A SNAPSHOT OF OUR ACHIEVEMENTS

GLOBALLY RANKED AS ONE OF AUSTRALIA’S BEST MODERN UNIVERSITIES
- 24th in the world – QS Top 50 Under 50 Rankings 2013
- 43rd in the world – Times Higher Education Top 100 Under 50 Rankings 2013

TOP 2% OF UNIVERSITIES IN THE WORLD
- 276th in the world – QS World University Rankings 2013/2014
- 309th in the world – Times Higher Education World University Rankings 2012/2013
- 352nd in the world – Academic Ranking of World Universities (ARWU) 2013

GLOBALLY RATED A FIVE-STAR UNIVERSITY
- 5 Star rating – QS World University Rankings 2012/2013
- For the fourteenth year in a row, the Good Universities Guide (2014) awarded UOW five stars in:
  - Getting a Job
  - Graduate Starting Salaries
  - Positive Graduate Outcomes
- 1st in Australia for Educational Experience and Graduate Outcomes – Australian Good Universities Guide 2013

TOP 1% FOR RESEARCH QUALITY
- 186th in the world for research quality – 2013 Leiden Ranking

TOP 100 IN THE WORLD FOR GLOBAL GRADUATES
- For the 6th year in a row employers have ranked UOW in the top 100 universities in the world for the quality of its graduates – QS World University Rankings Graduate Employers Survey 2013

OUR STATISTICS AT A GLANCE
- 31,364 student enrolments
- 12,800 of these are international student enrolments
- 374 courses on offer
- 9 onshore campuses
- 9 offshore teaching locations
- Our Alumni live in 143 countries
- 3,167 UOW students have studied overseas
- 213 institutions are linked with UOW via formal academic/research collaborations
- Student satisfaction continues to average of around 90% across the University
I am pleased to present this 2013 Stocktake Report of progress against our Strategic Plan to Council.

In this first Stocktake Report undertaken, we track our progress towards achieving the goals and objectives we set ourselves in our strategic plan after one year into its operation, up to 31 December 2013. From the feedback gathered whilst preparing this Stocktake Report, it appears that our transformative agenda and our aim to be placed in the top 1% of world universities are on track to be realised.

The purpose of this Report was to undertake an overall health check on our progress against our strategic plan and to identify whether we need to flag particular areas as potential or actual risks. Any flagged issues are being evaluated to determine if any remedial strategies and actions are to be implemented in order to underpin success in the area(s) identified.

From the evidence presented, I am happy to advise that we are making solid progress and are well on the way to achieve the goals and objectives we have set ourselves over the life of the Plan.

Paul Wellings, CBE, Vice-Chancellor

Our strategic timeline

2013 → 2014 → 2015 → 2016 → 2017 → 2018

We will continue to monitor and provide stocktake reports to Council on our progress and achievements as we work towards achieving our Strategic Plan, 2013-2018.
GOAL 1: RESEARCH & IMPACT

Build an outstanding research community that values emerging researchers and supports research-active staff to achieve the highest quality results and disseminate their benefits to user communities.
1.1 Produce high quality research that will attract increasing citation rates and target both highly cited and high esteem researchers and emerging research

Key achievements

The 2013 Leiden Rankings placed UOW in the top 1%, ranking us at 186th in the world for research quality.

Full text outputs in UOW’s Research Online now stands at 40%, resulting in an increase in accessibility of UOW research whilst also raising our profile and visibility. UOW Research Online is ranked 148th worldwide, up 25 places. UOW is ranked 8th in Australia overall and 3rd in Australia for visibility of our research.

UOW researcher Professor Bert Roberts was awarded UOW’s third ARC Australian Laureate Fellowship Award, a program designed to attract and retain world-class researchers in Australia. This success builds on the success of the 2012 ERA rating of 4, above world standard, in the History & Archaeology discipline.

Following extensive staff consultation, UOW’s Research Active and Open Access Policies were developed and will be implemented during 2014.

We have successfully recruited several highly-cited researchers across disciplines in the Faculties of Social Sciences, Business and Science, Medicine and Health.

1.2 Promote UOW as a leading interdisciplinary university, known for research of demonstrable social, environmental and economic impact

Key achievements

The Global Challenges Program, designed to harness the expertise of world-class researchers to solve complex, real-world problems—to transform lives and regions, is now well established under the leadership of Professor Chris Gibson. Three global challenges were selected for focus. They are “Living Well, Longer”, “Manufacturing Innovation”, and “Sustaining Coastal and Marine Zones”.

Seed funding grants were established with 51 applications for funding received. In response to the number and quality of applications received, the Global Challenges Executive Committee increased the Seed Grant funding pool by 30% to $130,000 and made available additional resources to include allocations of strategic funds and assistance for workshop and project development. Ten Seed Grant projects were funded totalling $129,900, six projects received Strategic Funds totalling $26,976 and seven projects to be supported by workshops and further development. All applications involved researchers from at least three faculties and all faculties were involved in the projects.

UOW’s Sustainable Buildings Research Centre along with TAFE Illawarra formed “Team UOW” in the Solar Decathlon China 2013 and was the first Australian team to gain entry into a Solar Decathlon and were awarded first place overall ahead of 19 other teams from around the globe.

2013 saw significant progress on the implementation of the $44million Early Start project. The project involves the construction of the Early Start facility and Children’s Discovery Centre, the development of suite of new academic programs, a major interdisciplinary research agenda and deep community engagement with 38 early childhood centres focuses on facilitating educational, health and social outcomes for young children (0-5) in regional, rural and remote communities across New South Wales.
1.3 Recruit, support and reward quality HDR students in a UOW graduate environment aligned to productive and high quality research areas and based on expectations of performance and high completion rates

Key achievements

The target of 25+ HDR completions per 100 FTE was met in 2013, while UOW continues to attract high quality Higher Degree Research (HDR) students. During 2013 HDR enrolments increased modestly on 2012 numbers.

