also developing an MOU with Can Tho University in Vietnam, which will support Peer Exchange in Education. Another significant development within SOC is Psychology Lecturer Stewart Vella's ongoing work with the Movember Foundation to implement a Mental Health and Sport program in various countries across the globe targeting national sporting bodies.

GOAL 6.6

Understand and capitalise on the changing demands of our society arising from the expectations of those employing our graduates and from the dividends arising from trends in demography and ageing.

BUS maintains ongoing feedback loops with Careers Central and with employers, with the aim to enhance and further improve graduate success. BUS regularly meets with Careers Central to discuss the results of the Graduate Outcomes Survey (GOS) and identify any areas of concern. From this, BUS and Careers Central work together to adapt and provide programs to address these, and this is complemented by feedback from local partners, which is dealt with on a case-by-case basis. Feedback from local employers is passed on to subject coordinators who make adjustments to their subjects accordingly.

The advancements made in recent years in data collection and analytics facilitate a greater understanding of our students, and allow us to make timely interventions targeted at maximising success. However, with this comes the challenge of protecting student data and ensuring student privacy. Legal Services Division has led the development of a Privacy Impact Assessment process in line with privacy best practice, supported by Sheila FitzPatrick, a renowned global privacy expert, who delivered a series of learning sessions with staff to deepen privacy-by-design principles.

In March this year, UOW and Lendlease signed contracts for the first stage of the \$500 million state-of-the-art Health and Wellbeing Precinct. The agreement will see the partners jointly design, develop and deliver a 7.5-hectare Precinct at the southern end of the Innovation Campus. The Precinct will be centred around our intoHealth Primary and Community Health Clinic, a 126-bed residential aged care facility, 199 independent retirement living units an 80-place childcare centre and recreation facilities. intoHealth will be the country's first University-led clinic to offer intergenerational, patient-centred healthcare, delivering non-surgical care with a focus on preventative health to

maintain patients' overall physical and mental wellbeing. The Precinct will aim to translate research into action through the integration of healthcare and aged-care facilities within a research and teaching environment.

The Illawarra's aging population poses some challenges for the future of healthcare. Tackling these challenges will be helped by the \$531,250 state government funded grant won by Wollongong researchers through the Translational Research Grants Scheme, established as part of the Health Services Research Support Program. The grant supports research that is conducted within the health system and is directly translatable into policy and practice. The project is targeted to improve the health of Aboriginal and Torres Strait Islanders and the elderly by supporting research into improving care for hospital patients experiencing post-operative delirium. The research project is led by Professor Val Wilson from the Illawarra Shoalhaven Local Health District, UOW's School of Nursing, and Professor Victoria Traynor from the Illawarra Health and Medical Institute (IHMRI). The research will be focused on improving care for older hospital patients experiencing post-operative delirium after surgery. These developments come alongside the successful commencement in 2019 of the online Graduate Certificates in Medical and Health Leadership, and Strength and Conditioning.

A key objective of UOW's metropolitan and regional campuses is the ability to respond to the changing needs of the regions that they encapsulate, with a flexible course offering that provides career opportunities. The Metropolitan Campuses Enabling Plan is evidence-based and provides an ideal framework to drive these campuses.

Strategic Planning has a strong commitment to providing best practice planning services through its support of key advisory and decision making groups, the facilitation of strategic intelligence, institutional performance monitoring and the provision of planning and performance advice to the University Executive and the University community.

For more information, visit intranet.uow.edu.au/spu or contact strategic-planning@uow.edu.au



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