In early 2013 over 190 HDR students attended the inaugural UOW conference Higher Degree Research Career Readiness Conference, 2013: The Quest for Dr Who. The conference was held to provide support and motivation to an ongoing challenge for UOW’s research students – “where will my research studies take me?” The appointment of a Services and Amenities Fees (SAF) funded HDR Careers Counsellor from mid-2013 has also seen expanded services and programs in this key aspect of the HDR student experience.

Core HDR student processes are now entirely on-line and have been streamlined to enhance the usability of the systems and to enhance the student and supervisor experience.

1.4 Attract and leverage external research funding by establishing a framework that targets major global challenges and aligns internal research resources with them and our research strengths

Key achievements

UOW Research Strength Green and White Papers were released to the campus community for consultation during July-September 2013. Stage 1 Expressions of Interest for Research Strengths for the funding triennium 2014-16 were received in October, with a total 19 submitted. The Strength Review Committee assessed and ranked the applications and 11 successful applications were announced in December 2013.

The Global Challenges Program appointed Academic Leaders to the three Global Challenge streams to work with the Director to drive this flagship program.

The Australian Research Council (ARC) Centre of Excellence for Electromaterials Science proposal and the ARC Australian Steel Manufacturing Hub proposal (with BlueScope Steel) were submitted in August 2013 for funding to commence in 2014.

In late 2013, UOW researchers were successful in being awarded more than $13.97 million in funding for ARC Discovery Projects, Discovery Early Career Researcher Awards, Future Fellowships and Linkage Infrastructure Equipment and Facilities. This represented an increase of $3.96 million (39.6%) compared to 2012.

Our success means that UOW is ranked 11th nationally for total dollars awarded for these schemes and 8th nationally relative to size (based on the most recent Australian Department of Industry staff statistics). Our sector share of available funding for these ARC schemes increased from 1.96% to 2.67%. Funding commences in 2014.

In addition to the 2013 ARC successes, UOW researchers were awarded a total of $3.4 million in funding for five National Health and Medical Research Council (NHMRC) Project Grants and one Translating Research into Practice (TRiP) Fellowship. UOW’s success rate and total NHMRC funding in 2013 is the highest we have achieved since 2009. Funding commences in 2014.
1.5 Prioritise the provision of leading-edge research facilities, resources and infrastructure to optimise accessibility, utilisation rates and research productivity

Key achievements

A new major item, “equipment fund”, was established in 2013 as an on-going line in the Budget. A total of $1.1 million under the new UOW Major Equipment Grants Scheme and $450,000 under the RiGB Scheme was awarded to support researchers across all Faculties in late 2013.

As a result of the ARC LiEF scheme, equipment valued at $1.6 million will be purchased during 2014 to supplement our research effort.

A cohesive and long term strategy for the implementation of eResearch services at UOW including HPc strategy and an iT eResearch web site to showcase eResearch services has been developed. The University has also implemented a new High Performance Computing (HPc) environment with over 1400 CPU cores to support computational research from across the University.

A Virtual Private Cloud service was implemented late in 2013 to provide researchers with self-provisioned computing resources.

2013 saw the ongoing development of a HPc community at UOW with the running of several events with vendors such as SGI, lectures delivered by researchers and also workshops from partners such as Intersect on how to get the most from IT platforms for research purposes.

In partnership with Intersect and the Australian National Data Service significant progress was made towards DC10 – Spectral Library and DC10A – Biomechanics projects, to ensure the availability of data supporting research activities for future generations.

By connecting computer science students and physiologists, a novel application was developed to support remote supervision and communities of practice. Over $100,000 in research funding was obtained for this project.

1.6 Assure our research impact by leveraging strong alliances and partnerships to engage and influence government, industry and communities, at local, national and international levels

Key achievements

Our research has been showcased at a number of high profile, targeted events throughout the year. Events included a UOW sponsored i3net event (i3Net is a not-for-profit network which brings together manufacturers and industry groups to generate & support business opportunities in the Illawarra); our Big Ideas public event which showcased the research and innovations of our newest Professors; the Three Minute Thesis competition aimed at developing effective communication skills & where research students have 3 minutes to present a compelling oration of their thesis topic to a non-specialist audience; and the TEDx UWollongong Liveability event where six global experts and urban dynamos shared their vision of Liveability challenges facing the 21st Century through local and global lenses.

Our research with partners has continued to grow. This is demonstrated by our low income energy efficiency program proposal success, the continued growth of Auto CRC vehicle electrification research program which is partnered with Bao Steel, Redarc and Malaysian Automobile Institute through the Automotive CRC 2020 and through the development and submission of a number of bids for funding of CRCs and ARC Centres based on UOW/industry partnerships. We continue our efforts to secure mutually beneficial corporate partnerships, not only as tenants for the Innovation Campus but with diversity and reach across the depth and breadth of UOW.

During 2013 we launched our new SME engagement strategy involving a large range of local industry groups. Strengthening these links to leverage opportunities will continue during 2014.

An MOU between UOW and the Illawarra Retirement Trust (iRT) was signed in October 2013 to cement an ongoing research relationship which will concentrate on working together on the Living Well, Longer Global Challenge.
GOAL 2: LEARNING & THE STUDENT EXPERIENCE

Deliver student-centred, challenging programs to the highest standards in a technology-rich learning environment that attracts high quality students and develops all students for their graduate roles in society and the global workplace.
2.1 Evaluate our academic portfolio to ensure innovative and intellectually challenging programs are a core and continuing feature of our academic identity

Key achievements

The University of Wollongong Education Strategy 2013-2018, which outlines the key deliverables for achieving Goal 2, was approved by Council in 2013. The Education Strategy is operationalised in collaboration with DVcE central units and through key relationships with faculties and the broader academic and external communities.

A framework has been developed to facilitate the review of the curriculum at UOW during 2014-2018 through the Curriculum Transformation Project. Recommendations from these reviews will lead to the renewal and transformation of our academic portfolio. This process is being led by the DVcE team in collaboration with senior staff within each faculty. The goal is to ensure that our suite of academic offerings best positions UOW to provide current, challenging and relevant programs of study which are taught in a blended technology rich environment, supporting students to achieve their full potential.

In September 2013 the Academic Senate approved a more strategic approach to developing and approving new academic programs. This more strategic approach includes a new Strategic Course Development committee and systematic approach to course portfolio development and delivery.

As part of a review of academic programs in the newly created Faculty of Social Sciences, major new academic program proposals in Social Sciences, Social Work and The Early Years were approved for commencement in 2015.

2.2 Continuously assure the quality and standards of the curriculum, teaching and outcomes of our programs at all UOW locations

Key achievements

Substantial progress has been made on the development of a Learning and Teaching Standards and Quality Framework, with launch in 2014 at all UOW locations. The University is recognised as a high quality and low risk provider by the sector regulator, the Tertiary Education Quality and Standards Agency (TEQSA). In the 2013 TEQSA Risk Assessment, the University was rated as low risk against all but two risk indicators, international student numbers and offshore delivery, where it was rated as medium risk. TEQSA also exempted the University from its annual information request process, the Provider Information Request, in part in recognition of the University’s low risk status. Work is well underway to ensure that all UOW courses are enhanced through the development of course learning outcomes, which are aligned to subject learning outcomes and assessment. This work is due for completion by late 2014 and ensures the University is compliant with the Australian Qualifications Framework (AQF) from 1 January 2015.

Approximately fifty staff members participated in the University Learning and Teaching course in 2013. During 2014 the Professional Development Framework for Teaching will be developed including the Graduate Certificate in Teaching in Higher Education and CPD offer.

During 2013 a total of 1,081 Teaching Evaluations were requested. The number of teaching evaluations requested continues to trend upwards with 1,048 and 981 requested in 2012 and 2011 respectively. Student feedback regarding: teacher preparation; clarity of presentation and organisation and; sequencing of material is consistently positive in the "strongly agree" and "agree" range.

Foundation work in the development of the Education Evaluation Strategy was initiated in 2013, with particular emphasis on a co-ordinated approach to hearing and acting upon student feedback, with the strategy scheduled for delivery in early 2014. The 2013 Student Experience Questionnaire is an annual university wide feedback mechanism which received 7,925 valid survey responses. The student’s quantitative and qualitative responses provide valuable feedback to inform future planning and delivery of curriculum, teaching and experience related programs. Results of the 2013 SEQ indicate student academic experience met students expectations with 76% of students in the "strongly agree" or "agree" range.

On the national cEQ which measures student satisfaction for teaching, learning and graduate outcomes UOW continues to perform well, receiving five star ratings in the Australian Good University Guide on a number of key parameters.
2.3 Ensure all UOW learning environments are places where committed academics and professional staff engage with students who are motivated to learn and to realise their full potential

Key achievements

A key achievement in this area was the establishment of the new senior leadership role of Associate Dean Education (ADE) within each faculty. These senior academic staff provide strategic leadership "at-the-coal-face" of learning, teaching and the student experience. Following their appointments the ADEs have built strong relationships within the faculties and beyond and during 2013 laid the foundations for future enhancements to UOW learning environments.

A review of Student Academic Support (including English Language) was initiated late 2013 with initial outcomes discussed in late 2013 and final report due in 2014, including the proposal of a coherent model through which students will receive appropriate support for academic studies as well as developing further mechanisms for identifying students at risk early.

The University continued to strengthen its external standing nationally and globally. Associate Professor Gary Hoban was recognised by the Office for Learning & Teaching through the awarding of a prestigious National Senior Teaching Fellowship which recognises an individual’s demonstrated leadership capacity and aims to advance learning and teaching in higher education. A number of other Academic Staff were also recognised by the Office for Learning and Teaching, Awards for University Teaching, Citations for Outstanding Contribution to Teaching and Learning.

Recent benchmarking of UOW’s performance in the OLT citation awards from 2006-2013 confirmed that the University is ranked second in Australia over this period, one citation behind the University of Melbourne.

2.4 Promote the UOW student experience as a lifelong journey that promotes inclusion, collaboration, international perspectives, leadership skills and an enduring graduate engagement with learning

Key achievements

The University continues to provide access to higher education to all who can benefit. The UOW College provides a number of pathway programmes for domestic and international students.

The Woolyungah Indigenous Centre (WIC) is a key mechanism through which Aboriginal and Torres Strait Islander peoples can access study at the university and receive support while studying. WIC provides advice and support in all areas relating to student’s progress and success, ensuring improved outcomes by providing high quality academic support and advice. WIC engages with all stakeholders to promote the University as a key site for Indigenous tertiary education.

The Alternative Admission Programs were conducted by WIC in October and November. In total 38 Indigenous students graduated from the Faculties of Arts, Commerce, Creative Arts, Education, Engineering, Health & Behavioural Sciences, Informatics, Law and The Sydney Business School.

In November the first “Djinggi” cohort of students graduated. This program supports Indigenous Student Teachers through school-based traineeships. The program engages with Indigenous high school students entering Year 11 who are interested in a pathway to the teaching profession. The Djinggi students complete their school based subjects and undertake a Certificate via TAFE including a placement in primary schools to gain work-based experience.

Through involvement in activities like In2Uni, Hackgong, GameJam and Google on campus, student training and engagement opportunities have been developed during 2013, providing students with greater insight into the power of technology.
2.5 Empower graduates with the experience and qualities needed for their responsibilities and success in the community and global workplace, irrespective of destination

Key achievements

In 2013 UOW maintained its position in the top 1½ in the 2014 Good Universities Guide for the “employer reputation” of our graduates, and 15 out of 15 stars for key categories of “getting a job”, “positive graduate outcomes” and “graduate starting salary”. In the 2013 QS World University Rankings, UOW was ranked 276 overall and 100th in the world for how the university’s graduates are rated by their employers.

UOW’s co-curricular work integrated learning programs were further expanded to provide support and opportunities to all students, including students at regional campuses, to increase their employability. Program initiatives include the UniVative Programs, Global Workplace Practice 0 credit point subject, Careers Central Internships, Graduate Qualities & Employability Skills Team challenge (GQEST) and the Lucy Mentoring Program.

The UniVative programs expanded their scope and reach with UniVative Regional linking with regional campus students and their communities; UniVative Woolyungah linking Indigenous and non-Indigenous students, and hosts; iUniVative linking to entrepreneurial themes and StartPad hosts; and UniVative Sydney pitching UOW students against other metropolitan campuses.

The inaugural Employability - Work Integrated Learning Symposium was staged on campus in collaboration with the Australian Collaboration Education Network with academic and professional staff engagement with national and international speakers.

Faculty based Career Ready Conferences have been staged in Engineering, Business and HDR settings - through close collaboration between the faculties, the Alumni office and Graduate Career Development & Employability. New for credit subjects (career ready and WiL focused) have been approved at undergrad, post grad and HDR level for delivery in 2014.

UOW and the Illawarra Retirement Trust (IRT) launched an interdisciplinary aged care student placement program at IRT Woonona in August. The student placements form part of the Illawarra Teaching and Research Aged Care Services (iTRACS) Program and are supported by a $587,000 grant from the Australian Department of Health and Aging as part of the Teaching and Research Aged Care Services (TRACS) Initiative.

Also in August, Team UOW Australia, a partnership between the University of Wollongong and TAFE Illawarra, had outstanding success in the Solar Decathlon held in Datong, China being awarded first place for their entry, the Illawarra Flame which is based on a typical Aussie fibro home, but which makes the most of Australia’s natural environment by emphasising water efficiency, solar energy harvesting, passive design and advanced ventilation systems.

Made up of an interdisciplinary team of students from Engineering to Business to Arts, Team UOW was awarded first place in Engineering, Architecture and Solar Application and second in Communications and in Market Appeal. This success brings together research and teaching / learning through the Sustainable Buildings Research Centre and is a wonderful demonstration of empowering and rewarding learning outcomes and work integrated learning.

2.6 Provide access to the learning technologies, facilities and services that enable a high quality, stimulating and productive educational experience

Key achievements

In a major undertaking, our new Learning Management System has been successfully rolled out and embraced by staff and students with ongoing initiatives related to establishment of digital thresholds and pedagogy adjustments as necessary for successful student and staff engagement with the new technology. The digital learning thresholds are a facilitative tool for enabling staff to engage with the new platform to benefit their pedagogy and students’ learning. Additional supporting applications such as the Mahara e-portfolio and Echo 360 are complementing the student experience.

The University has launched its first MOOC (Massive Open Online Content) Course on “Understanding Common Diseases”. A second MOOC on Ocean Governance will be launched in 2014. The Open2Study Group that UOW is partnering with allows the University to provide two MOOCs without charge to the University and these unaccredited courses are offered free online.

Regional campuses continue to provide opportunities for UOW to showcase best practice in both the design and use of learning technologies across a multi-campus environment.

A cross campus Student Services Strategy aimed at ensuring best practice for student support services is under development and will be introduced during 2014.

SAF funded projects continued to provide support programs to UOW students, including for example, the appointment of career consultants at our regional campuses and the establishment of our UOW Wellbeing Centre.

The Library continues to be a key provider of learning resources and facilities for the campus with many enhancements being undertaken in 2013 including The Main Library building being extended, offering in excess of 370 additional study places.

The successful rollout of the upgraded Office 365, which provides students with a richer, device agnostic email and calendar experience with email and calendaring storage space, premium anti-malware protection and anti-spam filtering, was completed. It also provides students with lifetime access to calendar and email. Current students also now enjoy free access to a range of Microsoft collaboration tools - Office 365 Web Apps, SharePoint, Lync Online and SkyDrive Pro.

Lecture Capture/Recording project was completed in 2013 resulting in lectures being recorded and delivered to students on their own terms outside of class. This is an excellent example of the University providing its “customers” with choice.
Integrate teaching, research, and community and business linkages at global and regional levels to enhance our research base and our contribution to student and community development.
3.1 Promote high quality regional partnerships as an integrated educational outreach strategy involving our faculties and regional campuses

Key achievements

Development of the inaugural Regional Campus Strategy, including enhanced community connections and support for the expansion of activities at our regional campuses, was completed. The regional campuses continue to provide a valuable route to higher education for regional students. As at Autumn census date, a total of 1,400 students were studying on the five campuses, many of whom are from low SES and Indigenous backgrounds. The health and education focused programmes continue to be particularly popular. Enrolments in the nursing degree at Southern Sydney increased by 23% and applications for the nursing degree which will be offered for the first time in 2014 at Batemans Bay are strong. There was also a 10% increase in enrolments in the Bachelor of Arts degree at both Batemans Bay and Bega in 2013.

The In2Uni schools outreach program continued to grow in popularity during 2013 with 3,642 students participating in the program and continued positive feedback from the students, teachers and parents.

Woolyungah Indigenous Centre has increased the partnership involvement with the In2Uni low SES schools outreach program and Australian Indigenous Mentoring Experience (AIME) during 2013. In addition, WIC has established a partnership with Careers Central in extending their presence in career counselling, recruitment and career development.

UOW and TAFE NSW, through the Illawarra Institute worked together to enhance and clarify pathways to University and to promote co-operation and collaboration between the sectors. Joint programs in business and digital media continue to operate successfully. Pathway programs in partnership with State Training, private Registered Training Organisations (RTOs) and local organisations such as South Coast Regional Development Board were offered for the first time in 2013, providing a model that will be expanded in 2014.

Improvements in student experiences at UOW Education Centres and at UOWDubai have been facilitated with investment in technology. Such investment has improved our ability to collaborate with these centres whilst at the same time delivered operational efficiencies.

3.2 Embed our framework for Social Inclusion, aligned with clear student targets and support mechanisms, including our Indigenous education strategy

Key achievements

Faculty Access Initiative targets for enrolment of equity students at UOW continued to operate successfully during 2013 and will again be set for 2014. The University’s Indigenous Education strategy will be implemented during 2014.

The Australian Indigenous Mentoring Experience (AIME) again provided Indigenous high school students one-on-one mentoring by university student volunteers during 2013. Established to help redress the imbalance in high school completion rates between Indigenous and non-Indigenous students, AIME works with more than 370 Indigenous students in our local communities. During 2013 the program was expanded to include South Coast schools linked to UOW regional campuses in the Shoalhaven and Bega, with Batemans Bay planned for 2014. AIME’s goals are to improve Year 10 and Year 12 completion rates and university admission rates for all participating students.
3.3 Play an active role in advancing and championing social, cultural, environmental and economic developments in our regional communities

Key achievements

In the 2013 UOW publication Leading Locally, Competing Globally, the Centre for Small Business and Regional Research presented a clear and evidence based demonstration of the economic, social and cultural contribution to region of our University, generating over $2 billion in economic activity each year. This is a strong signal that the Wollongong region is on its way to becoming a university city and region.

Meanwhile, the UOW Cares workplace giving program continued to grow; sponsorships were reviewed and a draft Community Investment Framework is under consideration; the Office of Advancement continued to work closely with the Illawarra Business Chamber to host local business community events; our Community Engagement Grants Scheme again ran successfully with a project presented to the National Engagement Australia Conference; listening to our neighbours is key to being a good neighbour and so our Office of Advancement and other key UOW staff participate in Neighbourhood Forum 5 to contribute to planning discussions about the future of the Gwynneville and Keiraville areas.

The SAF funded Regional Career Consultants are developing linkages between our campuses and their communities - with the UniVative Regional program leading the way with local government the most common regional hosts. A variety of other outreach activities with schools and business/industry will grow over time as these part time consultants make further progress.

3.4 Develop and strengthen our strategic links with off-shore campuses and international partners to form a global network of collaborative peers with shared interests

Key achievements

Two new Pro Vice-Chancellor (PVC) roles were created during 2013 to support our internationalisation agenda. Professor Barry Harper was appointed PVC, South East Asia Region (SEA) and Professor Trevor Spedding appointed PVC, Middle East and North Africa (MENA). The PVC(SEA) works closely with INTI Malaysia to continue to develop opportunities to broaden the academic programs UOW offers through INTI. The most recent addition was our MBA program, now offered at the new Kuala Lumpur CBD campus, opening further student growth opportunities with INTI.

The PVC(MENA) is located at UOWD and works to strengthen the UOW/UOWD operational alignment and to continue to explore further teaching and research opportunities for UOWD in the region.

The DVCI is in the process of identifying and exploring the possibility of UOW forming an international network of partnerships to leverage research and teaching opportunities with like-minded institutions. It is envisaged that this network initiative will be launched in 2015.
3.5 Re-double our efforts to increase outbound student mobility, especially by focussing on opportunities in Asia, and significantly increase the movement of staff and students between UOW’s on - and off-shore campuses

Key achievements
Both inbound and outbound student mobility increased in the last year, including more than 30 students from INTI Malaysia transferring to UOW or spending a study abroad session at UOW. Our relationship with INTI Malaysia, the Singapore Institute of Management and other such Asian partnerships form a key component of our strategy to achieve this objective. We also conducted a thorough review and analysis of the perceptions and barriers to outbound student mobility to help inform the supporting strategies developed recently to enhance student mobility and to ensure we continue to leverage stronger student mobility. Cross Unit collaboration to achieve in this area includes the DVCI’s International Engagement & Coordination Unit working closely with the DVCE’s Director; Graduate Career Development and Employability to develop a range of activities, including collaboration with Australian Trade Commission to enable participation in Careers Fairs in China, Korea, India and Australia for careers staff, international students and alumni. A UOW seminar series to run on international career options and the launch of the Going Global website being integrated into Study Abroad processes.

Our outbound study programs are also being broadened to include a wider range of short-term study tours and in-country internships facilitated by our offshore partners.

3.6 Diversify the source and mix of international on-shore student enrolments to achieve a balanced ratio between undergraduate and postgraduate coursework and sustainably grow offshore international student enrolments

Key achievements
The diversity of enrolments from our source markets has increased markedly in recent times. As a result of this trend, we have a reduction in country specific dependence and therefore a reduced key potential risk factor. This diversification combined with our successful and sustainable growth strategy in offshore enrolments through our strategic international partnerships, resulted in 6,091 offshore international and 5,647 onshore international enrolments in 2012.

In 2013 our international off-shore enrolments surpassed the targets set for 2018. A great achievement but we will not relax our efforts in this area.
GOAL 4: STAFF & CULTURE

Foster a culture of continuous improvement by rewarding initiative, creativity and performance in an environment which develops staff and encourages the highest quality standards.
4.1 Provide career pathways for our staff to optimise their professional aspirations and build our capacity to drive UOW’s future

Key achievements

Assistance to those early in their career has included:

- ECR Development Program and research workshops such as grant writing, publishing for impact
- Management Cadet Program
- Administrative Trainee Program

New and continuing leadership programs have included:

- Planning for new Associate Dean positions with workshops commencing November 2013
- Mentoring Program for New Managers
- Leadership Studio workshops
- Internal Business Coaching

To support staff in transition of the Faculties to their new structures, Career Development Support sessions, which included individual career planning and coaching, were significantly increased with positive evaluations.

Strategic Retention Planning including strategies such as attraction and retention allowances, secondments and acting opportunities, have continued with a review to be conducted in due course.

4.2 Leverage our reputation for opportunity and innovation, strong workplace culture and commitment to people to attract and retain the most talented staff

Key achievements

Work is underway with the Strategic Marketing and Communications Unit to identify photographs and other marketing material suitable for staff attraction strategies.

A preferred supplier type list of search company partners has been developed to supplement our usual recruitment activities.

Once the Workforce Survey is conducted again, updated staff views of UOW will be available on the Recruitment website.

A comprehensive program of local staff development activities and opportunities, including further formal undergraduate and postgraduate course sponsorship, has been offered to UOW staff. A wide range of professional development activities including conference presentations showcasing UOW workplace initiatives have also been taken up by staff.
4.3 Sustain UOW’s culture of excellence and innovation by robust and universal performance and career planning, supported by effective leadership at all levels, clear expectations, and strongly aligned reward and recognition frameworks

Key achievements

Faculty leadership roles such as Associate Deans, Heads of Schools and Faculty Executive Managers, have new arrangements in place, including position descriptions and remuneration.

Academic Probation and Promotion policies have been updated and are in the process of transition to new faculty based arrangements. Academic Career Development Record (annual performance assessment) processes have been reviewed and streamlined.

The concept of levels of Professors, including a “Distinguished Professor” category is under development.

Strategic aims and language are being progressively introduced to meld with performance assessment and career planning tools. To date this includes:

- Development of an academic performance framework
- Development of guidelines that define research activities of academic staff
- Revisions to Performance Planner documents for professional staff to align with the Strategic Plan
- Reviewing our senior leadership programs to ensure they align leadership capabilities with the Strategic Plan.

Regular leadership activities, such as 360 degree leadership surveys for many levels, have also been implemented. With new teams forming under new managers, facilitation of team building and strategic planning activities as well as the "Team Repair Kit" methodology have been in constant demand.

4.4 Promote collaboration, teamwork, diversity and inclusive practices as valued, enduring and distinctive characteristics of our workforce

Key achievements

Induction courses continued during 2013 with both compliance (eg health and safety, equal employment) and values based components as well as practical operational information.

Various diversity activities included:

- Indigenous Employment Strategy updated and targets assigned to Faculties/Divisions
- Ally network and training
- WGEA (formerly EOWA) Employer of Choice for Women status.

Team based strategies such as the Global Corporate Challenge involving over 1000 UOW staff and students and networks like AdminNet and TechNet continued to be successful in promoting collaboration and teamwork as well as healthy and productive work and life practices.

Awards such as the VC Awards and WHS Awards include team as well as individual awards; they help to promote positive aspects of our workplace culture.
4.5 Ensure UOW’s work environment continues to support our people in balancing their University roles and responsibilities with their personal lives and wellbeing and is uncompromising in maintaining workplace health and safety of the highest standards

Key achievements

UOW’s annual Workplace Health and Safety Awards focus on encouraging and celebrating staff that make significant contributions to improving safety performance and raise awareness of workplace health and safety requirements in the workplace. Our 2013 Award recipients were announced by the Vice-Chancellor in October 2013.

As part of the University’s self-insurance license requirements, WorkCover NSW conducted the triennial WHS self-insurer audit against the requirements of the WorkCover National WHS Audit Tool for Self-Insurers at two sites Illawarra Health and Medical Research Institute and Facilities Management Division. The auditors were satisfied with the University’s WHS management system and advised that the next WHS self-insurance audit will be conducted in 2016.

4.6 Promote and celebrate inclusion, based on equity, diversity and reconciliation, and embed our people values and the principles of ethical action in our Code of Conduct in all that we do

Key achievements

Through the Employment Equity & Diversity (EED) Unit, fair workplace programs and policies continue to be developed and implemented to ensure the promotion of a campus free of discrimination and harassment within the context of national and state anti-discrimination legislation. The Unit also continued to promote the development of a diverse and skilled workforce through delivery of special programs for equity groups as well as maintaining a range of work/life balance initiatives for all staff. The EED Unit again worked with faculties and professional units to develop appropriate strategies that integrate equity and diversity programs into their strategic planning process.

UOW’s Indigenous Employment Strategy 2013-2018 reflects the five employment strategies as outlined in the National Indigenous Higher Education Employment Strategy and provides the framework for the University community to generate and establish successful work opportunities and employment outcomes for Indigenous people. The Strategy is our commitment to work towards the social justice of Indigenous people.
GOAL 5: SUSTAINING A VIBRANT UNIVERSITY

Ensure our capacity to deliver our mission by continuing to transform and modernise systems, business processes and the built environment.
5.1 Maintain a disciplined and sustainable business model that aligns resource allocation and incentives with our strategy and performance

Key achievements

The University has a 10 year financial plan which was reviewed, updated and presented to Council earlier in 2013. The 2014 budget has been framed around a new model to maintain achievement of financial strategic targets. The revised budget model has been developed and implemented for 2014 along with a new research funding model also being implemented in 2014. The Performance and Expenditure Review Group meet regularly with major budget holders to review and assess the operational performance of Faculties, Divisions and other Units.

5.2 Sustain an environment for engagement, inquiry and creativity by providing world-class academic facilities and developing superior accommodation for our students

Key achievements

Kooloobong Village, offering an additional 360 superior self-catering student accommodation, opened in 2013 and is UOW’s world first positive residence—a residence planned and run entirely based on the science of positive psychology and positive organisations. The vision of having every student flourishing while living at UOW is firmly supported by the combination of wellbeing and education at Kooloobong Village. The creation of UOW’s First Positive Residence K2 features digital technologies such as IPTV which have provided a sustainable and flexible environment for students.

The Sustainable Buildings Research Centre (SBRC) buildings have been completed and they facilitate the co-location of a wide range of researchers to holistically address the challenges of making our buildings sustainable and effective places in which to live and work. The SBRC is a UOW, Australian Commonwealth (EIF) and NSW Trade and Investment collaboration, with partners including BlueScope Steel, TAFE NSW and Housing NSW.

Building of the $44 million Early Start—Changing Children’s Future facility to house the interdisciplinary initiative has begun. Early Start is a transformational project that aims to create and enrich life opportunities for young Australians from birth – 12 years and aims to drive real social change through world class teaching programs that utilize 21st century technologies to connect regional and remote communities.

A number of facilities were constructed/ refurbished during 2013 including SBRC, Engineering Precinct, K2, School of Mathematics and Statistics, Austin Keane Building and Wollongong Hospital, incorporating the latest in technology to support our staff and students.
5.3 Manage reputational, financial and operational risk prudently by facilitating clear lines of decision-making, authority and accountability in our structures and processes

Key achievements

The University achieved an unqualified audit assessment by the NSWAO for year-end 2012, reported to Council April 2013. The University has maintained its Standard and Poor’s credit rating (confirmed July 2013). A quarterly financial report, with assessment against strategic financial objectives, is submitted to both the Finance and Resource Committee and Council.

The Delegation of Authority have been reviewed and updated to reflect and support the University’s new structures and to ensure clear lines of decision making, accountability and authority. So too, University Governance committees have been aligned to the new faculty structure.

The key advisory groups to the Vice-Chancellor have been established to enhance the governance of the University and are fully operational. These Groups include the Vice-Chancellor’s Advisory Group (VCAG), Performance and Expenditure Review Group (PERG), University Space & Infrastructure Advisory Committee (USIAC) and the University Priorities Advisory Group (UPAG).

These changes have improved and strengthened UOW governance and facilitate evidence based decision making and also our transparency. It has also resulted in an alignment with our strategic planning framework.

5.4 Realise our goals and strategies through aligned and transparent mechanisms that support ongoing review and measurement of outcomes

Key achievements

The financial performance of faculties and divisions is monitored regularly through the Performance and Expenditure Review Group. Progress against the Key Performance Indicators included within the Strategic Plan is tracked and reported to every Council meeting.

A detailed plan for future proofing UOW research systems was developed during 2013. This plan has been endorsed by University Research Committee and also the Information Technology Policy Advisory Committee for implementation during 2014.
5.5 Implement environmental standards, based on principles of environmental sustainability, to optimise our use of energy and water

Key achievements

The Facilities Management Division developed and implemented a comprehensive Ecologically Sustainable Development Design Standard (which incorporates Green Star principles). This Standard set the starting point for the design of new buildings and refurbishment of the existing building stock. In conjunction with the UOW Environment Management Plan, these provide the framework for optimising UOW’s energy and water consumption and minimising our carbon footprint.

By continuing to implement our savings action plans and behavioural change programs, the Council approved KPIs for energy and water consumption were achieved, and are likely to continue to be met for the duration of the Strategic Plan period.

Green IT activities were further enhanced during 2013 with the introduction of various power saving techniques for desktop computers across campus which resulted in considerable financial savings.

A significant contribution was made to develop green technology supporting the 6 Star SBRC Precinct. This experience will inform the design of other buildings on campus and support in the longer term UOW’s sustainability values whilst delivering significant long term fiscal benefits.

A new energy efficient desktop computing solution (VDI) was deployed at the SBRC facility to support the novel workspace and environmental approach. Efforts in this space will inform thinking in broader Energy Efficiency computing activities in 2014.

5.6 Strengthen our systems and business processes to ensure they are flexible and timely, minimise duplication and overheads, and use technology to the best advantage

Key achievements

The Review of Administration being conducted aims to ensure that our strong framework for continuous improvement in the delivery of support services is built upon and that support services are optimally aligned and coordinated across campus in order to support the needs of the University. It is anticipated that the review will identify strategies which will assist us in realising productivity, structural improvements and efficiencies to support our core business activities. The recommendations arising from the review will include improvements to organisational structure, risk management and internal processes and will be implemented in the second half of 2014.

Efficiencies obtained by strengthening our IT systems include:

- Improvements to the Exams Management System which provided enhanced information provided to students and better service to faculties.
- Automating a highly manual processes for the reporting of student data to the Australian Health Practitioner Regulations Agency produced significant savings and productivity gains.
GOAL 6: CHANGE & TRANSFORMATION

Drive the standing and global recognition of UOW and its qualities through selective investments in strategic initiatives and by engaging with key supporters to deliver our long-term vision.
6.1 Integrate UOW’s planning, communications and marketing activities into one strategy aligned with our goals and primed to leverage our current reputation while strengthening brand recognition

Key achievements

Under the sponsorship of the Senior Deputy Vice Chancellor, the Planning, Marketing and Communications Division was formed in early 2013. The Division will bring a coordinated synergy to planning, reporting, analysis, marketing, brand recognition, public relations & media and internal communication. Staff joined the Division from many areas of the University to create a diverse mix of competencies and knowledge.

Throughout 2013, the Division:

- Played a critical advisory and "hands on" role in a strategic initiative that resulted in record student applications for study in 2014
- Established the University’s first Strategic Marketing and Communications Unit, with a focus on the devolved responsibility for marketing across the University
- Took the reins of strategic planning (in July) and produced the 2013 Annual Strategic Stocktake Report (this report, the first of its kind at UOW), in addition to conducting a range of wider strategic staff engagement events
- Began work to synchronise many elements of the UOW planning cycle in a comprehensive “UOW Planning Framework” that will deliver, in part, a single ‘source of truth’ for UOW metrics.

6.2 Develop our capacity as a digital university, capitalising on the rise in digital content and new technologies and their impact on how teaching and research information is accessed and distributed

Key achievements

There was a high level of engagement across the UOW community about what it means to be a digital University. The development of the IT Strategy, together with other key university strategies such as the Education Strategy, both of which were approved by Council, will enable the realisation of Goal 6.2 and ensure alignment of our IT to support the core business needs of the University.

Through the deployment of new technology, the University delivered a device agnostic website which ensures quality access irrespective of the type of device being used. This implementation also provides AAA compliance for our website.

During 2013 our technology was more closely aligned to our curriculum review processes. Agreement was reached through IT PAC to ensure that the relevant technologies are developed to support curriculum processes from 2014.

Wireless services saw a significant improvement during 2013, thereby providing access anywhere, anytime on any device to services and data to support teaching and research.

In the spirit of a digital University, Spring Graduation Ceremonies were streamed over the Internet to over 1500 viewers and there was a rise in the creation of digital content through the recording, broadcasting and preservation of events such as the Michael Kirby Lecture, the Alex Zelinsky Lecture, the Alan Sefton Memorial Lecture and many more.

Significant steps were made to improve and future proof the University network infrastructure e.g. introduction of IPv6 at the border thereby ensuring access for future generations of students, staff and faculty.

UOW App Store apps.uow.edu.au along with the release of many applications supporting and driving research e.g. Breast Research App, TiPS and Food Portions along with utility apps such as Lost on Campus were introduced. The development and introduction of such digital assets greatly enhanced our visibility as a digital institution.

Significant collections such as the Janet Cosh Herbarium were digitized and made available to the campus community anywhere, anytime, while substantial investment was executed on storage systems, ensuring UOW’s capacity to store large volumes of research and teaching data in the short to medium term.
6.3 Establish an innovation ecosystem where staff, students and community have opportunities to start and build businesses for wealth creation

Key achievements

Progress on the Innovation Ecosystem, iAccelerate, was faster than had been anticipated in 2013. In December 2013 the Restart NSW Illawarra Infrastructure Fund announced an allocation of $16.5 million towards the iAccelerate Centre, a $20 million building situated on Innovation Campus. This funding will ensure that iAccelerate (Innovation Ecosystem) is a sustainable venture.

A Heads of Agreement was signed between UOW and Artesian to develop a $10 million Seed Fund which is a key component of our submission and will make Seed Funding available to iAccelerate clients. Meanwhile, plans to move iAccelerate Start to the Innovation Campus level 2 of Mike Codd building ("iAccelerate Hub") are progressing and will be finalised in early 2014. The Hub will accommodate over 50 entrepreneurs.

iAccelerate Start resident company CriticalArc (founded by two UOW Alumni) has just completed its first round of funding securing $1 million in total. This allows the company to scale internationally and to employ fourteen new staff.

iAccelerate Entrepreneur Club continues to host keynote speakers in Wollongong and Sydney Business School (SBS).

iAccelerate Mentor and iAccelerate Educate have continued to operate successfully over the year, expanding UOW’s reputation within the community and exchange of knowledge freely.

6.4 Promote an accessible Knowledge Exchange and Intellectual Property policy, built on partnerships and relationships, to ensure that UOW’s work and discoveries lead to improvements in the lives of people and their communities

Key achievements

UOW is now formally a member of the Easy Access Network of universities which offer IP without fees to industry partners willing to commit to commercialisation and promote the UOW brand. This has now been successfully incorporated into UOW’s new Commercialisation Procedures which were formally adopted by the University and online in January 2013.

Legal issues are being resolved in order to offer this for all of the university’s IP that is unsuitable for university commercialisation. We also hosted two Easy Access IP sandpits with NSW Trade & Investment and UNSW and participated in four different sandpits out of which over five new business relationships have been formed.

In a first for UOW, we were awarded a Commercialisation Australia grant for Centre for Medical Radiation Physics’ MOSkin project, which reduces the risks of having radiation overdose. The awarding of this grant received a high level of media interest.

Meanwhile, UOW’s commercial partner, Birdon, successfully built and tested the UOW’s wind power electricity generation technology. Finally, UOW’s new IP system, KSS, is up and running and being beta trailed by IPRI and in Information Sciences.
6.5 Invest in and leverage strategic priorities and flagship developments that deliver gains in our recognition and productivity

**Key achievements**

In 2013, there was a significant boost to direct and indirect marketing expenditure with the intention of not only growing the student enrolment base, but also to build a positive perception of UOW. This level of funding will be repeated in 2014 and onwards.

The opening of new modern and high quality student accommodation facilities allowed UOW to offer a guarantee of accommodation to regional students wishing to study at Wollongong.

The University has commenced a body of work to establish in greater detail, a series of common messages that can be portrayed through all UOW marketing activities.

6.6 Transform our alumni engagement to promote a lifelong network connected

**Key achievements**

Through our reinvigorated communications strategy, our 2013 alumni fundraising attracted $129,571 from 2,487 of our alumni contacted. Activities and communications with our alumni increased by 198% compared to 2012, with engagement by alumni in social media up by 62% for Facebook and 44% via LinkedIn over the last 12 months.

Alumni Library membership uptake increased by over 300%. UOW alumni dinners were held with alumni leaders in the Engineering, Marketing/Communications, Creative Arts disciplines. Through visits undertaken during 2013 to strengthen ties and engagement with our alumni in Indonesia, Singapore, Dubai, London and Hong Kong, high profile, high value alumni provided a strong platform from which to build further engagement with our graduates in these areas.

Collaboration between the Alumni Office, Graduate Career Development & Employability, and the Faculties in staging the student Career Ready Conferences has provided a relevant focal point for Alumni engagement with the university and our students.
STRAteGic PlANNinG UnIt (SPU)

SPU is one of the operational units which forms the Planning, Marketing and Communications Division. The role of the SPU is to coordinate and support effective strategic planning at UOW and to collaborate with Faculties, Divisions, Units and Controlled Entities in the development of their operational plans and KPIs.

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